

# 189th Airlift Wing WARRIOR



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Arkansas Air National Guard

Little Rock Air Force Base, Ark.



*Production controllers turn up the heat and keep their cool during the changing season, pgs. 4 - 5*



# Sharing the 2020 Vision

By Col. Dean B. Martin  
189th Airlift Wing Commander

I hope each of you had a relaxing and wonderful holiday season. This time of year brings New Year's resolutions for many. I encourage you to use the beginning of a new year to set goals rather than resolutions. What's the difference? Goals are specific and much more actionable. By breaking down your resolutions into manageable and measurable tasks, you are more likely to stay focused. For example, if you are seeking financial goals, the 189th Airman and Family Readiness office can assist you in setting up an appointment with a financial advisor. Call (501) 987- 5952 for more information.



As we continue mission readiness, I encourage each of you to focus on your AFSC development. The Air National Guard is being tasked more and more to support Air Force mission sets. Traditional Guardsmen have limited time to get crucial hands-on training –let's make it count. With a full force of Guardsmen, we can support missions at home and abroad. Additionally, I ask everyone to recruit for the 189th Airlift Wing. As Guardsmen, we represent a small but influential portion of the Air Force community. One way you can do this is by sharing your story. From feature stories highlighting our Guardsmen's unique talents and skillsets to stories of resilience, these stories can lend unique experiences to the community and encourage people to seek out opportunities within our force. If you have a story you'd like to share, contact MSgt Jessica Roles at [jessica.roles@us.af.mil](mailto:jessica.roles@us.af.mil).

This month kicks off our Enlisted Development Seminar. This effort consists of 22 blocks of leadership skills targeting SSgt's across the wing. Offered each drill, this investment in our first-term Airmen helps bridge the gap between ALS and NCOA as we develop future leaders. The CSAF, Gen. Charles Brown, recently implemented a new strategic approach titled Accelerate, Change or Lose. This approach encourages us to do our part to challenge the status quo and make necessary changes in our Air Force today to be ready for tomorrow. Make this year a new start to build you and your Air National Guard stronger and more resilient than ever. Over the past year, we have showcased innovative ideas, solutions to problems and made smart recommendations and decisions for our day-to-day duties. Let's continue to harness these skills and focus them on purposeful direction. We can accelerate and succeed with required and necessary change.

With the rollout of the COVID vaccine, we can see an end to the virus. However, now is not the time to let down your Guard. Continue to practice social distancing and follow CDC recommended guidance. We need everyone and their families healthy, safe and not distracted. If you have questions regarding COVID safety precautions, visit <https://www.cdc.gov/coronavirus/2019-nCoV/index.html>. Despite all we went through in 2020, you have shown incredible resilience. Continue to have open and honest dialogue with one another. I am honored to serve with each of you and am looking forward to an outstanding 2021 - Follow Through! Deano

[www.facebook.com/189AW](https://www.facebook.com/189AW)

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## Publication Staff

Col. Dean B. Martin  
189th Airlift Wing  
Commander

Maj. Casey Staheli  
Public Affairs Officer

Master Sgt. Jessica  
Roles  
Public Affairs Superintendent  
Editor

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# Choose your approach

By Capt. Timothy Boyer  
189th Airlift Wing Chaplain

Life is full of choices, though it may seem those choices seem decreased during the past year's COVID-19 pandemic. Still, we do have the opportunity to make choices. Specifically, we get to choose our posture entering 2021.

The previous year has been filled with hardship. Some have lost family members, some have lost jobs, and some, including myself, have lost marriages. Yet, all is not lost. If you are reading this article then you have the unique opportunity to change your outlook for 2021. Some believe the vaccine is the key to a better day, but I believe the solution lies in our attitudes.

We have grown weary of masks, executive orders and public health announcements. It's ok to not be thrilled with those things, but how much time and energy do we spend on them to the detriment of the better parts of life?

How about the fact that if you are reading this article you have access to a computer? If you are reading this at work it means you have at least part-time employment.

In my personal story, I could choose to focus on the loss of my 15-year marriage. Instead, though, I will focus on the fact that we had a civil process and that I get to continue to being a huge part of my children's lives.

This past year has definitely not been a year to look back fondly on for most of us, but we can bring the good that remains with us into 2021.

