

3.0 FULL SPEED AHEAD



CULTURE OF EXCELLENCE TRAINING

FACILITATION GUIDE

MODULE 1

Sailor Identity and Connectedness



Department of the Navy
21st Century Sailor Office (OPNAV N17)

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Goals of Full Speed Ahead 3.0

Full Speed Ahead 3.0 (FSA 3.0) is rooted in the tenets of the Navy’s Culture of Excellence (CoE). FSA 3.0 weaves the CoE themes of Toughness, Trust, and Connectedness throughout training modules that are tailored to timely and high-visibility topics, including diversity and equity, fairness and justice, inclusion and belonging, and recruiting and retention.

FSA 3.0 builds on the previous courses in the FSA series with a continued emphasis on character, competence, leadership, personal and peer accountability, and personal and organizational growth and betterment. As in previous courses, FSA 3.0 encourages Sailors to adopt and demonstrate the Navy Core Values, Navy Ethos, Core Attributes, and Signature Behaviors. Through guided discussions, Sailors are encouraged to think critically about their personal understanding of—and contribution to—the Navy’s CoE.

FSA 3.0 consists of four modules. Each module is intended to be delivered in 60–90 minutes, but facilitators are encouraged to block additional time in the event discussions run long.

The four modules are:

- **Module 1: Sailor Identity and Connectedness.**
- **Module 2: Trust and Fairness.**
- **Module 3: Diversity, Equity, and Inclusion.**
- **Module 4: Sailor Today, Sailor Tomorrow.**

Each module includes a realistic dramatized video vignette, a documentary video interview segment, and facilitated discussion.

As with previous FSA courses, these modules will:

- **Paint a compelling picture of what “right” looks like.** Emphasize that the Signature Behaviors that form the foundation of the CoE focus more on positive rather than negative behaviors. Remind Sailors that the Navy’s success depends on holding to the high ideals of integrity and service and fostering a climate (at the micro and macro levels) in which every Sailor feels included, respected, and empowered.
- **Demonstrate how to make “right” actionable.** Inspire Sailors to actively engage in inclusive behaviors, including demonstrating respect for all, making sure all shipmates feel connected to the team and the mission, knowing when and how to intervene when confronting negative behaviors, and knowing how to speak up against and report incidents of discriminatory behavior.

- **Motivate Sailors to examine their own thoughts and behaviors.** Prompt Sailors to acknowledge their personal biases and stereotypes. These biases and stereotypes may impact the way Sailors perceive and interact with others who are different from them.¹
- **Activate the peer group and tap into micro-climates.** Motivate Sailors to reflect on their own biases and recognize that steps toward countering these biases can lead to lasting positive change (personally, professionally, and in the workplace) and create a ripple effect in the behavior of others. Modify behaviors to create positive social norms that are embraced by Sailors and accepted and expected by peer groups, units and work centers, and other micro-climates. This effort will help create a positive and lasting transformation in our Navy culture.
- **Provide tangible actions that foster trust and confidence in leadership.** Give leaders tools to help Sailors embrace and live the Navy’s values, respect each other, work collaboratively as members of a team, take advantage of education and learning opportunities, achieve their full potential, and hold themselves and each other accountable. Encourage leaders to be transparent about their decisions, including those related to opportunities, recognition, and discipline to help promote equity. Motivate all Sailors to be leaders in advocating for transparency, fairness, and justice.
- **Emphasize the influential role of the Sailors in the “Critical Middle” (E5–E8, O1–O4).** Sailors in the Critical Middle have a unique ability to motivate, inspire, and influence positive cultural change because of their direct leadership of junior Sailors as well as their access to Sailors higher in the chain of command. They should encourage Sailors to take full advantage of opportunities afforded them, advocate on behalf of their Sailors, and hold the chain of command accountable for promoting the CoE.

¹ Acknowledging one’s own biases, assumptions, and stereotypes about others is a major step toward counteracting them. Additionally, recognizing that certain demographic groups have historically been denied equal opportunities will help move the Navy toward a more equitable future. (Chaney, K. and Sanchez, D. [2018]. *The Endurance of Interpersonal Confrontations as a Prejudice Reduction Strategy*. *Personality and Social Psychology Bulletin*, 44, 418–429.)

Facilitating Full Speed Ahead 3.0

PREPARE FOR YOUR SESSION

Sufficient preparation for the FSA 3.0 training course is paramount. Facilitators must be comfortable and familiar enough with the training materials to be able to focus on engaging all audience members during training sessions. An important attribute of an inclusive culture is the feeling of psychological safety, where all Sailors feel comfortable sharing their experiences without fear of judgment or retaliation from their leaders or peers. Discussions may be personal, emotional, and potentially polarizing. If facilitated properly, the FSA 3.0 series can positively affect team dynamics and short- and long-term CoE objectives. Discussions are intended to encourage Sailors to listen to one another, better understand the challenges others have faced, and show empathy and respect.

Following are several tips to ensure the effectiveness of each session:

- Inform Sailors about the training in advance and encourage them to think about what they would like to contribute to the discussion.
- Start the conversation in a positive and welcoming way.
- Encourage Sailors to engage with each other, be curious and empathetic, and respectfully disagree or offer alternative perspectives.
- Be aware of your own biases before you lead a discussion and refrain from commenting on the validity of anyone's "lived experience."
- Be prepared to share relevant stories from your own experiences; this will help get discussions started and will demonstrate that you have a personal stake in the topics.
- Be familiar with the Navy Core Values, Navy Ethos, Core Attributes, Signature Behaviors, and the key 21st Century Sailor Office support services and resources (See Appendices A and B).
- Build flexibility into the schedule to allow for additional time for each session, if needed.
- Manage extroverts so they do not overpower introverts. Allow for a few quiet moments of reflection; this time allows introverts to collect their thoughts and increases the likelihood they will participate in discussions. Watch for nonverbal cues that someone's "gears are turning" and ask them their opinion.
- Organize the seats in your room in a "U" shape to encourage participation.

The training will be dynamic and engaging if you are confident in your presentation, move around the room, ask appropriate follow-on questions, and demonstrate that you care about what Sailors have to say and have empathy for what they have experienced. Add personal touches to the script to enhance your delivery.

Personal opinions about Navy policies or current and recent events may seriously undermine the learning objectives of the training. Be mindful of your word choices and body language while facilitating. You must talk the talk and walk the walk; do not engage in behaviors that are counter to the messages in the training.

Determine how to pace yourself to ensure you cover the material in each module within a 60–90 minute session. It is not essential that you cover each discussion question. Think about what is going on in your command and focus on the conversations that need to take place that align with the Navy’s CoE themes and goals. The Task Force One Navy report recommends a path forward to enhance CoE initiatives with a focus on diversity, equity, and inclusion efforts. The report can be found at <https://media.defense.gov/2021/Jan/26/2002570959/-1/-1/1/TASK%20FORCE%20ONE%20NAVY%20FINAL%20REPORT.PDF>.

