

The U.S. Army's Equity and Inclusion Agency

Transcript: U.S. Army Resilience Directorate Outreach Webinar

February 23, 2023

Presenter:

Dr. Lyle J. Hogue, Senior Advisor to the Secretary of the Army for Diversity and Inclusion and the Deputy Assistant Secretary of the Army, Equity and Inclusion

Lytaria Walker: [00:00:39](#) Welcome to the Army Resilience Directorate Outreach Webinar for February. At this time, all participants are in listen-only mode. However, you may ask questions at any time by placing them in the Q&A box. There will be several opportunities for questions throughout the webinar, and we should have some time at the end as well. Today's webinar has been approved for one hour of live continuing education units. Participants must obtain CEU certification through their local commanders by downloading the webinar presentation slides as attendance verification. The slides will be posted in the chat box at the end of the webinar and emailed to registered participants. Please note the views of ARD outreach webinar presenters are their very own and are not endorsed by the Department of the Army or the Department of Defense. This month our guest is Dr. Lyle J. Hogue.

Lytaria Walker: [00:01:44](#) Dr. Hogue has over 35 years of Army people experience. On January 23rd, he assumed the roles of Acting Senior Advisor to the Secretary of the Army for Diversity and Inclusion, and Deputy Assistant Secretary of the Army, Equity and Inclusion. Previously, Dr. Hogue served as the Director of the Strategy, Plans, and Operations Office. Dr. Hogue oversees Army Civilian and Military Equal Opportunity and Civil Rights complaint processing policy, compliance and adjudication activities. His focus areas include talent acquisition, development, employment, and retention of military personnel and civilians. Dr. Hogue played a vital role in the publication of the Army People Diversity, Equity, Inclusion Annex, and the Expanding Diverse Talent in the Army Officer Corps Strategic Plan. Dr. Hogue, thank you for joining us this morning. Take it away, sir.

Dr. Lyle J. Hog...: [00:02:54](#) Ms. Walker thank you for that nice welcome, and thank you to the ARD team for conducting these webinars. They're so important as a way of educating the Army and the larger community on different topics. This particular day happens to

be the Army's focus and the Army's efforts towards diversity, equity, inclusion, and accessibility, which is very important in these times, but very important all the time. And I had an opportunity to talk to about a hundred people yesterday on a lunch and learn, and on similar themes that we'll talk about in this morning's webinar and then this afternoon's. I'm really excited at the opportunity to do this. January 23rd was a watershed day for me when the leadership asked me to step in and be the acting DASA for DEI. In some ways it was coming home where I had worked on a lot of diversity, equity, and inclusion documents with the team, so I was very familiar with a lot of the senior people at the E&I agency. So it was fun to reengage with them and get back in their mission--our mission. Now, after being there a month, and right off the bat, we did a huge STEM conference called BEYA, which is short for Black Engineer of the Year Award, which is in its 37th year. I love that at that conference, they also are blending in a tagline of "Becoming Everything You Are," which focuses on high school and college age-young people in STEM. To have that as an inspiration to become everything a person can become is very powerful and very inspiring. That was my first step back into the DEI agency.

Dr. Lyle J. Hog...:

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Then we've just had one thing right after the next. I did point out with the introduction that some of my background includes the years I spent years in Army Recruiting Command, and I was a recruiter in the Boston, Massachusetts area. And then I went on to become an Army Career Counselor and achieving the rank of Sergeant Major and being the Retention Sergeant Major at Fort Benning Infantry Center in school before moving into civilian life. Most of my career has been focused on people in one way or another. I've enjoyed my time in recruiting duty. I enjoyed my time in career counseling. I went out in industry and worked for IBM under Human Capital Consultant, where we focused on Army projects.

Dr. Lyle J. Hog...:

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One of them is called the Army Career Tracker. We were the initial team that put together the wire diagrams for all of that website and the Army career tracker, and then came back to the Department of the Army and worked in the business transformation office at the headquarters before taking a unique job with Military Retirement and Compensation Modernization Commission, which was a presidential commission that President Obama put in place to look at modernizing military retirement. And I was on a team that, in the end, it produced the blended retirement system for all of DoD (some 2.1 million people), which benefits so many people now that come into the service (as of 2018) and have a 401k.