If we all make the choice to approach 2021 with optimism, focus daily on at least three good things in our lives, and be kind to each other, I believe this year can be full of joy.

So you can choose to be miserable because of the past events or you can choose to step into the future with a recognition and appreciation for all you still have. Choose your approach.

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## *Airman and Family Readiness Office open for drill*

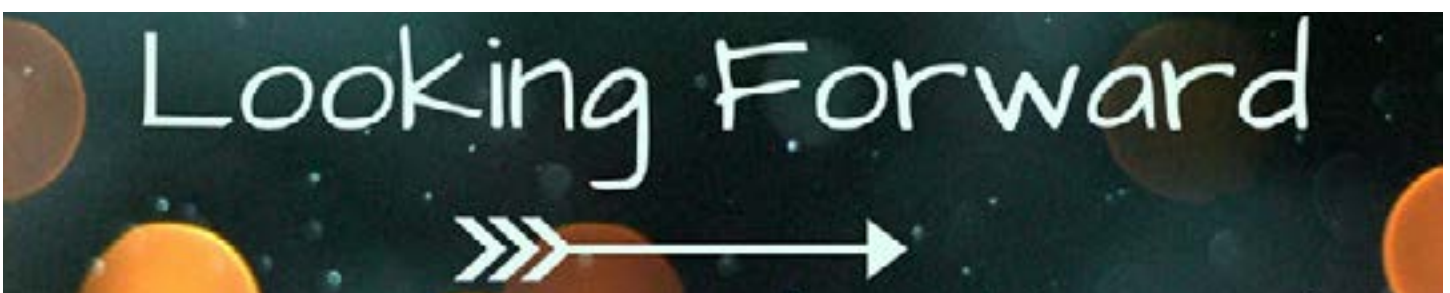
With the addition of a new team member, the Airman & Family Readiness office will be available for services during both Saturday and Sunday of drill.

The 189th Airlift Wing is excited to welcome Brandi Clay, 189th A&FRP specialist, to our team. Clay brings extensive experience to the team, having served as a military spouse and in military children's and youth programs for many years.

"I am excited to bring my knowledge to the table," Clay said. "We seem to already have a great team. I think we're going to be able to accomplish a lot together."

The A&FRP office is a regular stop for inprocessing, financial assistance, resume and employment assistance, stress management and more. "We are absolutely thrilled to be able to extend our hours to the full drill weekend," said Tim Boyer, A&FRP manager. "Not only will Airmen have more access to our services, but they will also have an incredibly talented and experienced new specialist to support them."

For questions regarding A&FRP services call 987-7586.





# Production controllers turn up the heat and keep their cool during the changing season

By Master Sgt. Jessica Roles  
189th Airlift Wing Public Affairs

Imagine being in the middle of a hot Arkansas summer. You are at work inside your building and you realize that it is slightly warmer in the office than usual. You call your building manager and together you realize that your air conditioning unit is not working the way it should. Many may not realize the process that involves maintaining and fixing vital equipment that helps you do your job more thoroughly and often more comfortably every day.

At the 189th Civil Engineer Squadron, the production control team ensures your building among other wing support activities has all the supplies and support needed to keep your work day going. From heating, ventilation and air conditioning to supplies for the wing's Rapid Augmentation Team, the

production controllers keep the mission and Airmen moving in the right direction.

Between all the necessities for the wing, the production control team manages approximately \$240,000 worth of on-hand parts and supplies. The team receives additional funds for contracts required to hire contractors for additional jobs required to keep our work areas comfortable and our campus neat. From multiple accounts, vendor contracts, and receiving supplies, the group balances many things. Detailed organization and time management are vital to ensuring the supplies and parts are categorized and accounted for accurately.

“We not only fix what breaks, we keep up with the grounds maintenance, change out air filters, water



*Tech. Sgt. Shannon Williams, a 189th Civil Engineer Squadron Production Controller, conducts equipment inventory Dec. 4, 2020, at Little Rock Air Force Base, Ark. Williams is responsible for maintaining more than \$240,000 in wing wing inventory. (U.S. Air National Guard photo by Master Sgt. Jessica Roles)*





*Tech. Sgt. Jennifer Crisel, a 189th Civil Engineer Squadron Production Controller, issues equipment to a member of the wing's Rapid Augmentation Team, Dec. 4, 2020. The production controllers manage inventory from HVAC parts to domestic operations equipment. (U.S. Air National Guard photo by Master Sgt. Jessica Roles)*

filters and make sure your work areas are cleaned,” said Tech. Sgt. Jennifer Crisel, a 189th Civil Engineer Squadron Production Control technician.