Always be alert to Sailors who appear to be struggling and privately seek them out at the conclusion of the training. Do not press for details; just let the Sailor know you care and offer resources if they indicate they need support. Some Sailors may be reluctant to speak openly out of fear of retaliation. If you notice that a Sailor is being demeaned or if someone discloses retaliation concerns to you, notify command leadership.

KNOW YOUR AUDIENCE

FSA 3.0 is designed for small groups of 30 people or fewer. Commands have the option of delivering in groups of similar ranks or in mixed-rank (i.e., all-hands) sessions. Review the material and discuss the best approach with your command or unit leadership.



This facilitation guide is tailored to four audiences:

- Mixed-rank.
- Junior Sailors (E4 and below).
- Critical Middle (E5–E8, O1–O4).
- Senior leaders (E9, O5–O10).

If you decide it is best to have a mixed-rank discussion, **ensure you get equal perspective and input from all ranks.**

USING THIS GUIDE

This guide includes a script and easy-to-use prompts for discussions and activities.

PROMPT	SAMPLE	EXPLANATION
Script	<p>FACILITATOR SCRIPT</p> <p> <i>This is a sample script.</i></p>	<p>Read the script aloud. The script will help you convey teaching points and transition between topics.</p>
Instruction to Facilitator	[Don't read this aloud.]	These are reminders and tips for you. Do not read aloud.
Discussion Question	<i>What is "bias?"</i>	<p>Questions are designed to generate thoughtful discussion.</p> <p>Even if an issue does not seem to be of concern to your unit, all issues addressed are concerns to the Navy.</p>
Suggested Answer	<input checked="" type="checkbox"/> This is a possible answer.	<p>Suggested answers are not comprehensive. Use suggested answers to stimulate discussion, validate Sailors' responses, or present an idea or perspective not mentioned by the group.</p> <p>There is no need to cover every suggested answer. Doing so will result in exceeding the 60–90 minute limit allotted for each module.</p>
Play Video	 Play Video	These prompts indicate when the video sequence should be played.
Anchor Box	<p>This icon identifies an anchor box:</p> 	<p>Anchor boxes correspond with specific content. They may be found in a discussion box or they may refer to content in the script, as noted by an asterisk (*).</p> <p>Content within anchor boxes should not be read aloud unless Sailors challenge the course content to which the anchor box refers.</p>

EQUIPMENT REQUIREMENTS

To facilitate this course properly, you will need the following:

- Laptop or desktop computer (you must have a DVD drive if you wish to run the course via DVD*).
- Projector that can be connected to your computer.
- Projection screen or surface.
- Speakers/audio system.

The FSA 3.0 videos are available for download on the FSA 3.0 milSuite site at <https://www.milsuite.mil/book/groups/navy-fsa/>.

Commands may request that a DVD of the training materials be mailed to them by contacting the FSA 3.0 Team at ALTN_FSA.fct@navy.mil.

*NOTE: If you have received an FSA 3.0 DVD and wish to download the training materials from the disc to your computer, follow these directions:

1. Insert the DVD.
2. Double-click the DVD icon (on your desktop or under “My Computer”).
3. Drag the “FSA3” folder to your desktop.
4. Eject the disc when the transfer is complete.

Introduction

This module focuses on Sailor identity and encourages all Sailors to think about what it means to be a Sailor as an individual, part of a team, and a member of the United States Navy. It encourages Sailors to explore the relationship between Sailor identity and personal identity and what it means to bring one's "whole self" to the team. It also probes the issues of connectedness and belonging and helps Sailors to recognize the impact that lack of inclusion can have on the individual and the team.

In the dramatic vignette, Constructionman Reed Barber struggles to integrate into his Seabees team as a new Sailor. Barber's age and his "my way is the right way" attitude affect his interactions with his shipmates. Sailors will recognize attempts by Barber's shipmate to connect proactively with him as well as missed opportunities to offer support. Barber's situation will steer classroom conversations toward respect and connectedness and what it means to maintain personal identity while embracing a Sailor identity.

This module encourages Sailors to view and appreciate Sailor identity for the value it brings to a diverse Navy. It also encourages Sailors to recognize that even though they have different backgrounds, skills, and opinions, all share a common identity rooted in the Navy Core Values and Signature Behaviors. Diversity of experience, knowledge, and perspective benefits the collective team; it promotes increased empathy, boosts team connectedness, and results in increased productivity.

Comments in this documentary sequence reference:

- The value of connectedness and connection to mission.
- The importance of respect.
- Perspectives on resilience and helping each other.
- Inclusion and the power of belongingness.
- The positive impact that comes from diversity of skill, experience, and perspective.

Group discussions expand on these themes; emphasize Signature Behaviors, skills, and competencies; and promote a renewed focus and commitment to the Navy's CoE.

MODULE 1 | SAILOR IDENTITY

AUDIENCE: MIXED-RANK

Total Facilitation Time: 60–90 minutes

CULTURE OF EXCELLENCE THEMES	SIGNATURE BEHAVIORS	SKILLS AND COMPETENCIES
<ul style="list-style-type: none">• Connectedness.	<ul style="list-style-type: none">• Intervene when necessary.• Grow personally and professionally every day.• Exercise discipline in conduct and performance.• Uphold the highest degree of integrity in professional and personal life.	<ul style="list-style-type: none">• Communication.• Resilience.• Problem solving.

Command Leader Introduction

Some command leaders may wish to kick off FSA 3.0 training sessions. This is not a requirement, and leaders should keep their remarks brief, highlighting the Navy’s imperative to embrace and implement CoE initiatives to improve readiness and maintain superiority. Appendix C contains information, talking points, and a brief sample script for leaders.

FACILITATOR SCRIPT

|| *Good morning/afternoon.*

[Facilitator, briefly introduce yourself.]

|| *If I ask you to tell me something unique about one of your shipmates, would you be able to?*

[Select a different Sailor to answer each question.]

- *Where are you from?*
- *What’s your favorite thing to do on the weekend?*
- *If you could go any place in the world right now, where would you go?*

You're probably wondering where I'm going with this.

*The point of this exercise **isn't** the questions.*

*The point is the **conversation**.*

We grew up in different places, we were raised with different values, and we have different opinions.

*We **are** different.*

Today, we're talking about what it means to be individuals and what it means to embrace what we share as Sailors.



PLAY MODULE 1 VIDEO 1 (DOCUMENTARY) (Runtime: 3:44)

FACILITATOR SCRIPT

We're talking today about Sailor identity, inclusion, and connectedness.

In the video, Senior Chief Crittenden said that "people have a perception of what a Sailor is supposed to be ... from what we're able to do ... to the language that we speak."

Q.1

In your experience, what are some of those common stereotypes that civilians hold of Sailors or perhaps of service members in general? (1 minute)

[Listen for the following points. If these points are not addressed, use them to prompt and promote discussion.]

- We're heroes.
- We're always on a ship.
- We like to fight.
- We're tough.
- The military takes care of everything; we have nothing to worry about.

FACILITATOR SCRIPT

As Sailors, we know what's real and what's just a stereotype.