And particularly on the enlisted side, more enlisted come in and then leave before staying for a career of 20 years.

Dr. Lyle J. Hog...:

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All of those enlisted teammates are now with some type of a 401K when they leave. It's just a little nest egg, if you will, but it's something I'm very proud of before leaving there, and knocking that out and doing something so meaningful for so many people. I came back to the M&RA and just have been really heads down working on different strategy documents. In 2019, we published the Army's First Army People Strategy, which may shock some people, but it's the first time the Army ever had a strategy dedicated just to people. And it emphasized four lines of effort, how we're going to acquire talented people, how we're going to develop that talent, how we will employ it (or how we'll use it across the force) and how we'll retain it.

Dr. Lyle J. Hog...:

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That strategy was over the total force: Active Component, Reserve Component, National Guard, and civilians. After that we published implementation plans for the civilian cohort and for the military cohort in the Civilian Implementation Plan 1.0 and the Military Implementation Plan 1.0. Anyone that's on the call that's done strategy work, particularly in the Pentagon or large Army commands, knows if you've done it for a while, you'll understand that writing a strategy is fairly easy. You need some assumptions, some vision mission, maybe some lines of effort, and you put some good teamwork together, and you can accomplish a strategy. But what's really, really difficult for an organization is to then implement it because then people have to do what's on the pages of the strategy. And I'm very proud of the fact that the Army finished one implementation plan, which both military and civilian were two-year implementation plans, and then sat down and wrote implementation plan 2.0 for the next three years.

Dr. Lyle J. Hog...:

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And so the Army has an implementation plan for both civilians and military through 2025. And so that's a five-year amount of time that we will be implementing the Army People Strategy. And that's fairly unheard of. With all the changes that happen, a lot of times, strategies go by the wayside. I'm very proud to see that this is sticking. As all of you know our people are our greatest assets. A lot of times that sounds like maybe a tagline or some cliché, but it's not. When you put us against other countries in a strategic measurement for battle or war, we have a factor in our people being one of the things that's measured along with all the weapons systems, pieces of artillery and equipment, planes and helicopters, is our people.

- Dr. Lyle J. Hog...: [00:10:38](#) Taking care of those people is fundamental to our readiness. I was part of writing the diversity, equity and inclusion annex to the Army People Strategy in 2020. Later, I was asked to lead a working group of a bunch of leaders and professionals to write out some initiatives and a strategic plan of how we'll expand diverse talent in our officer corps. That's a very challenging endeavor there. Perhaps I'll get into that. Growing diverse general officers takes two and three decades to do. And so it starts a very long time ago. And there's a lot of things that are underway, but that strategic plan laid some initiatives down that would get us on our way.
- Dr. Lyle J. Hog...: [00:11:42](#) Those three documents: the Army People Strategy, the DEI Annex (Expanding Diverse Talent and Officer Corps), and then the Civilian Implementation Plan and the Military Implementation Plan, which are both being used by leaders now to promote a lot of things that benefit DEIA. We're in a good place here in 2023. Leadership is all behind it. I'll read a quick quote from Secretary Wormuth before I get into my brief. She says, "Our diversity and inclusion programs are really about making sure we're building cohesive teams because that's what we need, frankly, to be effective when it comes to war fighting. I'll focus a lot on readiness, lethality, and all of that being the ultimate goal that we're going towards.
- Dr. Lyle J. Hog...: [00:12:47](#) Because as an army, that's what we have to do. And all of us have a part in that, whether or not you're a civilian. I was watching like the places where people are calling in from all around the world; it's quite impressive. All of us have a job that we're doing that contributes to the Army's lethality and the Army's readiness in some way. There's a connection there, maybe two or three levels away, but there's a connection there. That's important for all of us to see.
- Dr. Lyle J. Hog...: [00:13:36](#) This is Black History Month, and I thought I would bring up a brief conversation as a historical perspective of African American journey in the military to this conversation today. And 75 years ago was the signing of an executive order that really changed the game for the military and has contributed to better diversity, better equity, better inclusion. We'll talk about DEIA definitions and trying to get the whole team on board with what we mean when we're talking about that.
- Dr. Lyle J. Hog...: [00:14:37](#) We'll talk a little bit about what we're trying to do to show people first in our prevention efforts. Then we'll spend some time talking about how to build high performing teams. A couple of years ago, Mr. Beach started this one man show, if you will, about the WHO model. So I want to talk about that and

then talk about how important prevention is and then entertain any questions after that. So that's like what we're looking at for our time together today.