Purchasing an item for the wing requires a detailed and sometimes tedious process. The production controller must research a part thoroughly, comparing the specific uses between different options. After finding the part required, it is ordered and the CE technicians are able to replace the old part. Additional requirements must be met when purchasing hazardous items including routing through the 19th Combat Engineer Squadron, 19th Bio-environmental Flight, Alphapointe and 19th Airlift Wing Safety Flight for additional approval. The process is never-ending. Crisel explained that as seasons change, buildings age, and assets get used, the need for production controllers will never cease.

“I really enjoy working with personnel and helping them by supplying materials and equipment,” said Tech. Sgt. Shannon Williams, a 189 CES production controller. “By doing this, I’m able to help each and every person complete the wing mission.”



*Tech. Sgt. Jennifer Crisel, a 189th Civil Engineer Squadron Production Controller, assists an Airman with equipment sign-out procedures Dec. 4, 2020. Crisel provides resources to the wing's contractors who fix and maintain the campus facilities as well as provides resources and equipment to the wing's Rapid Augmentation Team and other responders as needed. (U.S. Air National Guard photo by Master Sgt. Jessica Roles)*



# DOD announces COVID-19 vaccine distribution plan

DOD News  
Department of Defense

Today, the Department of Defense announced its deliberate and phased plan to distribute and administer initial and subsequent allocations of the COVID-19 vaccine.

The Department continues to work closely with the Department of Health and Human Services (HHS) and the Centers for Disease Control and Prevention (CDC) on the distribution of COVID-19 vaccines. As one of the 64 jurisdictions to which the United States government has allocated vaccines, the DOD plans to administer its initial allocation of 43,875 doses of the COVID-19 vaccine to CONUS and OCONUS populations of DoD uniformed service members, both active and Selected Reserve components, including members of the National Guard; dependents; retirees; civilian employees; and select DoD contract personnel as authorized in accordance with DoD regulation.

The two key considerations that inform the

Department's plan are: 1) who will receive the vaccine; and 2) where the DOD can most effectively receive and administer the vaccine.

The Department prioritizes DOD personnel to receive the vaccine based on CDC guidance, which is informed by data gathered during vaccine trials about the effectiveness of a vaccine among demographic groups and the CDC assessment of the risks COVID-19 poses to certain demographic groups. DOD prioritization schema is consistent with CDC guidance and prioritizes those providing direct medical care, maintaining essential national security and installation functions, deploying forces, and those beneficiaries at the highest risk for developing severe illness from COVID-19 before other members of the DOD population.

Distribution will be conducted in phases. Due to limited availability of initial vaccine doses, the first phase will distribute and administer vaccines at select



Five military medical treatment facilities are participating in a Phase 3 clinical trial testing a COVID-19 vaccine in development with AstraZeneca. (U.S. Air Force photo by Staff Sgt. Joshua Garcia)

locations. Initial distribution sites were selected by the DOD’s COVID Task Force from sites recommended by the military services and U.S. Coast Guard, to best support several criteria:

Anticipated supply chain requirements for initially approved vaccines (i.e. ultra-cold, bulk storage facility); Local population of at least 1,000 priority personnel across the military services to facilitate rapid vaccine administration; And sufficient necessary medical personnel to administer vaccines and actively monitor vaccine recipients after initial and second-dose administration.

The distribution of the allocated COVID-19 vaccines will begin once the Federal Drug Administration authorizes the COVID-19 vaccine for emergency use and in accordance with Operation Warp Speed guidance.