We have firsthand experience; we know what it actually means to be part of this group.

We share an identity.

Q.2

What are some things that all Sailors can relate to? (1 minute)

[Listen for the following points. If these points are not addressed, use them to prompt and promote discussion.]

- We adhere to the Core Values of Honor, Courage, and Commitment.
- We demonstrate our Signature Behaviors.
- We're all individuals with diverse backgrounds.
- We share a connection with one another.
- We have a purpose aligned to the Navy's mission.
- We use a certain slang/jargon.
- We ensure our families are cared for during moves, deployments, etc.

FACILITATOR SCRIPT

Those are all examples of how we identify as Sailors.

But we're not just "Sailors."

We have personal identities that make us who we are as individuals.

Can anyone give me one word about your identity and what makes you ... you? I'll go first.

[State one part of your identity. For example, "father" or "cyclist" or "Muslim" or "Hispanic."]

Q.3

Anyone else? (1 minute)

[Answers will vary. Call on Sailors if there's a lack of participation.]

FACILITATOR SCRIPT

It's true that when we join the Navy, we adopt a Sailor identity.

But when we become Sailors, we don't give up who we are as individuals.

In fact, we're called to bring our "whole selves" to the team every day.

Q.4

What does it mean to bring your "whole self" to the team? (2 minutes)

[Listen for the following points. If these points are not addressed, use them to prompt and promote discussion.]

- Be yourself, flaws and all.
- Embrace what makes you unique.
- Strive to do the best you can, no matter the task.
- Allow those around you to know you—your interests, your fears, your strengths, your weaknesses.
- Be genuine and authentic; let people know the "real" you.
- Be proud of all aspects of your identity.

FACILITATOR SCRIPT

Bringing our whole self to the team means we can be genuine.

*It's important to recognize that we can appreciate others for being genuine, even if we don't share the same beliefs, values, or opinions.**



*"We're definitely focused on warfighting first, readiness first, but an essential element of that readiness has to do with people. We know that diverse teams outperform those teams that are not as diverse."

— Admiral Michael M. Gilday

Q.5

How can embracing those things that make us different be a force multiplier for our team and for the Navy? (2 minutes)

[Listen for the following points. If these points are not addressed, use them to prompt and promote discussion.]

- Diversity of thought and perspective drives innovation.
- Empowerment results in increased productivity.
- The ability to solve problems improves.
- Stronger bonds of trust are forged.
- Inclusion feeds a culture of positive values and behaviors.
- Diversity, equity, and inclusion make us more resilient as individuals and as a team.

FACILITATOR SCRIPT

It's one thing to be part of a diverse team; it's something entirely different to feel included.

Like FLTCM Phillips said, "We're not a Navy of one, and we're not a society of one. We need each other."

As you watch the next video, pay attention to the power of inclusion and connectedness.



PLAY MODULE 1 VIDEO 2 (DRAMA) (Runtime: 9:44)

FACILITATOR SCRIPT

It looks like Barber is finally starting to feel like part of the team.

But he struggled for a while to feel like he fit in.

Q.6

How would you summarize the issues that Barber and the team were having? (3 minutes)

[Listen for the following points. If these points are not addressed, use them to prompt and promote discussion.]

- Barber is older than everyone else and feels like an outsider.
- Barber does not have a team mentality.
- Barber thinks others don't appreciate his experience; he feels unheard when he offers suggestions.
- Chief Helmke is not fully engaged with Barber and Perez because he is preoccupied with important personal matters.
- Perez struggled to fit in as a female.

FACILITATOR SCRIPT

*Barber didn't feel connected to his team right away.**

And the longer this went on, the more alienated and "stuck" he felt.

By a show of hands, how many of you have ever felt like an outsider at some point in time in the Navy?



***Connectedness**

The relationships and resources that act as the glue binding our Sailors, units, families and communities together.

Signature Behaviors of the 21st Century Sailor, Version 2.0, February 2020

Q.7

What impact did this have on you or your work? Would anyone be willing to share? (7 minutes)

[If Sailors are unwilling to share, ask them to speak generally about the impact that a lack of connectedness can have on a Sailor.]

[Listen for the following points. If these points are not addressed, use them to prompt and promote discussion.]

- Distraction.
- Loss of motivation.
- Subpar work.
- Depression/anxiety.

Q.8

If the situation improved, what made it better? (7 minutes)

[If Sailors are unwilling to share, ask them to speak generally about the actions Sailors might take if they're feeling isolated.]

[Listen for the following points. If these points are not addressed, use them to prompt and promote discussion.]

- Proactively find someone in which to confide.
- Speak to a trusted leader or mentor.
- Join social clubs and activities.

FACILITATOR SCRIPT

We all have to care for ourselves.

*Speaking up when we're struggling is what toughness and resilience are all about.**

But it is up to each of us to look out for one another, too.

*Sometimes people think that as long as they're not **intentionally** excluding someone, everything is fine.*

But inclusion is deliberate.

We saw Perez reach out to Barber several times in the video.



***Toughness**

The ability to thrive in any condition—psychologically, physically, and emotionally. We can take a hit and keep going, tapping all sources of strength and resilience.

Signature Behaviors of the 21st Century Sailor, Version 2.0, February 2020

Q.9

For the more junior Sailors: What can YOU do to ensure that everyone feels like part of the team? (2 minutes)

[Listen for the following points. If these points are not addressed, use them to prompt and promote discussion.]

- Actively practice inclusion; avoid isolating anyone on the team.
- Work as a team and proactively offer and ask for support.
- Communicate regularly and get to know members of your team on a personal level; be curious about their backgrounds, cultures, hobbies, etc.
- Share information about yourself; this may help other Sailors open up to you.

Q.10

For the more senior Sailors: What actions can you take as leaders to ensure that everyone feels like part of the team? (2 minutes)

[Listen for the following points. If these points are not addressed, use them to prompt and promote discussion.]

- Actively practice inclusion; avoid isolating anyone on the team.
- Work as a team and proactively offer support.
- Set collective goals and make sure everyone has a role.
- Stress that every role is meaningful and contributes to the Navy’s mission.
- Communicate regularly and get to know fellow Sailors on a personal level; be curious about their backgrounds, cultures, hobbies, etc.
- Share information about yourself; this may help other Sailors open up to you.
- Be humble; don’t be too good to do the small/undesirable jobs.

FACILITATOR SCRIPT

Barber doesn’t make it easy for his shipmates at first.

He only wants to do things his way.

And when he loses his temper, he loses his discipline, too.

Chief was stressed because he was dealing with things in his personal life—like we all do.

And the team was always behind schedule.

Better communication up front might have gone a long way.

Q.11

Think about your own team. Are there ways that you and your team can be better tomorrow than you are today? (2 minutes)

[Answers will vary. Thank Sailors for sharing.]

FACILITATOR SCRIPT

At the end of the day, the solidarity and bond we share are up to us.

Make no mistake. Warfighting is our focus.

But our strength depends on the welfare of our people.