Dr. Lyle J. Hog...: [00:15:19](#) Seventy-five years ago, in 1948, President Harry Truman issued executive orders 9980 and 9981, and there's a couple of interesting things with that. There's a very informative, compelling, impactful video that came out this month from CBS, and it's a walk through time. Harry Truman, despite some of his own shortcomings and racist views, in July of 1948, several months before his reelection, penned this executive order. It was very controversial. If you remember, the South was the South, the North was the North back then; this was 75 years ago. He penned these executive orders to desegregate the federal workforce and the military. It's important to know because it's hard for some of us who weren't around in the forties.

Dr. Lyle J. Hog...: [00:16:29](#) You have to understand that back in 1948 and prior to that you had organizations and units in all branches there were white and then there were Black. There was a White Army, and there was a Black Army. And that's how it was. You had over 50 battalion-size units of all-Black units. And there was a belief among Army leaders back then that Black Soldiers could not be trusted. To this day now, one of the things that we focus on in all of our talks is about trust and how important trust is. This executive order desegregated the military and forced units to become together. Where this really happened was several years later in the Korean War.

Dr. Lyle J. Hog...: [00:17:29](#) Combat and war force this. A lot of people say integration of the military really happened in the foxholes in Korea fighting the Korean War when you had Blacks and whites fighting alongside each other in the military. I think it says a lot for the hope I think that President Truman had and to sign this executive order within months of reelection, casting aside his thoughts about if he'd be reelected or not as president.

Dr. Lyle J. Hog...: [00:18:29](#) What I wanted to just point out is what has happened in the 75 years since that executive order. It took the Army three years after the executive order to finally disband all of the units that were the Black units. The executive order happened from the president, and he's the commander in chief of the military. And after three years finally, is how long it took for that to take place.

Dr. Lyle J. Hog...: [00:19:29](#) I talked about the importance of the Korean War and how members fought together in the foxholes. There were some

further DoDis (Department of Defense Directives) where it was further charged to commanders to oppose discriminatory practices. So that happened in 1963. And you also have to remember what's going on in our country at that time: it was a powder keg of civil rights. Specialist Lawrence Joel in 1967 was the first African American to receive the Medal of Honor. He was alive when he received the Medal of Honor from President Johnson. In 1977 Clifford Alexander was the first African American to be appointed the Secretary of the Army.

Dr. Lyle J. Hog...: [00:20:34](#)

Of course, General Powell was a huge influence. Not only was he the first African American to be the chairman of Joint Chief of Staff, he went on to be the first African American Secretary of State. He was a huge person in our lifetime. General Kip Ward was the first African-American to become that for ACOM. Most noteworthy is General retired Lloyd Austin, honorable Austin now becoming the first African American to be the Secretary of Defense. There are other firsts in there, and I apologize for not having everything that I possibly could have on there, but this just shows a 75-year journey for our Black History Month. It shows just how far we have come but also how far we still can go. I just wanted to share this timeline with you.

Dr. Lyle J. Hog...: [00:21:44](#)

Our agency is very busy doing a lot of different things in the people space. We are busy in a lot of ways doing outreach and engagement to make sure that all of us in the Army space are on the same page with what we're talking about with diversity, equity, inclusion, and accessibility. Many times you hear that just boiled down to what's called representation or what we can see as a person's race. Sometimes it's boiled down to, for some reason, just Blacks and whites as if Hispanics and Asian Americans and other different groups don't matter. Or if women don't matter and or people who have different backgrounds or cultures. If you think about the United States in all four corners of our nation, there are vast experiences and cultures of people that are out there that we have to consider when we think about diversity.

Dr. Lyle J. Hog...: [00:22:59](#)

So it isn't just Blacks or whites, and it just isn't representation. America is changing demographically. There are population groups that are growing and projected to be larger than other population groups that are the current size that they are now. We need to have leaders who can engage in this diverse workforce as we recruit and assess and acquire people who want to come in and serve. Our leadership has to be able to be great leaders of a diverse group of people, diverse backgrounds. That's why it's so important for leaders to be able to foster diversity, and why it's not just about representation.