[Information on the DOD vaccine distribution plan and population schema, can be found here.](#)

[The memo on for the Coronavirus Disease 2019 Vaccine Guidance dated Dec. 7, 2020, can be found here.](#)

The Arkansas National Guard recently received its first round of doses to be distributed in phases. With many questions and concerns regarding the new vaccine, the 189th MDG is ready to provide answers. Please read below for vaccine phase distribution information:

(1) (U) On or about 29 December 2020, the AR NG will safely and expeditiously vaccinate the force, using a three phased population prioritization through a nested process from the DoD and approved by the Adjutant General:

(a) (U) Phase 1/1a- Healthcare Providers, Healthcare support, Emergency Services and Public Safety Personnel. For the AR NG, this phase includes The Adjutant General, Senior Enlisted Leader, Troop Medical Clinic personnel, MEDCOM personnel, 189th Medical Group personnel, and 188th Medical Group Personnel.

(b) (U) Phase 1b- Other Essential Workers. This phase consists of three sub phases:

1. (U) Phase 1b.1- Critical National Capabilities. For the AR NG, personnel authorized to receive the

vaccine in this phase are in the following prioritized order: 61st Civil Support Team; 188th Wing Remotely Piloted Aircraft (RPA) Airmen; 189th AW Cyber Force; followed by Senior Leadership of the AR NG.

2. (U) Phase 1b.2-Personnel preparing to deploy to OCONUS locations prior to July 2021. For the AR NG this includes HQs, 142d Field Artillery Brigade (includes Radar Sections); 2-142d FA BN; 216th MP CO; 189th Deploying Units and Personnel and 188th Deploying Units and Personnel.

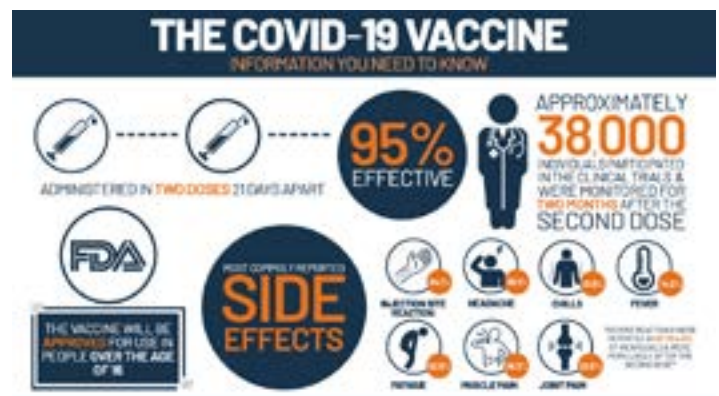
3. (U) Phase 1b.3-Other critical and essential support personnel. To be determined. Anticipate 189 AW FTU and Cyber mission(s) (+ support functions) in this phase

(c) (U) Phase 2- High Risk Beneficiaries. To be determined.

(d) (U) Phase 3- Healthy uniformed personnel and those not otherwise mentioned in above phases (includes new accessions). For the AR NG, this phase includes the 39th IBCT, scheduled for a Combat Training Center Rotation, followed by all other units and personnel as prioritized by the command group.



*For a complete lists of facilities offering COVID-19 vaccinations, please click the above graphic. Vaccines are available to you and your family members.*