And if Sailors don't feel like part of the team, then we have a weakness.

It may be cliché, but it's true that we are only as strong as our weakest link.

That wraps up this course for today.

I ask that you make it a priority to connect with someone new this week.

Be inclusive and show them what it means to be part of our Navy family.

You never know what kind of an impact that might have.

Thanks for your participation, and have a great day.

MODULE 1 | SAILOR IDENTITY

AUDIENCE: JUNIOR SAILORS

Total Facilitation Time: 60–90 minutes

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<ul style="list-style-type: none">• Connectedness.	<ul style="list-style-type: none">• Intervene when necessary.• Grow personally and professionally every day.• Exercise discipline in conduct and performance.• Uphold the highest degree of integrity in professional and personal life.	<ul style="list-style-type: none">• Communication.• Resilience.• Problem solving.

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In fact, we're called to bring our "whole selves" to the team every day.

Q.4

What do you think it means to bring your "whole self" to the team? (2 minutes)

[Listen for the following points. If these points are not addressed, use them to prompt and promote discussion.]

- Be yourself, flaws and all.
- Embrace what makes you unique.
- Strive to be the best that you can.
- Allow those around you to know you—your interests, your fears, your strengths, and weaknesses.
- Be genuine and authentic; let people know the "real" you.
- Be proud of all aspects of your identity.

FACILITATOR SCRIPT

Bringing our whole self to the team means we can be genuine.

*It's important to recognize that we can appreciate others for being genuine, even if we don't share the same beliefs, values, or opinions.**



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- It makes us more resilient as individuals and as a team.

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By a show of hands, how many of you have ever struggled to fit in?



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The relationships and resources that act as the glue binding our Sailors, units, families and communities together.

Signature Behaviors of the 21st Century Sailor, Version 2.0, February 2020

Q.7

What impact did this have on you or your work? Would anyone be willing to share? (7 minutes)

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[Listen for the following points. If these points are not addressed, use them to prompt and promote discussion.]

- Distraction.
- Loss of motivation.
- Subpar work.
- Depression/anxiety.

Q.8

If the situation improved, what made it better? (7 minutes)

[If Sailors are unwilling to share, ask them to speak generally about the actions Sailors might take if they're feeling isolated.]

[Listen for the following points. If these points are not addressed, use them to prompt and promote discussion.]

- Proactively find someone in which to confide.
- Speak to a trusted leader or mentor.
- Join social clubs and activities.

FACILITATOR SCRIPT

Sometimes there's no one who notices; so then what?

It's important to recognize that if we're feeling isolated, we can do something about it.

Q.9

What advice would you give to a Sailor who is struggling to connect? (2 minutes)

[Listen for the following points. If these points are not addressed, use them to prompt and promote discussion.]

- Step out of your comfort zone and try to get to know peers.
- Attend some events hosted by cultural or peer groups.
- Let your first-level leaders know.
- Speak to someone on the Command Resilience Team.
- Seek help from a chaplain or counselor.

FACILITATOR SCRIPT

We all have to care for ourselves.

*Speaking up when we're struggling is what toughness and resilience are all about.**

But it is up to each of us to look out for one another, too.

*Sometimes people think that as long as they're not **intentionally** excluding someone, everything is fine.*

But inclusion is deliberate.

We saw Perez reach out to Barber several times in the video.



***Toughness**

The ability to thrive in any condition—psychologically, physically, and emotionally. We can take a hit and keep going, tapping all sources of strength and resilience.

Signature Behaviors of the 21st Century Sailor, Version 2.0, February 2020

Q.10

What can YOU do to ensure everyone feels like part of the team? (2 minutes)

[Listen for the following points. If these points are not addressed, use them to prompt and promote discussion.]

- Actively practice inclusion; avoid isolating anyone on the team.
- Work as a team and proactively offer support.
- Show respect and gratitude for every person; every role is meaningful and contributes to the Navy's mission.
- Communicate regularly and get to know fellow Sailors on a personal level; be curious about their backgrounds, cultures, hobbies, etc.
- Share information about yourself; this may help other Sailors open up to you.

FACILITATOR SCRIPT

Barber doesn't make it easy for his shipmates at first.

He only wants to do things his way.

And when he loses his temper, he loses his discipline, too.

Chief was stressed because he was dealing with things in his personal life—like we all do.

And the team was always behind schedule.

Better communication up front might have gone a long way.

Q.11

What could Barber or his shipmates have done to improve Barber’s situation earlier and at a lower level? (2 minutes)

[Listen for the following points. If these points are not addressed, use them to prompt and promote discussion.]

- Barber could have scheduled a better time to speak with Chief about his ideas.
- Sailors on the team could have periodically asked Chief how he was doing.
- Barber could have shared his ideas with the team; the team could have advocated for the ideas.
- Collectively, the team could have taken some time to reassess their schedule and processes.

FACILITATOR SCRIPT

At the end of the day, the solidarity and bond we share are up to us.

Make no mistake. Warfighting is our focus.

But our strength depends on the welfare of our people.

And if Sailors don’t feel like part of the team, then we have a weakness.

It may be cliché, but it’s true that we are only as strong as our weakest link.

That wraps up this course for today.

See if you can connect with someone new this week.

Be inclusive and show them what it means to be part of our Navy family.

You never know what kind of an impact that might have.

Thanks for your participation, and have a great day.

MODULE 1 | SAILOR IDENTITY

AUDIENCE: CRITICAL MIDDLE

Total Facilitation Time: 60–90 minutes

CULTURE OF EXCELLENCE THEMES	SIGNATURE BEHAVIORS	SKILLS AND COMPETENCIES
<ul style="list-style-type: none">• Connectedness.	<ul style="list-style-type: none">• Intervene when necessary.• Grow personally and professionally every day.• Exercise discipline in conduct and performance.• Uphold the highest degree of integrity in professional and personal life.	<ul style="list-style-type: none">• Communication.• Resilience.• Problem solving.

Command Leader Introduction

Some command leaders may wish to kick off FSA 3.0 training sessions. This is not a requirement, and leaders should keep their remarks brief, highlighting the Navy’s imperative to embrace and implement CoE initiatives to improve readiness and maintain superiority. Appendix C contains information, talking points, and a brief sample script for leaders.

FACILITATOR SCRIPT

|| *Good morning/afternoon.*

[Facilitator, briefly introduce yourself.]

|| *If I ask you to tell me something unique about one of your Sailors, would you be able to?*

[Select a different Sailor to answer each question.]

- *Where are you from?*
- *What’s your favorite thing to do on the weekend?*
- *If you could go any place in the world right now, where would you go?*

You're probably wondering where I'm going with this.

*The point of this exercise **isn't** the questions.*

*The point is the **conversation**.*

We grew up in different places, we were raised with different values, and we have different opinions.

*We **are** different.*

Today, we're talking about what it means to be individuals and what it means to embrace what we share as Sailors.

As the bridge between junior Sailors and senior leadership, you have a critical role putting into place practices that ensure all Sailors feel connected and included.

As you watch this video, think about what inclusion really means.



