

## INFORMATION PAPER

Department of the Army, G-1  
22 February 2019

### **SUBJECT: DACOWITS RFI #4**

1. **Purpose.** The committee requests a written response from each of the military Services on what actions have been taken to assess and mitigate (if necessary) the impact of conscious and unconscious gender bias and language on military performance evaluations and promotions? Additionally, include any processes built into your promotion and evaluation systems that facilitate equitable selection.

### 2. **Response.**

The Army provides guidance to all of its selection boards regarding the importance of equal opportunity for advancement and the value of a diverse leadership force. The following language is a part of each officer selection board guidance:

*“Effective leaders understand that organizational success depends on the ability of people of all backgrounds to work together. Select (officers and NCOs) who create and maintain an inclusive environment where individual attributes are recognized, accepted, and, most importantly, valued, regardless of race, color, national origin, religion, sex (including gender identity), or sexual orientation. You must strictly avoid consideration of any factors other than merit and ability, as specified elsewhere in this MOI, in selecting only the best qualified (officers or NCOs) for promotion. This guidance shall not be interpreted as requiring or authorizing you to extend any preference of any sort to an officer or group of (officers or NCOs) on the basis of race, color, national origin, religion, sex (including gender identity), or sexual orientation.”*

As part of its work to integrate talent management principles more broadly into officer personnel management, the Army has established an independent research platform to specifically evaluate its promotion selection process. This office is just completing a proof of principle phase and will soon be ready to evaluate many aspects of the Army’s current promotion process to determine where outcomes may not match expectations, and to assess whether and where specific biases exist. Many tests are envisioned that can empirically assess the value of information that is either currently provided, or may be provided in a future redesigned process, to a selection board. It will be possible to experiment with factors such as board composition, information presentation format and quality, eligible population makeup, the impact of photographs in the consideration; and to determine any biases that may be created by various aspects of the process. The results of these experimental scenarios will directly inform prototyping and piloting of redesigned selection board systems and processes to better accommodate enhanced talent management and diverse leadership cohort.

The Army expects to see analysis of the results of early testing by the 3<sup>rd</sup> quarter of FY20.

The Army’s regulation on Personnel Evaluations and the Evaluation Reporting System contains no language directing the use of gender terms.