**THE COVID-19 VACCINE**  
INFORMATION YOU NEED TO KNOW

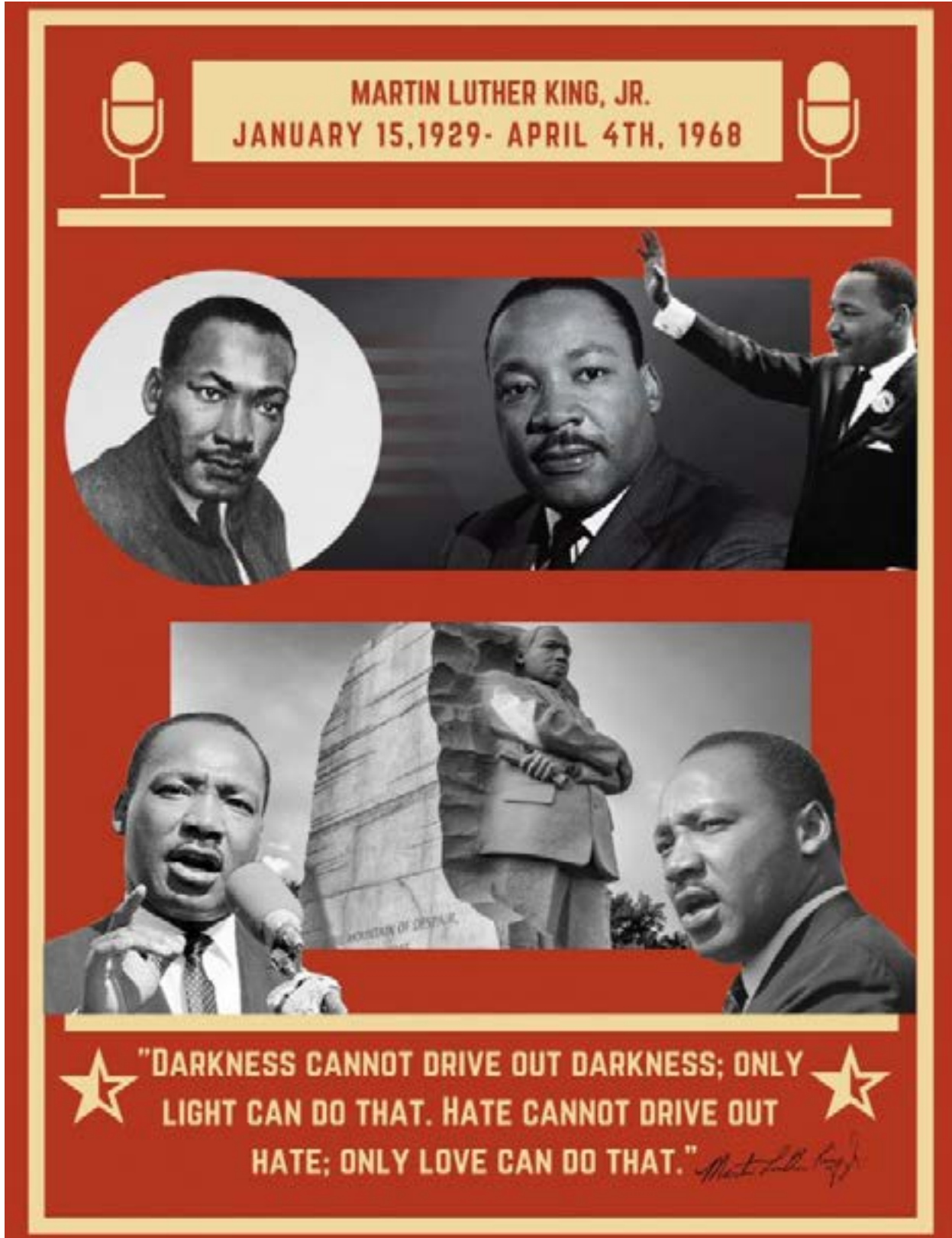
- ADMINISTERED IN TWO DOSES 21 DAYS APART
- 95% EFFECTIVE
- APPROXIMATELY 38,000 INDIVIDUALS PARTICIPATED IN THE CLINICAL TRIALS & WERE PROMOTED FOR THREE MONTHS AFTER THE SECOND DOSE
- THE VACCINE WILL BE APPROVED FOR USE IN PEOPLE OVER THE AGE OF 16
- MOST COMMONLY REPORTED SIDE EFFECTS: HEADACHE, FATIGUE, SORE THROAT, REDNESS AND SWELLING AT THE INJECTION SITE
- OTHER REPORTED SIDE EFFECTS: FEVER, MUSCLE PAIN, JOINT PAIN





# January 20 is Martin Luther King, Jr. Day

Martin Luther King Day, held on the third Monday of January, celebrates the life and achievements of Dr. Martin Luther King Jr. The U.S. Department of Defense senior leaders encourage the entire military family to use Martin Luther King Day as an opportunity to engage in community activities to help others in need.