PLAY MODULE 1 VIDEO 1 (DOCUMENTARY) (Runtime: 3:44)

FACILITATOR SCRIPT

We're talking today about Sailor identity, inclusion, and connectedness.

In the video, Senior Chief Crittenden said that "people have a perception of what a Sailor is supposed to be ... from what we're able to do ... to the language that we speak."

Q.1

In your experience, what are some of those common stereotypes that civilians hold of Sailors or perhaps service members in general? (1 minute)

[Listen for the following points. If these points are not addressed, use them to prompt and promote discussion.]

- We're heroes.
- We're always on a ship.
- We like to fight.
- We're tough.
- The military takes care of everything; we have nothing to worry about.

FACILITATOR SCRIPT

As Sailors, we know what's real and what's just a stereotype.

We have firsthand experience; we know what it actually means to be part of this group.

We share an identity.

Q.2

What are some things that all Sailors can relate to? (1 minute)

[Listen for the following points. If these points are not addressed, use them to prompt and promote discussion.]

- We adhere to the Core Values of Honor, Courage, and Commitment.
- We demonstrate our Signature Behaviors.
- We have a purpose aligned to the Navy's mission.

FACILITATOR SCRIPT

These are all examples of how we see ourselves as Sailors.

But we're not just "Sailors." We have personal identities that make us who we are as individuals.

Can anyone give me another word about who you are and what makes you ... you? I'll go first.

[State one part of your identity. For example, "father" or "cyclist" or "Muslim" or "Hispanic."]

Q.3

Anyone else? (1 minute)

[Answers will vary. Call on Sailors if there's a lack of participation.]

FACILITATOR SCRIPT

It's true that when we joined the Navy, we adopted a Sailor identity.

But when we became Sailors, we didn't give up who we were as individuals.

In fact, we're called to bring our "whole selves" to the team every day.

Q.4

What does it mean to bring your "whole self" to the team? (2 minutes)

[Listen for the following points. If these points are not addressed, use them to prompt and promote discussion.]

- Be yourself, flaws and all.
- Embrace what makes you unique.
- Strive to be the best that you can.
- Allow those around you to know you—your interests, your fears, your strengths, and weaknesses.
- Be genuine and authentic; let people know the "real" you.
- Be proud of all aspects of your identity.

FACILITATOR SCRIPT

Bringing our whole self to the team means we can be genuine.

*It's important to recognize that we can appreciate others for being genuine ... even if we don't share the same beliefs, values, or opinions.**



*"We're definitely focused on warfighting first, readiness first, but an essential element of that readiness has to do with people. We know that diverse teams outperform those teams that are not as diverse."

— Admiral Michael M. Gilday

Q.5

How can embracing diversity of thought, perspective, and experience be a force multiplier for your team and for our Navy? (2 minutes)

[Listen for the following points. If these points are not addressed, use them to prompt and promote discussion.]

- Diversity of thought and perspective drives innovation.
- Empowerment results in increased productivity.
- The ability to solve problems improves.
- Stronger bonds of trust are forged.
- Inclusion feeds a culture of positive values and behaviors.
- Diversity, equity, and inclusion make us more resilient as individuals and as a team.

FACILITATOR SCRIPT

It's one thing to be part of a diverse team; it's something entirely different to feel included.

Like FLTCM Phillips said, "We're not a Navy of one, and we're not a society of one. We need each other."

As you watch the next video, pay attention to the power of inclusion and connectedness.



PLAY MODULE 1 VIDEO 2 (DRAMA) (Runtime: 9:44)

FACILITATOR SCRIPT

It looks like Barber is finally starting to feel like part of the team.

But he struggled for a while to feel like he fit in.

Q.6

How would you summarize the issues that Barber and the team were having? (3 minutes)

[Listen for the following points. If these points are not addressed, use them to prompt and promote discussion.]

- Barber is older than everyone else and feels like an outsider.
- Barber does not have a team mentality.
- Barber thinks others don't appreciate his experience; he feels unheard when he offers suggestions.
- Chief Helmke is not fully engaged with Barber and Perez because he is preoccupied with important personal matters.
- Perez struggled to fit in as a female.

FACILITATOR SCRIPT

*Barber didn't feel connected to his team right away.**

And the longer this went on, the more alienated and "stuck" he felt.

How many of you have ever watched one of your junior Sailors struggle to fit in?

Maybe YOU'VE felt like an outsider at some point in your career.



***Connectedness**

The relationships and resources that act as the glue binding our Sailors, units, families and communities together.

Signature Behaviors of the 21st Century Sailor, Version 2.0, February 2020

Q.7

Would anyone like to share that experience? (7 minutes)

[Answers will vary.]

[You may need to share a personal story to get this conversation started.]

[Thank Sailors for sharing.]

Q.8

For those who've ever felt like an outsider, was there anyone who helped you? How did they help?
(7 minutes)

[Answers will vary.]

FACILITATOR SCRIPT

Ultimately, it is up to each us to look out for one another.

*Sometimes people think that as long as they're not **intentionally** excluding someone, everything is fine.*

But being inclusive means being deliberate. It means taking action.

This doesn't mean getting into someone's business; it just means we're making sure everyone is treated as a valued member of the team.

Q.9

What do YOU do to ensure everyone feels like part of the team? (2 minutes)

[Listen for the following points. If these points are not addressed, use them to prompt and promote discussion.]

- Actively practice inclusion; avoid isolating anyone on the team.
- Work as a team and proactively offer and ask for support.
- Set collective goals and make sure everyone has a role.
- Stress that every role is meaningful and contributes to the Navy's mission.
- Communicate regularly and get to know members of the team on a personal level; be curious about their backgrounds, cultures, hobbies, etc.
- Share information about yourself; this may help other Sailors open up to you.

FACILITATOR SCRIPT

Barber doesn't make it easy for his shipmates at first.

He only wants to do things his way.

And when he loses his temper, he loses his discipline, too.

Chief was stressed because he was dealing with things in his personal life—like we all do.

And the team was always behind schedule.

Better communication up front might have gone a long way.

Q.10

Having seen the entire situation play out from beginning to end, what leadership advice would you give to Chief Helmke? (2 minutes)

[Listen for the following points. If these points are not addressed, use them to prompt and promote discussion.]

- Take time to address the stressors in your life and how they affect your leadership.
- Trust your instincts and intervene the minute you notice something looks “off.”
- Apologize to Sailors when it is warranted.
- Be willing to implement Sailors' ideas and recommendations.
- Encourage team lunches and other morale-boosting activities.

Q.11

What could Barber or his shipmates have done to improve the situation earlier when it was becoming clear that there was an issue? (2 minutes)

[Listen for the following points. If these points are not addressed, use them to prompt and promote discussion.]

- Barber could have scheduled a better time to speak with Chief about his ideas.
- Sailors on the team could have periodically asked Chief how he was doing.
- Barber could have shared his ideas with the team; the team could have advocated for his ideas.
- Collectively, the team could have taken some time to reassess their schedule and processes.

