

What is Diversity?

- Diversity is the different characteristics and attributes of our total force. It is consistent with our core values and integral to overall readiness and mission accomplishment.
- Diversity is reflected by all the things that make each of us unique – where we grew up, the activities or sports we enjoy, our personality styles, even the way we prefer to communicate with one another and the kind of food we like.
- Diversity of thought includes the way people approach problems. Some people naturally focus on things like outcomes while others have a preference for processes or options. Each of these ways of thinking is important for developing robust solutions.

What is Inclusion?

- Inclusion is valuing and integrating each individual's perspectives, ideas and contributions into the way the organization functions and makes decisions. Being inclusive is what we do – deliberately engaging our diverse resources: the skills, capabilities and talents of our people.
- Good leaders will create a culture where everyone is expected to provide their thoughts and opinions intentionally drawing out the unique perspectives of our Navy Sailors.
- Inclusion is an important element of high-performing teams. Each member effectively contributes their unique skills to help solve the problem at hand.
- Inclusive leaders actively encourage formation of diverse teams and engage all team members, because different ideas and experiences enable growth.
- Inclusive leaders seek to understand all perspectives of an issue.

Why are Inclusion and Diversity important to the Navy?

- Diversity fuels innovation and the ability to adapt to change, and it has a significant and positive impact on retention.
- Solutions developed by teams with diverse thinking are 20% more innovative; solutions developed by teams with narrow thinking are 30% more risky (Juliet Bourke, Deloitte, Australia, OPM Diversity Summit, 12 Apr 2016).
- People with different lifestyles and backgrounds challenge each other more; diversity creates dissent, and without it, we won't get deep inquiry or breakthroughs (Scott Page in McKinsey & Company "Diversity Matters").
- A Gallup poll found only 33 percent of employees are engaged at work, and the management behavior most likely to affect engagement was "demonstrates strong commitment to diversity" (State of the American Workplace, 2017, Gallup; State of the Global Workplace, 2013, Gallup).

What's the difference between Inclusion and Diversity and EEO?

- Equal Employment Opportunity (EEO) refers to the legal protections against discrimination based on race, color, religion, sex (including pregnancy, gender identity and sexual orientation), national origin, age, disability and genetic information. Diversity has a much broader definition and encompasses additional

qualities such as experiences and ways of thinking. Inclusion is an intentional action on the part of organizational leaders to value the diversity of their people and actively engage them to more effectively accomplish the mission.

Does Diversity automatically help problem solving or do people need to be capable to contribute?

- Diversity alone will not create innovation. When inclusive leaders call upon capable people to contribute, better decisions are made.

How does Inclusion and Diversity fuel innovation and creativity?

- When leaders establish a culture where all employees feel free to contribute ideas that have demonstrated the following behaviors and unlocked innovation: ensuring that everyone is heard; making it safe to propose novel ideas; giving team members decision-making authority; sharing credit for success; giving actionable feedback; and implementing feedback from the team.
- Leaders who give diverse voices equal airtime are nearly twice as likely as others to unleash value-driving insights, and employees in a “speak up” culture are 3.5 times as likely to contribute their full innovative potential. (“How Diversity Can Drive Innovation,” Harvard Business Review, December 2013).

What is the Navy doing to attract, recruit, develop and retain a diverse workforce?

- The Navy is an inclusive and diverse organization where all members have equal access to resources the Navy offers. Navy has been proactive in creating sustainable programs to ensure that all service members have opportunities to succeed.
- The Chief of Naval Personnel holds Career Development Symposiums each year that bring together senior leaders, key sea service affinity groups and career program subject matter experts and is intended to inform Navy personnel of developmental opportunities to ensure a successful career.
- Navy also provides and supports:
 - Specific career paths designed to ensure that Sailors remain competitive within the Navy and amongst their peers operating in similar professional careers
 - Career enhancing opportunities which include the Fleet Scholars Education Program and Secretary of the Navy Tours with Industry and Career Intermission Program
 - Participation with affinity groups such as the Sea Services Leadership Association, which orchestrates the annual Joint Women’s Leadership Symposium, and the Association of Naval Services Officers
 - Programs such as the Career Intermission Program
 - Expanded caregiver leave for parents
 - Expansion of Child Development Center daycare hours and on-base fitness center hours to better accommodate work schedules
 - Dual-military/dual-professional spouse and single parent policies to improve stability and life-work balance