## January is Human Trafficking Awareness Month

DOD has a program office dedicated to Combating Trafficking in Persons. The CTIP program is designed to prevent human trafficking, also known as trafficking in persons. The majority of the men and women in the armed services are proud to serve and they serve honorably. But the Defense Department is a society within a society, and like any other, DOD's society has the good and bad, along with some ugly. While the good far outweighs the bad, the few bad members who engage with trafficking in persons tarnish DOD's good reputation. (Source: [www.defense.gov](http://www.defense.gov))



**MODERN SLAVERY WORLDWIDE**

- \$99 BILLION PER YEAR MADE FROM SEX TRAFFICKING**
- 1 in 6** endangered runaways reported in the U.S. are likely to become sex trafficking victims
- \$51 BILLION** dollars per year from use of forced labor
- 21 MILLION PEOPLE WORLDWIDE** are now victims of forced labor
- 20%** Human Trafficking victims are children
- 3 out of every 1000** are victims of forced labor
- 4.5 MILLION - WORLDWIDE** are victims of forced sexual exploitation
- In some parts of Africa and the Mekong region children are those most sexually exploited
- Migrants are particularly vulnerable to forced labor practices
- Female victims forced into domestic servitude are often sexually exploited as well

**IF YOU SUSPECT human trafficking call:**

Department of Defense Inspector General Hotline  
1 - 800 - 424 - 9098

National Human Trafficking Resource Center  
1 - 888 - 373 - 7888



# Community partnerships flourish despite COVID-19 restrictions

By Master Sgt. Jessica Roles  
189th Airlift Wing Public Affairs

The COVID-19 pandemic has had a significant impact on the military and civilian community throughout the last year. While the virus prevented many day-to-day operations and events from occurring, Airmen continue to instill the Air National Guard culture throughout the community with virtual events. Recently, the 189th Maintenance Group hosted the Arkansas Aerospace and Defense Alliance virtual tour, sharing valuable mission information with aerospace companies in the community.

The Arkansas Aerospace and Defense Alliance visits the wing campus each year, sharing best practices between military service members and private institutions. The visit consists of workspace tours at the wing's maintenance facility as well as one-on-one discussions with Guardsmen representing the maintenance community. This year, however, due to the pandemic, the tour was hosted online through a virtual communications platform. During the virtual tour, maintainers took turns speaking with the group and sharing photos of workspaces as well as answering questions.

"This industry day has opened the door for great communication and coordination between the military community and the aerospace and defense industries," said Chad Causey, Arkansas Aerospace and Defense Alliance Executive Director. "Over many visits, we've had many shared goals and missions."

More than 35 members attended the virtual tour as subject matter experts from the 189th Maintenance



and 189th Aircraft Maintenance Squadrons and explained new innovations the group thought up throughout the year as well as shared the wing's maintenance mission with newcomers to the group. Causey explained that in the past, numbers had been higher and believes that if the group would have been allowed to attend in-person that the numbers would reflect the usual participation level.

"Since the pandemic began, it's been nearly impossible for us to engage in many of the business development activities we would normally do," Causey said. "Our Aerospace and Defense Summit was postponed and business development trips to trade shows and airshows were canceled but we've done everything necessary to keep moving the ball in 2020."

Community relations plays a key role in the effectiveness of the Air National Guard. As members of a National Guard entity, Guardsmen often make up a significant portion of the community. Networking through visits such as the Arkansas Aerospace and Defense Alliance visit encourages drill-status Guardsmen and full-time Guardsmen to reach out to find new opportunities which reflect their military specialties.

The wing has a long-standing partnership with the Arkansas Aerospace and Defense Alliance group. As the pandemic continues, the wing will continue to work on ways to improve virtual tours with this and other groups and looks forward to visiting with them next year.







# *Warrior of the Month:*

## *Tech. Sgt. Rhett Pruemer*



*Tech. Sgt. Rhett Pruemer inspects the inside of a C-130H during an isochronal inspection Oct. 14, 2020, at Little Rock Air Force Base, Ark. Pruemer and the 189th Maintenance Squadron avionics system team worked tirelessly to upgrade the VHF radio system from the ARC-186 to the ARC-222 allowing the C-130 to be fully compliant to fly in European air space. (U.S. Air National Guard photo by Master Sgt. Jessica Roles)*