FACILITATOR SCRIPT

At the end of the day, the solidarity and bond we share are up to us.

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But our strength depends on the welfare of our people.

And if Sailors don't feel like part of the team, then we have a weakness.

It may be cliché, but it's true that we are only as strong as our weakest link.

That wraps up this course for today.

See if you can connect with someone new this week.

Be inclusive and show them what it means to be part of our Navy family.

You never know what kind of an impact that might have.

Thanks for your participation, and have a great day.

MODULE 1 | SAILOR IDENTITY

AUDIENCE: SENIOR LEADER

Total Facilitation Time: 60–90 minutes

CULTURE OF EXCELLENCE THEMES	SIGNATURE BEHAVIORS	SKILLS AND COMPETENCIES
<ul style="list-style-type: none">• Connectedness.	<ul style="list-style-type: none">• Intervene when necessary.• Grow personally and professionally every day.• Exercise discipline in conduct and performance.• Uphold the highest degree of integrity in professional and personal life.	<ul style="list-style-type: none">• Communication.• Resilience.• Problem solving.

Command Leader Introduction

Some command leaders may wish to kick off FSA 3.0 training sessions. This is not a requirement, and leaders should keep their remarks brief, highlighting the Navy’s imperative to embrace and implement CoE initiatives to improve readiness and maintain superiority. Appendix C contains information, talking points, and a brief sample script for leaders.

FACILITATOR SCRIPT

|| *Good morning/afternoon.*

[Facilitator, briefly introduce yourself.]

|| *This is the Navy’s Culture of Excellence, Full Speed Ahead 3.0 training.*

This specific module focuses on Sailor identity in the context of connectedness and inclusion.

You’re no doubt aware of the behaviors that make up Sailor identity, such as our Core Values and Signature Behaviors.

But we know that all Sailors aren’t the same.

Personal differences are real ... and sometimes polarizing.

When Sailors feel disconnected from their team or from the Navy, we have a problem.

This training has Sailors talking to each other about the importance of inclusion and connectedness.

Today, we're talking about our unique responsibility as leaders to drive this message home.

We're going to start with a quick video. As you watch, think about the importance of connectedness to your own mission.



PLAY MODULE 1 VIDEO 1 (DOCUMENTARY) (Runtime 3:44)

FACILITATOR SCRIPT

In the video, several Sailors spoke about what it means to be a Sailor. One said it's that feeling of being part of something "bigger than themselves."

This is one of the common answers we get when we ask Sailors to explain their own "Sailor identity."

Others talk about the Navy's Core Values.

Q.1

What are some other critical components of Sailor identity that YOU reinforce with your Sailors? (1 minute)

[Answers will vary.]

FACILITATOR SCRIPT

Some of the attributes of Sailor identity come from Navy doctrine and training.

But leaders also help to shape Sailor identity.

*And you have a significant role in shaping **team** identity.*

Q.2

Why is a shared team identity so important? (1 minute)

[Listen for the following points. If these points are not addressed, use them to prompt and promote discussion.]

- Esprit de corps.
- Sense of purpose.
- Sense of community.
- Shared understanding of mission and values.
- Pride.

Q.3

What are your best practices for establishing a strong team or command identity? (1 minute)

[Answers will vary.]

FACILITATOR SCRIPT

A shared sense of identity builds esprit de corps and gives Sailors a sense of purpose.

It also gives Sailors a feeling of connectedness.

But the shared Sailor identity is only one piece.

To truly feel connected, Sailors need to know that they're valued for the unique skills and perspective they bring to the team.

Q.4

What are the benefits of valuing and recognizing Sailors as individuals? (1 minute)

[Listen for the following points. If these points are not addressed, use them to prompt and promote discussion.]

- It embraces diversity.
- It encourages Sailors to bring their “whole selves” to the team.
- It encourages Sailors to actively consider the unique value they bring to the team.
- It promotes individuality.
- It underscores adherence to the Navy’s Culture of Excellence, Ethos, Values, and Signature Behaviors.

FACILITATOR SCRIPT

It's important to encourage Sailors to bring their "whole self" to the team.

Some Sailors are unsure about what this actually means or how they're supposed to go about doing this.

Q.5

How would you explain the "whole self" concept to Sailors? (2 minutes)

[Listen for the following points. If these points are not addressed, use them to prompt and promote discussion.]

- Be yourself, flaws and all.
- Embrace what makes you unique.
- Strive to be the best that you can.
- Allow those around you to know you—your interests, your fears, your strengths, and weaknesses.
- Be genuine and authentic; let people know the "real" you.
- Be proud of all aspects of your identity.

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Bringing our whole self to the team means we can be genuine.

*It's important to recognize that we can appreciate others for being genuine, even if we don't share the same beliefs, values, or opinions.**



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— Admiral Michael M. Gilday

Q.6

How can embracing diversity of thought, perspective, and experience be a force multiplier for your team and for our Navy? (2 minutes)

[Listen for the following points. If these points are not addressed, use them to prompt and promote discussion.]

- Diversity of thought and perspective drives innovation.
- Empowerment results in increased productivity.
- The ability to solve problems improves.
- Stronger bonds of trust are forged.
- Inclusion feeds a culture of positive values and behaviors.
- It makes us more resilient as individuals and as a team.

FACILITATOR SCRIPT

It's one thing to be part of a diverse team; it's something entirely different to feel included.

Like FLTCM Phillips said, "We're not a Navy of one, and we're not a society of one. We need each other."

As you watch the next video, see if you can pick up the cohesion issues.



PLAY MODULE 1 VIDEO 2 (DRAMA) (Runtime: 9:44)

FACILITATOR SCRIPT

It looks like Barber is finally starting to feel like part of the team.

But he struggled for a while to feel like he fit in.

Q.7

How would you summarize the issues that Barber and the team were having? (3 minutes)

[Listen for the following points. If these points are not addressed, use them to prompt and promote discussion.]

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*Barber didn't feel connected to his team right away.**

And the longer this went on, the more alienated and "stuck" he felt.

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Maybe YOU'VE felt like an outsider at some point in your career.



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Signature Behaviors of the 21st Century Sailor, Version 2.0, February 2020

Q.8

Would anyone like to share that experience and the impact on your Sailor or on you? (7 minutes)

[Answers will vary.]

[You may need to share a personal story to get this conversation started.]

[Thank Sailors for sharing.]

FACILITATOR SCRIPT

We need to stress to our Sailors that they can be proactive and ask for support when they're feeling disconnected.

*That's what toughness and resilience are all about.**

But it's hard to do.

So we need our Sailors to be a safety net for one another.

*Sometimes Sailors think that as long as they're not **intentionally** excluding someone, everything is fine.*

But we know that being inclusive is an action; it's deliberate.

It doesn't mean getting into someone's business; it just means making sure everyone is treated as a valued member of the team.



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The ability to thrive in any condition—psychologically, physically, and emotionally. We can take a hit and keep going, tapping all sources of strength and resilience.