- Dr. Lyle J. Hog...: [00:23:55](#) Equity. You're not going to retain a great workforce if you have unfair treatment, unfair access, unfair opportunity. If you have opportunities for one group of people here, but not over here. Equity is about the fair treatment, access, opportunity, choice, promotion, and advancement for all people that are in the Army: all Soldiers and civilians. At every turn, it's identifying and encouraging elimination for barriers that prevent full participation in the total force.
- Dr. Lyle J. Hog...: [00:24:41](#) Inclusion. Imagine if we had workforces or workplaces where everyone there felt they belonged; they all felt that they mattered; they all felt that their viewpoints counted; they all felt included. That does a lot of things for our Army. When we can get to that place of valuing and integrating each other's individual perspectives, ideas, and contributions into an organization's functions and decisions. Being included is as important as equity, as important as diversity.
- Dr. Lyle J. Hog...: [00:25:32](#) Accessibility is making provisions so that it is part two of inclusion, so that people of all different disabilities and reduction or eliminations of physical attributes can also be contributing members of our workforce. What's amazing here is that sometimes this is just very small changes that we can make. Sometimes they're larger, but again, valuing people no matter what is the key here. There are now 111 folks that I've reached, and if you'll get on the same page as us in the Equity and Inclusion Agency when you're talking about diversity--it's broader.
- Dr. Lyle J. Hog...: [00:26:31](#) When we talk about equity, there isn't anything magical about DEIA, and there isn't anything wrong, which some people try to make out about DEIA as well. It is about treating people with dignity and respect and getting the most out of everyone for our mission in the Army. Plain and simple, that's all it's about. It's about building high performing teams. It's about performing, and it's about building cohesive teams. As leaders, it's about knowing your people and all their characteristics and what they bring to the table. All of that is part of DEIA. If you have some questions or you have a differing point of view, please reach out to our agency and have a talk with us, because this is so important to make sure that we're all speaking with one voice, and we have a shared understanding and a shared vision of where we want to go in the Army with regards to DEIA.
- Dr. Lyle J. Hog...: [00:27:41](#) Right now we're being asked to come over to Congress to talk about the term "wokeism" and if there is wokeism in the Army. I just wanted to talk about this before we move on. A while ago, wokeism was about awakening to a broader thought set and a

bigger mindset that you were considering more things than maybe what you had your whole life. In that regard, that's not a bad word. That's a good word to use in that sense, but now there is almost a negative aspect to it.

Dr. Lyle J. Hog...: [00:28:35](#) When people use that term, I always want them to define what "wokeism" means to them. Because in the Army, if you're talking about people thinking from a broad view about diversity and treating people with dignity and respect and equity, and providing a safe environment for people to come and work from all different backgrounds and cultures, and you're making accommodations and modifications so that everyone can contribute to the mission, if that's woke then I guess we're guilty of it. It's one of those words that we have to find out what a person means when they say that.

Dr. Lyle J. Hog...: [00:29:19](#) One of the things that my predecessor and good friend, Mr. Beach, did a lot for Army DEIA is, he went out and he did Your Voice Matters listening sessions. Some of you may have attended some of them, and I hope you did. But he went all around the world, and so did a lot of the members in the DASA E&I team. He plotted some of the comments that they were hearing as they went around the world, and they used Maslow's hierarchy of needs, which is what you're looking at here.

Dr. Lyle J. Hog...: [00:30:28](#) Maslow's hierarchy of needs says that before you can move to the top of self-actualization, you have to satisfy some of these lower needs. The bottom thing is your psychological needs: to be safe, to have basic things like a roof over your head, and security. And all of the safety needs are next. And then love and belonging and in organization, unit pride. He started plotting these comments that they were hearing from the field against these, and they found out that we have some work to do at the lower levels of Maslow's hierarchy of needs. We needed make some investments in barracks, housing, motor pools, and different things like this.

Dr. Lyle J. Hog...: [00:31:34](#) And it doesn't come quickly. It takes time to do this, but these are some of the things that we shared with Army leaders. In order to get to the top of this triangle, we have to address a lot of things within the triangle. There are a couple bullets there about what leaders should do to get to self-actualization, but the most important thing is you have to know your people and know where they're at on all of this. If you've have someone who's working for you that has problems with their living arrangements, it's going to be hard to have them doing over-the-top level of work and ignore the fact that they're really struggling paycheck to paycheck or housing or family needs or

something like that. And the only way you do that is by getting to know your folks and asking them questions.