**Rank/Name:** Tech. Sgt. Rhett Pruemer  
**Unit:** 189th Maintenance Squadron  
**Guard Status:** Full-time  
**Position:** Integrative Avionics Systems Craftsman  
**Hometown:** Teutopolis, Illinois  
**Time on Station:** 5 years  
**Time in Service:** 14 years  
**Goals:** Visiting every state in U.S.A.  
**Hobbies:** Hiking, camping, exploring new places  
**Core Value Portrayed:** Follow Through  
**How this core value is portrayed:**  
 Tech. Sgt. Pruemer is the epitome of

the commander's priority of following through. TSgt Pruemer is extremely reliable when it comes to being given a task and accomplishing that task above and beyond expectations. He is a highly skilled avionics technician with more than 13 years of experience providing valuable systems knowledge to his peers. TSgt Pruemer maintains a can-do attitude when provided with a task and maintains a strong focus on mission accomplishment while performing his duties. Pruemer is a hard-working Airman and instills this in his peers.



# Department of the Air Force releases findings on racial disparity review

Secretary of the Air Force Public Affairs

The Department of the Air Force released its report on the findings of an Air Force Inspector General independent review into racial disparity Dec. 21. The full report is available for download on AF.mil.

The Secretary of the Air Force and the Air and Space Forces service chiefs ordered the review June 2. The measure formalized a step that former Chief of Staff of the Air Force Gen. David Goldfein raised in an official note to commanders and other senior leaders on June 1 addressing an “apparent inequity in our application of military justice” among other issues. He stated, “We will not shy away from this; as leaders and as Airmen, we will own our part, and confront it head on.”

Subsequently, in an open letter on June 3 to all Airmen and Space Professionals signed by the Air Force Secretary and the two service chiefs, the leadership team highlighted the Department’s self-initiated review and wrote, “We are listening, and we are taking action.”

The IG review focused specifically on assessing racial disparity in military discipline processes and personnel development and career opportunities as they pertain to Black/African American Airmen and Space Professionals.

According to Air Force IG officials, the narrow focus related to Black/African American Airmen and Space Professionals was necessary to enable a prompt yet thorough assessment, but the subsequent efforts to be undertaken as a result of the review will not be exclusive to a single minority group.

“Although release of this report took longer than we originally planned, we’re confident that the lessons we will learn and the plans in development to further examine disparities will provide benefit to all of our Airmen and Space Professionals,” said Lt. Gen. Sami Said, Air Force Inspector General.

Additionally, Said explained that it is important to underscore that the review was focused on assessing racial disparity within the Department of the Air Force and was not chartered to determine whether or not racial bias or discrimination is present. Such an examination would require a much deeper study and a broader look at American society in general, which was outside the defined scope of the review, according to Said.

The IG review also did not focus on root cause analyses for any racial disparities found during the review due to the considerable time this would have added to completing the report. Instead, the intent was that root cause analyses would follow completion of the review, as necessary.

## Findings

The review’s methodology included an empirical examination of Department of the Air Force military justice data dating back to 2012; career development and opportunity data involving civilian, enlisted and officer ranks; and a review of all pertinent personnel and legal Air Force instructions and related publications. Additionally, the IG analyzed individual perspectives from a DAF-wide IG racial disparity survey that garnered more than 123,000 responses, including more than 27,000 single-space pages of feedback from members; conducted formal interviews of senior leaders, subject matter experts and service members; held 138 in-person ‘boots-on-the-ground’ listening sessions with more than 1,300 Airmen and Space Professionals from across all major commands; and interviewed command teams at 20 installations. Finally, the IG team reexamined 23 past studies and reports involving race and demographics in the military.

The review confirmed that racial disparity exists for Black/African-American Airmen and Space Professionals in the areas of military discipline and career developmental opportunities. Specifically, varying degrees of disparity were identified in apprehensions, criminal investigations, military justice, administrative separations, placement into occupational career fields, certain promotion rates, officer and civilian professional military educational development and some leadership opportunities.

According to the report, the data does not address why racial disparities exist in these areas, and that while the data shows race is a correlating factor, it does not necessarily indicate causality.

The review also found that no racial disparities appear to exist within the areas of accessions, retention, or enlisted Professional Military Education (PME), and that there were no inherent, systemic, or procedural biases found in Department of the Air Force personnel and legal guidance pertaining to discipline.

The IG report defines racial disparity as “existing when the proportion of a racial/ethnic group within the subset of the population is different from the proportion of such groups in the general population.” It goes on to state that while the presence of a disparity alone is not evidence of racism, discrimination, or disparate treatment, it presents a concern that requires more in-depth analysis. Key stakeholders within the Air Force and Space Force have now been tasked to identify the root causes of these disparities.