Signature Behaviors of the 21st Century Sailor, Version 2.0, February 2020

Q.9

What advice would you give to your first-level leaders about striking the right balance between being inclusive versus intrusive? (7 minutes)

[Answers will vary.]

FACILITATOR SCRIPT

Barber doesn't make it easy for his shipmates at first.

He only wants to do things his way.

And when he loses his temper, he loses his discipline, too.

Chief was stressed because he was dealing with things in his personal life—like we all do.

And the team was always behind schedule.

Better communication up front might have gone a long way in that situation.

Q.10

What leadership advice would you share with Chief Helmke? (2 minutes)

[Listen for the following points. If these points are not addressed, use them to prompt and promote discussion.]

- Take time to address the stressors in your life and how they affect your leadership.
- Trust your instincts and intervene the minute you notice something looks “off.”
- Apologize to Sailors when it is warranted.
- Be willing to implement Sailors’ ideas and recommendations.
- Encourage team lunches and other morale-boosting activities.

Q.11

Overall, what actions can we take to better promote inclusion, connectedness, and cohesion in our command? (2 minutes)

[Listen for the following points. If these points are not addressed, use them to prompt and promote discussion.]

- Actively practice inclusion; avoid isolating anyone on the team.
- Work as a team and proactively offer and ask for support.
- Set collective goals and make sure everyone has a role.
- Stress that every role is meaningful and contributes to the Navy’s mission.
- Communicate regularly and get to know members of the team on a personal level; be curious about their backgrounds, cultures, hobbies, etc.
- Share information about yourself; this may help other Sailors open up to you.

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And if Sailors don’t feel like part of the team, then we have a weakness.

It may be cliché, but it’s true that we are only as strong as our weakest link.

That wraps up the course for today.

Thanks for your participation, and have a great day.

APPENDICES

Appendix A: Navy Culture of Excellence, Core Values, Ethos, Core Attributes, and Signature Behaviors

NAVY CULTURE OF EXCELLENCE

The Navy's Culture of Excellence (CoE) is the foundational approach supporting our cultural transformation, incorporating and building off the guiding principles that are seminal to the Design for Maintaining Maritime Superiority 2.0, Navy Leader Development Framework, Navy Family Framework, Navy Civilian Framework, and FRAGO 01/2019. The CoE champions warfighting excellence across the Navy by empowering and tapping into the energy and capability of our actively inclusive teams to maximize our collective potential.

This approach is the underpinning that drives the Navy's culture toward continued positive, inclusive organizational and individual actions, and adoption of Signature Behaviors across the fleet to create an inherent prevention focus.

The CoE is about bundling and harnessing (not replacing or competing with) our existing Navy Core Values, Ethos, Core Attributes, and Signature Behaviors to create this transformation of behavior, norms, and culture at every level of our Navy. Our culture is the sum of our behavior and the norms we create.

The CoE manifests through three core themes: Toughness, Trust, and Connectedness. These themes and the behaviors and skills that facilitate them (e.g., communication, conflict resolution, resilience, bias identification, and problem-solving) will be the focus of training touchpoints across the developing Behavior Learning Continuum for all members of the One Navy Team.

TOUGHNESS: The ability to thrive in any condition—psychologically, physically, and emotionally. We can take a hit and keep going, tapping all sources of strength and resilience.

TRUST: The reciprocal, transparent commitment between inclusive teams, leaders, peers, and subordinates that contributes to an authentic environment with reduced bias and promotes learning and self-improvement.

CONNECTEDNESS: The relationships and resources that act as the glue binding our Sailors, units, families, and communities together through rough seas.

NAVY CORE VALUES

Honor: "I will bear true faith and allegiance ..."

Accordingly, we will conduct ourselves in the highest ethical manner in all relationships with peers, superiors and subordinates; be honest and truthful in our dealings with each other and with those outside the Navy; be willing to make honest recommendations and accept those of junior personnel;

encourage new ideas and deliver the bad news, even when it is unpopular; abide by an uncompromising code of integrity, taking responsibility for our actions and keeping our word; fulfill or exceed our legal and ethical responsibilities in our public and personal lives 24 hours a day. Illegal or improper behavior or even the appearance of such behavior will not be tolerated. We are accountable for our professional and personal behavior. We will be mindful of the privilege to serve our fellow Americans.

Courage: “I will support and defend ...”

Accordingly, we will have the courage to meet the demands of our profession and the mission when it is hazardous, demanding, or otherwise difficult; make decisions in the best interest of the Navy and the nation without regard to personal consequences; meet these challenges while adhering to a higher standard of personal conduct and decency; be loyal to our nation, ensuring the resources entrusted to us are used in an honest, careful, and efficient way. Courage is the value that gives us the moral and mental strength to do what is right, even in the face of personal or professional adversity.

Commitment: “I will obey the orders ...”

Accordingly, we will demand respect up and down the chain of command; care for the safety, professional, personal, and spiritual well-being of our people; show respect toward all people without regard to race, religion, or gender; treat each individual with human dignity; be committed to positive change and constant improvement; exhibit the highest degree of moral character, technical excellence, quality, and competence in what we have been trained to do. The day-to-day duty of every Navy man and woman is to work together as a team to improve the quality of our work, our people, and ourselves.

NAVY ETHOS

We are the United States Navy, our nation’s sea power—ready guardians of peace, victorious in war.

We are professional Sailors and Civilians—a diverse and agile force exemplifying the highest standards of service to our nation, at home and abroad, at sea and ashore. Integrity is the foundation of our conduct; respect for others is fundamental to our character; decisive leadership is crucial to our success.

We are a team, disciplined and well prepared, committed to mission accomplishment. We do not waver in our dedication and accountability to our shipmates and families. We are patriots, forged by the Navy Core Values of Honor, Courage, and Commitment.

In times of war and peace, our actions reflect our proud heritage and tradition. We defend our nation and prevail in the face of adversity with strength, determination, and dignity.

We are the United States Navy.

NAVY CORE ATTRIBUTES

The current security environment demands that the Navy be prepared at all levels for decentralized operations guided by the commander’s intent. This operating style is reliant on clear understanding up, down, and across the chain of command. It is also underpinned by trust and confidence created by demonstrating character and competence. Our actions must always reflect our core values of Honor, Courage, and Commitment.

Four Core Attributes define our professional identity and serve as guiding criteria for our decisions and actions. Leaders at all levels must continue to educate and focus our Sailors through example, education, and dialogue.

INTEGRITY: Our conduct always must be upright and honorable. Our behaviors as individuals, as teams, and as an organization must align with our values as a profession. We will actively strengthen our resolve to act consistently with our values.

ACCOUNTABILITY: We are a mission-focused force. We achieve and maintain high standards. Our actions support our strategy. We clearly define the problem we are trying to solve and the outcomes to which we will hold ourselves accountable. In execution, we honestly assess our progress and adjust as required. We are our own toughest critic. Our leaders in command recognize the unique trust and confidence placed in them to operate independently. This is a profound responsibility.