Dr. Lyle J. Hog...: [00:32:39](#) What I really wanted to get at here is the different directions that teams can go. The literature tells us that diverse teams can be very, very good, and they can be very, very bad. And the long pole in the tent is the leadership of that team. If you have effective, inclusive leadership over a diverse team, then you get positive inclusive climates, you get cohesive teams and higher retention and readiness or ready units. If you have counterproductive leadership over a diverse team, it ends up going bad really fast. You get negative climates, you get increased risk of harmful behaviors, distrust, disunity, and low morale, and chances are you're impacting your readiness of that unit because of that.

Dr. Lyle J. Hog...: [00:33:41](#) All of this contributes either way, negative or positive, to the perception of the Army that's out in the public. And then the ultimate in in state of that is it is affecting our recruiting of the Army of 2020. It also impacts our retention. You may have a very smart, bright individual that could contribute a lot of talents to the Army. But because of this a leader that was counterproductive and not inclusive, they'll find a different place to work. The studies are there, and we have survey results that say that poor leadership is the reason why people leave the Army. We have a choice in the Army with our leaders, and we have to identify when we see counterproductive leadership, and also we have to grow effective leadership.

Dr. Lyle J. Hog...: [00:34:52](#) Mr. Beach came out and created this WHO leadership model. I've touched on some of this already. I really want to foot stomp some of the points that Mr. Beach would make and that I'll make today. The questions, that leaders can ask about using the acronym WHO: Who are your people and what makes them tick? You need to really get in to understand their culture, their background, their traditions, their religions. A lot of leaders feel like, "Oh man, this is me getting noseey."

Dr. Lyle J. Hog...: [00:35:38](#) One of the findings of the Fort Hood independent review commission was that we need intrusive leadership. What we're talking about is this right here: finding out who your people are. And when you're in uniform, this comes very easily out of uniform. There's a little bit of, you have to take it a little bit slower. Some civilian employees may not be used to that, so you have to take things at their pace, but the more you know about people, the better you become and the better your organization becomes.

- Dr. Lyle J. Hog...: [00:36:18](#) H: How do they show up? What types of personality do your people have? And then as a leader, you have to learn how to how to capitalize on different personalities. That means you have to improve a little bit as a leader. How do you handle this type of personality? How do you deal with this person? It's not a one-size fits all. And that's some of the challenges of being a good and inclusive leader. Because of our diverse workforce, and we want to create an equitable workforce, it becomes demanding on the leader to become better. You see some of the questions: Are they introverted or extroverted? How do they approach work and duties? You have to know that about each and every one of your people. What do they offer? You may have a team and one particular person is a great writer, and that's what they contribute to the team.
- Dr. Lyle J. Hog...: [00:37:26](#) In talks with them, they like to be the writer of the organization. Does that mean you neglect developing that in other people? No, but it means you can capitalize on a skill and attribute of a person, and then give them a lot of joy because they're contributing something that they know they're good at. So that's the WHO model. And then you lay that over. The self-actualization is the goal to get to inclusion and cohesion. That leadership model has been talked about all across the Army by Mr. Beach.
- Dr. Lyle J. Hog...: [00:38:09](#) You all should get your hands on the new Army Field Manual 22-6. It's called "Developing Leaders." And Chapter 1 of Developing Leaders talks about building high performing and cohesive teams. It's all of this right here in a one-page summary. If you really dig into this from an Army doctrinal point of view, dig into FM6-22, because that talks about how you promote yourself as a better leader. It has almost all of this stuff that's on there: how to develop teams, how to build the Army team building model. It even goes back to the Be, Know, Do, and that type of model that we used to use a long time ago and the attributes and competencies that a leader must have of Be, Know, Do. It talked about being a certain way as a leader, knowing or being technically proficient with your knowledge level, and then doing things that a leader should do. I would encourage you, if you wanted to know a little bit more about this, but you wanted to stay strictly Army doctrinal and Army regulations, field manual FM6-22 is where you want to go.
- Dr. Lyle J. Hog...: [00:39:56](#) This chart basically talks about what I've been saying the whole time that effective leaders create positive command climates which prevent harmful behaviors. And if you listened really carefully, you heard two of the Secretary of the Army's people objectives that she put out in February of last year. One is that

we are to build positive organizational climates, and we are to prevent or reduce harmful behaviors. Effective leaders do that. This has all now been laid in all the Army documents. Some of you may be familiar with the Army campaign plan. All of these are objectives campaign objectives. When I say all of these, I mean developing leaders, building positive organizational climates, and reducing and preventing harmful behaviors.