Secretary of the Air Force Barbara Barrett applauded those who took time to contribute to the in-depth review





and emphasized that work remains to be done.

“Thank you to the tens of thousands of Air and Space Force members who related their personal experiences, both favorable and unfavorable” Barrett said. “The IG review identified racial disparities within military justice and developmental programs. Now we’re analyzing root causes and taking appropriate actions to address these causes. These actions will include evaluating potential barriers to inclusion, expanding mentorship programs, and exploring ways to inspire and attract diverse youth to join the Air Force and Space Force.”

Although the review’s primary focus was on identifying the degree to which racial disparity is present, the IG team conducting the review received a large volume of firsthand accounts of experiences with bias, as well as individual acts of racism. According to the report, while it is impossible to validate experiences reported during feedback sessions or within the survey, the themes that emerged from the feedback make it reasonable to conclude that individual acts of racism have occurred in the Department of the Air Force.

Additionally, the review highlighted feedback from a significant number of Black Airmen who voiced distrust in their chain of command to address racism, bias and unequal opportunities within the Air Force. The majority of Black survey respondents also felt that Black/African American Airmen are not given the benefit of the doubt by their chain of command when it comes to military discipline.

Air Force Chief of Staff Gen. Charles Q. Brown, Jr. acknowledged the critical feedback and the need to build and maintain trust between our Airmen and Space Professionals and their chain of command.

“The IG’s survey and interviews are noteworthy in that they empowered Airmen and Space Professionals to provide their unfiltered personal perspectives and experiences, and they delivered loud and clear,” Brown said. “Racial disparity isn’t an easy topic, and something we don’t traditionally talk about much throughout our levels of command. This report and the many engagements with Airmen and Space Professionals have increased chain of command awareness and an opportunity to build trust. Now we must all move forward with meaningful, lasting and sustainable change to do so.”

### **Next Steps**

Notably, at the request of the Secretary of the Air Force, the IG’s review provides a preliminary roadmap for addressing racial disparity. In accordance with the report’s recommendations, the Department has begun root cause analyses and will provide updated action plans, as appropriate, to the Secretary and Air and Space Force service chiefs.

The Department of the Air Force Inspector General will conduct a “progress report” six months after the report’s initial publication, followed by an annual review. Both of these assessments will be publicly released and provided to all Airmen and Space Professionals, according to the report.

Chief of Space Operations Gen. John “Jay” Raymond underscored the importance of diversity and the need for leaders at every echelon to do their part to ensure all Airmen and Space Professionals feel included and empowered to maximize their talents.

“Accountability begins with us, and we have the opportunity to create a culture that inherently values diversity and inclusion,” Raymond said. “Leaders at all levels must commit to having tough conversations, learning about racial disparities and identifying their part in creating an environment where all people have the same opportunities for success, an environment where every person is heard, every person is seen and every person is valued.”

### **Diversity & Inclusion Initiatives**

Concurrent with the IG’s review, Department of the Air Force senior leaders conducted multiple listening sessions with Air and Space Force members to gain additional insight and perspectives.

Additionally, the Department stood up a task force to comprehensively address the issue of racial, ethnic, gender and other demographic differences and their impact on the Air and Space Forces.

Since June, the task force has facilitated additional tracking of administrative discipline data, to include demographics; increased ROTC scholarships at Historically Black Colleges and Universities; revised dress and appearance regulations; acceptance of a SuperScore combination for the Air Force Officer Qualifying Test, which gives the applicant the opportunity to use their highest score from each part of the test; created partnerships with African-American fraternities and sororities and the Congressional Hispanic Caucus Institute; established a sixth team as part of the Barrier Analysis Working group (Asian-American/Pacific Islander); and will initiate the Department’s new “GO Inspire” program in January designed to increase Air and Space Force general officer outreach to youth to increase diversity in operational career fields and the broader force.

In October, the task force transitioned into the Diversity and Inclusion Office, which will report directly to the Secretary of the Air Force. The IG’s report recommends that this office also review the report’s findings and assess applicability to broader D&I initiatives.