INITIATIVE: We strive to accomplish what needs to be done, even in the absence of direct orders. Leaders at all levels take ownership and act to the limit of their authority. We foster a questioning attitude and we encourage everyone to look at new ideas with an open mind. Our most junior teammate may have the best idea; we must be open to capturing and implementing that idea.

TOUGHNESS: We can take a hit and keep going, tapping all sources of strength and resilience. Through rigorous training for operations and combat, the fighting spirit of our people, and the steadfast support of our families, we maintain a culture of warfighting excellence and hone our warfighting ethos. We don't give up the ship, we never give up on our shipmates, and we never give up on ourselves. We are never out of the fight.

NAVY SIGNATURE BEHAVIORS

Signature Behaviors are positive and honorable, promote the Navy's Core Values and Ethos, and include the following:

1. Treat every person with respect.
2. Take responsibility for my actions.
3. Hold others accountable for their actions.
4. Intervene when necessary.
5. Be a leader and encourage leadership in others.
6. Grow personally and professionally every day.
7. Embrace the diversity of ideas, experiences, and backgrounds of all individuals.
8. Uphold the highest degree of integrity in professional and personal life.
9. Exercise discipline in success through actions and attitudes.
10. Contribute to team success through actions and attitudes.

Appendix B: Key 21st Century Sailor Office Support Services and Resources

The 21st Century Sailor office provides our Sailors and families with the support network, programs, resources, training, and skills needed to overcome adversity and thrive. 21st Century Sailor promotes resiliency in all service members and Navy families as well as collaboration and synergy across a spectrum of wellness that maximizes total force fitness.

Access the 21st Century Sailor website at <https://www.mynavyhr.navy.mil/Support-Services/21st-Century-Sailor/>.

Separate links are included on the website for the following areas:

Culture of Excellence (CoE): CoE empowers the fleet to achieve warfighting excellence by fostering psychological, physical, and emotional toughness; promoting organizational trust and transparency; and ensuring inclusion and connectedness among every Sailor, family member, and civilian throughout their Navy journey.

Diversity, Equity, and Inclusion: The area shapes Navy policy, strategy, and program execution, strengthening the Navy's inclusive and diverse culture. It uses best practices, collaboration, and data-driven decisions to ensure that all Sailors have the opportunity to succeed and contribute to mission success.

Drug Detection and Deterrence: Our mission is to support fleet readiness by fighting drug use.

Equal Opportunity: Each member of the Navy is entitled to be treated with dignity and respect and to work in an environment free of harassment and unlawful discrimination. The Command Managed Equal Opportunity program promotes equal opportunity as being critical to mission accomplishment, unit cohesiveness, and military readiness. Harassment and unlawful discrimination must not be ignored or condoned.

Expanded Operational Stress Control (E-OSC): The E-OSC team leader works within the Command Resilience Team to identify factors that affect crew resilience. They have been trained in tools that will help them to enhance those factors that support resilience and mitigate those factors that reduce resilience.

Family Advocacy Program (FAP): FAP is a command-directed program that provides clinical assessment, treatment, and services for service members and their families involved in incidents of child abuse and domestic abuse.

Family Readiness: This area develops policies, directs programs, and influences decision makers based on results from sound assessments and thorough analysis.

LGBT Resources: It is the policy of the Department of Defense to treat all service members in a professional and neutral manner regardless of sexual orientation to ensure maintenance of good order and discipline.

Life-Work Balance: Meeting the professional and personal development needs of our Sailors and their families will be an increasingly important aspect of recruiting and retaining our best and brightest to ensure mission accomplishment.

Navy Alcohol Abuse Prevention (NAAP): NAAP provides information and assistance to support individual and command alcohol abuse prevention efforts.

Navy Nutrition: Our mission is to set the foundation for a culture that supports healthy eating by providing policy, program, and planning resources for the Department of the Navy.

Parenthood-Pregnancy: This area provides information, guidance, and resources for assistance.

Physical Readiness: Our mission is to set the foundation to instill a Culture of Fitness that assists Sailors in developing their ability to complete tasks that support the command mission and Navy operational readiness.

Retired Activities: The Retired Activities Branch provides the retired community with knowledge of their benefits, entitlements, rights, privileges, changes in retirement law, and customer service for our retirees, families, annuitants, and survivors.

Sexual Assault Prevention and Response Program (SAPR): This program issues policies and standards to aid in the prevention of sexual assault throughout the Navy, provides support to victims, defines requirements, and assigns responsibility for implementation of the Navy SAPR Program.

Sponsorship and Indoctrination Program: This program provides incoming personnel with information to facilitate a smooth transition and assimilate into the new command.

Suicide Prevention: The focus of this area is to provide information, training, guidance, and resources for suicide prevention in the Navy.

Appendix C: Introduction Script for Command Leadership

Support from leadership is essential to the successful rollout of Full Speed Ahead 3.0 (FSA 3.0). As a command leader, you can demonstrate support for this training in a variety of ways:

- Communicate genuine support for the training when executing the requirement.
- Actively participate in the training yourself.
- Release relevant strategic communications in support of the training requirement that will explain its goals and objectives.
- Encourage any command-wide “question of the day” or “topic of the day” initiatives that align with or complement FSA 3.0 goals.
- Challenge all Sailors in your command, including the Critical Middle (E5–E8, O1–O4), to continue to engage in respectful dialogue about the important and sensitive topics covered in FSA 3.0.

Additionally, you can demonstrate support by providing introductory remarks before one or more FSA 3.0 training sessions. Please note that FSA 3.0 modules require a full 60–90 minutes to deliver; any introductory remarks will extend the course beyond the allotted hour. Consider framing your introduction around the following questions:

1. Why is this training important to you and to the Navy, especially in today’s current environment, but also moving forward?
2. What do you hope your Sailors will learn or be inspired to think and talk about, during, and after this training?
3. In what ways is this course relevant to your command and your leadership philosophy?

SAMPLE PRE-ROLLOUT COMMUNICATION:

We are going to conduct Full Speed Ahead 3.0 training [today, next week, etc.].

This training builds on previous courses in the Full Speed Ahead series, which focused on the Navy’s Core Values, Ethos, Core Attributes, and Signature Behaviors. Full Speed Ahead 3.0 focuses on the Navy’s Culture of Excellence. It will emphasize themes such as Toughness, Trust, and Connectedness as they relate to our objective of fostering diversity, equity, and inclusion throughout the Navy. The ultimate goal is to continue the process of positive cultural transformation and ensure the Navy’s readiness moving forward.

The content of the module will provoke engaging and sometimes difficult discussions. It is critical that we have these discussions in an atmosphere of mutual respect. This will not be the time or place for you to criticize fellow Sailors or air your disagreements with Navy policies.

This training is a great opportunity for your personal and professional growth, the development of your work center, and for our overall success as a command.

Please be ready to engage with the material. I encourage you to participate and discuss the topics honestly and in an atmosphere of mutual respect.

Always keep in mind that our ultimate goal is to build a better and stronger Navy to execute our mission successfully and uphold our operational readiness and warfighting advantage.