Dr. Lyle J. Hog...: [00:41:01](#) All three are Army campaign objectives. Now all of these also when I talked about the Army People Strategy and the military and civilian implementation plans, all of them have tasks that will feed into those campaign objectives. And the final one is adapting, retention, and recruiting. Just think about this in a model. If we develop an inclusive, great leader, they're going to create a positive organizational climate. That positive organizational climate is going to reduce or prevent harmful behaviors, because teammates care about each other just like we've seen some of our earlier slides. They're not going to let certain things happen to teammates if you have that culture in your organization that's positive.

Dr. Lyle J. Hog...: [00:42:06](#) So this is what we're all getting at. The final piece of that is that you're going to see retention improve. Then people are going to talk, and you're going to hear, "Hey, the Army's a great place to work," and that's going to encourage recruiting to improve. What we're trying to do here now is move for more of a response-type of prevention, which is what's happening at the end of this continuum and go more upstream or to the left here, and really get at what's going on in an organizational climate, how can we offer more things that build a person to build an organization that reaches that inclusivity, that equitableness that we're trying to get at, the equality that produces this positive energy, if you will.

Dr. Lyle J. Hog...: [00:43:04](#) And that lessens these harmful behaviors, which are frankly way too high: sexual assaults and abuses, harassment, suicides. All of those break down readiness and hurt us in the Army. That's our mission: to reduce those by positive organizational climates, and that happens with effective leaders.

Dr. Lyle J. Hog...: [00:43:38](#) It was interesting getting inside and talking to different pieces of the E&I agency, and part of our responsibility is the process: harassment and discrimination claims for civilians. And come to find out, we pay out in substantiated claims about \$8 million a year to people who are substantiated and are deserved a monetary award for harassment, discrimination, and being treated poorly in the workforce.

- Dr. Lyle J. Hog...: [00:44:21](#) And so when I hear people say, “We don’t need DEI training; we don’t need to be focused on this. Everything’s going well,” I go, “Well, I have 8 million reasons that it’s not going so well.” And so that in itself to me is a charge that we need to continue. In the CBS video that I mentioned earlier, Secretary of Defense Austin says, “If we ever stop promoting equality and equity in our military, I believe that it will slide backwards.” And so that in and of itself, I buy into that as well. And I think we have a lot of work to do in the future. I think we have a lot of firsts that we’re going to still see.
- Dr. Lyle J. Hog...: [00:45:13](#) I’m excited about our future, but we’ve got a lot of work to do, and we’ve got a lot of heartache that we need to help lessen and not have in the future when these things like harmful behaviors happen. So I just wanted to talk about those things on the civilian side. On the uniform side, you can’t sue people for these things. So what happens is that people leave our service. People take are absent and take a lot of sick leave and things like that. All of that has a monetary value, and an impact to readiness.
- Dr. Lyle J. Hog...: [00:45:56](#) If you have a really good engineer or a really good, you named the job, but because of poor leadership or unreported harassment or something in uniform, they didn’t go all the way through the process. They leave us and we have good talent walk out the door. There’s a monetary cost to that. We can’t really label it or say how much it is right now, but it’s there. So I can say on the civilian side, we pay out \$8 million a year. I don’t want to go and say it’s the same on the military side because it’s a different money, but I’m sure that there’s costs that we’re losing on our military side too. So we are going to keep promoting DEIA, and we are going to keep trying to get better. Our journey is not over. We celebrate 75 years this month because of how far we’ve come in the military since executive orders 8890 and 8891. And we continue the fight, and I just ask all of you to be on the same page with us as we continue. With that, I think we’ve left 15 or so minutes for questions, and I think that’s what my goal was. I will pause here and turn it back over to Ms. Walker for any types of questions.
- Lyataria Walker: [00:47:24](#) Dr. Hogue thank you for the wonderful presentation. Very necessary. Thank you. We will now take a few questions from the audience. If you would like to ask a question, please type your question in the Q&A box at this time, and we will read them aloud. There will be a short delay before the first question is announced. Please type your question in the Q&A box. Dr. Hogue, the first question is, “Does the Army define ‘equality’?”

