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# **GOS DIVERSITY UPDATE**

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# Definition of Diversity

**Diversity is the aggregate of the varied cultures, backgrounds, talents, skills, and abilities among Marines that...**

- 1) ensures our connectedness and special relationship with the American public,**
- 2) leverages America's varied pool of skills and abilities,**
- 3) and maximizes individual differences as a force multiplier.**



# Diversity has a logical and practical military value

- **Our survival, status, and reputation depend on our special relationship with the American people**
  - Broadens the base of support with the most stakeholders
  - Demonstrates inclusiveness in an ever changing demographic (*e.g. Pew Research indicates by 2050, majority ethnic group in U.S. will be Hispanic*)
- **Leverages America's varied pool of skills and abilities**
  - The economy will get better and recruiting will get tougher- to maintain quality we want to fish in the largest pool
- **An officer corps that is reflective of the force it leads represents opportunity, consistency and fairness to our enlisted Marines**
- **The ability to maximize individual differences is a force multiplier (*Navajo code-talkers*)**
  - Operations in complex cultural environments necessitate a diverse force



# Situation

- **Diversity encompasses every rank, but our biggest challenges are in the Officer Corps**
- **Measurable deficit of accessed and retained minority commissioned officers**
  - Consistently lower promotion rate/ selection for command at field grade levels
- **Diversity is all inclusive, but . . . we must prioritize our African American officer effort**
  - As a result of our history, many qualified African American men and women don't gravitate toward the Marine Corps
- **Past missteps have left many skeptical of diversity**



# Generational Strategy

- **Accountability**
  - “Institutionalized oversight” with periodic and consistent evaluations
- **Accessions**
  - Continue to go after HIGHLY QUALIFIED/HIGHLY COMPETITIVE individuals
  - Emphasis on long-term programs that mentor and set up officers for success (USNA, MECEP, NROTC, PLC, etc)
- **Career Development/ Lifecycle maintenance /Mentoring**
  - Success will require multi-pronged institutional approach transcending accessions
- **Make the investment**
  - Prioritize sending our best minority officers to recruiting and TECOM
- **Leverage affinity group relationships (e.g. youth and athletic organizations, Fraternities/Sororities, universities)**

**Leadership buy-in at every level is the key!**



# What we won't do (because it's been tried before)

- **Try to solve the problem during one Commandancy**
  - We'll see the results of current efforts during the tenures of the 37<sup>th</sup> and 38<sup>th</sup> Commandants
- **See this as only an accessions problem**
  - Push for a short term solution by establishing quotas and turning on the OCC spigot
  - Emphasize only the front end of our education continuum- representation at critical career decision points throughout (EWS and C&S in particular)
- **Attempt to solve diversity without Corps-wide leadership buy-in**
- **Concede the high performing college-bound minority market to the other services and corporate America**



# Close Fight . . . We will:

- **Develop a sustainable course**
- **Optimize advertising and marketing programs to change attitudes and present the Marine Corps as the military service of choice**
- **Retain highly competitive minority candidates (particularly African American)**
- **Purposefully assign the right mix of diverse proof sources and role models throughout the career progression continuum: USNA, OSO, MOI, OCS, TBS, EWS and Command and Staff College**
- **Get buy-in at every level, but it has to begin in this room . . .**
- **Prioritize tactical actions that will have strategic implications**



# **Our Deep Fight. . . We will:**

- **Increase the exposure of Marine Corps officer programs in academically high-performing high school minority markets**
- **Increased our connectedness to communities leading to increased desire to serve**
- **Reverse the bias against USMC in certain minority communities**
  - **Stemming in part from our troubled history of integration**
- **Achieve desired end-state by accessing, retaining, and mentoring quality officers**



# Montford Point

- **A critical, near term tactical action with strategic implications**
  - **An enabling action that will resonate throughout our overall diversity campaign**
- **Anchoring these heroes in our history and tradition sends a powerful message inside and outside our ranks**
- **Has raised awareness of our efforts on the Hill**
  - **Many members of Congress who can potentially help us are routinely not filling USNA nominations, or taking advantage of scholarship opportunities**



**QUESTIONS?**