And how does that compare or contrast to our definition of equity?”

- Dr. Lyle J. Hog...: [00:48:07](#) In the Army we’re focused on equitable treatment of each other. There have been very nuanced differences between equality and equity. I will say that a person’s job isn’t to make everyone the same. Instead it’s to take advantage of the fact that everyone’s different and to build a cohesive team. I think when you start talking about equality, you’re trying to make everyone the same, but everyone’s not the same. I think what we’re looking for here with equity is fair and equitable treatment of everyone as far as opportunity, training, advancement, all of that, no matter what someone’s background, culture gender, or race is. People can’t change the way we are. I would answer it that we focus on equity. We don’t try to make everyone or leaders look at everyone as the same, but instead leverage their differences for a better organization.
- Lytaria Walker: [00:49:38](#) Thank you for that. The next question: “Is the WHO model derived from and applied across the entire APS, or is it for our DEI approach?”
- Dr. Lyle J. Hog...: [00:49:50](#) What Mr. Beach was trying to do in a short, direct way (instead of having to read a one-hundred page Army manual) was to synthesize some of the thoughts from the different pages. So this was something that he came up with when he was talking to groups and Soldiers to really just get at very quickly. Like I alluded to in my talk though, if you really wanted to dig in and replace the WHO model, you could do so by just digging into field manual 6-22 Developing Leaders because all that both of them do is talk about improving leadership, the WHO model, all those questions.
- Dr. Lyle J. Hog...: [00:50:43](#) Mr. Beach’s point was getting leaders to become better leaders so that you get the most out of your people. The Army says the same thing. FM 6-22 was just printed November of 2022, not even four months ago. So it is a brand-new current Army document about how we feel leaders should be developed. And so I don’t think that Mr. Beach sat down to try to write it doctrinally, because that’s a lengthy year-long process to do all that. I think what he wanted to do, and what he needed to do in the listening sessions was to have something that he could talk to people about and really get at the heart of the matter. The issuances of Army Field Manual 6-22 “Developing Leaders,” helped solve some of these DEIA issues.

Lytaria Walker: [00:51:48](#) Thank you. Next question, “Are there any local DEIA initiatives or work groups already in existence or being formed? If so, how can we join or support?”

Dr. Lyle J. Hog...: [00:52:02](#) The answer is in the SPO office, and Ms. Donnie Black leads monthly communities of interest that focus on what I talked about earlier: developing leaders; another one is building positive command climates; another one is reducing harmful behaviors; and then the last one is including improving recruiting and retention. I can get that contact information out there. But she’s Donella Black in at the ASAMRA who is really getting after the goals of DEIA.

Lytaria Walker: [00:52:58](#) Thank you. Someone says, “Dr. Hogue, always good to see you. I believe what commands are struggling with is DEIA governance and what that looks like. What do we measure? How do we gauge improvements? We are also struggling with who owns the DEIA? Is it MEO? DEIA is more than just MEO.”

Dr. Lyle J. Hog...: [00:53:25](#) This is one of the great outcomes of this of this webinar today. We had an OSD-level meeting come in, and the title of it was DEI, and yet it was about accessions and recruiting and promotions. And so there’s this overlayer integration that we have to do because outside of treating everyone fairly and providing opportunity and having leaders that can motivate and get the best out of a diverse workforce, they lay in these different pieces. For instance, the latest pregnancy and parenthood policy that came out in January, I believe, that in itself is a DEI policy, but it’s not called a DEI policy, but it includes more women and men who have children and begin families.

Dr. Lyle J. Hog...: [00:54:33](#) It creates a more inclusive environment for them to have a family, but yet stay with the Army team and feel belonging and not pushed out because they want to start a family. And there’s other ones that are in the similar vein of “acquire, develop, employ, and retain”. It’s interesting laying over personnel policies that have DEIA outcomes to them, so there’s a lot of integration between our office and different offices in the M&RA and G1 staff. As far as seeing DEIA work groups pop up around the Army, I’m not so sure if that’s a goal that we’re working towards. We have EEO and EO out across the Army and directors that are handling that and training and all of that that I mentioned that’s needed. But when we get into DEIA, it’s about making better leaders.

Colonel Brown-S...: [00:56:26](#) Hello everyone. Yes, we do have our biweekly OTs as well. So we have a DEIOPT in which every other Monday we meet with

our DEI practitioners, our EEO practitioners, and our MEO practitioners across the Army Enterprise, where we're coming together to discuss key milestones or tasks that are required of us. The next Monday that we meet again, we try to do is do a lunch and learn. We learn from the other practitioners within the Army of those best practices that they are actually they have in place and the focus areas where we want to reach towards.

Colonel Brown-S...: [00:57:14](#)

And so we do have that if you are interested, if you have some of our commands, they have their own diversity and inclusion councils at their level where they're reaching across the force, finding out what those key concerns and issues are as it relates to diversity, equity, inclusion, accessibility, and bringing it to the forefront to the table. Another thing at the senior leader level is we have our Army Diversity, Equity, and Inclusion Council that's actually chaired by the Secretary of the Army and co-chaired by the Chief Staff of the Army. And so Dr. Hogue and Lieutenant General Stitt are G1. They're the masterminds behind what goes forth through our ASAMRA office and what those key issues are that go to the Secretary of the Army and its Chief. Whether it's informational or decisions that will eventually lead to either policy changes or Army initiatives that can benefit not just our military population, but our civilian population.

Colonel Brown-S...: [00:58:13](#)

As he mentioned previously, as we revise the Military Implementation Plan, we revised the Civilian Implementation Plan. Both of those documents, the implementation plans, are shaped and influenced by our diverse equity, inclusion, and accessibility program as well. But we're in the process of refining that and revising that. So we're working hard trying to churn because again, as we always say, the Army is evolutionary. There are always changes. People change every day. We talked about there are five generations that are currently serving together right now, and as we encounter that, what does that mean for our force, especially if we project from 2030 and beyond?

Dr. Lyle J. Hog...: [00:59:15](#)

Going to your question Chris, on governance we are going to drive this from the Secretary of the Army in chief, and our first Diversity, Equity, and Inclusion Council with her is in April. And part of that is to include the commands and the commands briefing a little bit about their programs. Shedding light on that is going to generate some activity down at the lower levels. And we're going to help the commands with what we're looking for from them and start working together a little bit better. So I one hundred percent agree with you and thank you Colonel Brown-Slade for that.

Lytaria Walker: [01:00:17](#) Thank you. We will take one more question and then we'll need to conclude this morning's webinar session. That question is, "Is the rest of DOD, particularly the other services departments, committed to DEIA?"

Dr. Lyle J. Hog...: [01:00:40](#) The answer to that would be yes. Colonel Brown-Slade and I just attended the inaugural DEIA Summit with all of the DOD diversity leaders. I was there with Air Force, Navy, Marines, all of them, and then also DOD folks. And we had a number of panels and discussions to talk about what we're doing best practices in our own departments. As DOD doesn't direct the services a lot in these areas to do exactly the same. So there's a little difference in each one. From that, I've asked to reach out and do a quarterly meeting with those folks, just informally as we go forward to share best practices, lessons learned, new ways to get it, how to overcome challenges, and so forth. They have the same level of commitment that we do as it's all about readiness, even within their services as well.

Lytaria Walker: [01:01:55](#) Absolutely. At this time, I want to extend a gracious thank you to Dr. Hogue for joining us today. Participants, thank you for joining us for today's webinar as well. Once the webinar ends, you will be prompted to complete a survey. We appreciate your feedback as this helps us to improve upon future webinars. In closing, if you'd like to receive invitations for ARD webinars and receive the latest news and information from the Army Resilience Directorate, please go to ARD's website armyresilience.army.mil and sign up for notifications there. Please also follow us on ARD's newly launched LinkedIn and Instagram platforms. The presentation slides have been dropped in the chat. If you're unable to download, we will email them if you are a registered participant. Again, thank you for joining us today and have a wonderful rest of the day. Thank you, Dr. Hogue.