

3.0 FULL SPEED AHEAD



CULTURE OF EXCELLENCE TRAINING

FACILITATION GUIDE

MODULE 3

Diversity, Equity, and Inclusion



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 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 regarding diversity, equity, and inclusion. 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 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

Module 3 of FSA 3.0 focuses on diversity, equity, and inclusion. This training asks Sailors to take an honest look at their own biases and identify deliberate actions to counteract them to create a more inclusive Navy. Videos and discussions address concerns about inequities and delve into fears and personal encounters with discrimination that Sailors have faced during their lives inside and outside of the Navy.

This module aims to promote a culture of listening within the Navy's diverse organization and shows leaders how to conduct necessary conversations in the midst of complex group dynamics. The dramatic vignette takes viewers on a journey into diversity and inequity-based concerns, memories, fears, and the personal hardships of others. In the video, Senior Chief Erica Walsh leads a mandatory command training session in which attendees are required to participate in difficult but necessary conversations about issues of bias and discrimination. In doing so, the Sailors reveal to the audience privately the numerous issues and concerns weighing on their minds. All are reluctant to do so. The video concludes with powerful personal accounts of discrimination from real Sailors.

During this training, encourage Sailors to participate in "necessary conversations," as described in the Task Force One Navy Final Report. Guide Sailors in respectful and honest discussion about diversity and bias, and help them recognize that barriers to inclusion exist in the Navy just as they do in society at large. The objective is to practice listening to improve understanding and connectedness and to feel like the Navy is a safe place for the exchange of respectful dialogue in pursuit of a more inclusive workplace and Navy.

MODULE 3 • DIVERSITY, EQUITY, AND INCLUSION

AUDIENCE: MIXED-RANK

Total Facilitation Time: 60–90 minutes

CULTURE OF EXCELLENCE THEMES	SIGNATURE BEHAVIORS	SKILLS AND COMPETENCIES
<ul style="list-style-type: none">• Trust.• Connectedness.	<ul style="list-style-type: none">• Treat every person with respect.• Take responsibility for my actions.• Hold others accountable for their actions.• Intervene when necessary.• Embrace the diversity of ideas, experiences, and backgrounds of individuals.	<ul style="list-style-type: none">• Communication with an emphasis on listening.• Bias identification.• Conflict resolution.

Optional Course Introduction 1 – 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.

Optional Course Introduction 2 – Recite the Sailor’s Creed

“I am a United States Sailor. I will support and defend the Constitution of the United States of America, and I will obey the orders of those appointed over me. I represent the fighting spirit of the Navy and those who have gone before me to defend freedom and democracy around the world. I proudly serve my country’s Navy combat team with Honor, Courage, and Commitment. I am committed to excellence and the fair treatment of all.”

FACILITATOR SCRIPT

Good morning/afternoon.

[Facilitators, briefly introduce yourselves.]

This is the Culture of Excellence, Full Speed Ahead 3.0 course.

Today, we're talking about diversity, equity, and inclusion.

Before we get started, let's try something.

I'm going to walk you through a scenario ... just try to paint a picture in your mind.

Imagine there's a new Sailor on your team. You volunteer to help this Sailor out.

Let's say that at some point, you walk the Sailor over to meet the CMC. There are some nerves, but the Sailor leaves feeling motivated.

Then let's say you and the new Sailor decide to grab some lunch.

When it's your turn in line, you order your usual sandwich and introduce the Sailor to the person behind the counter.

As you're going to sit down, you stop to say "hi" to Chaps.

Okay. Now, let's compare notes for a minute. There's no need to answer out loud, but answer honestly to yourself.

Q.1

What did the new Sailor look like? Male or female? Young or old? What race or ethnicity did you picture?

Now, answer the same questions for the CMC, Chaps, and the person serving lunch.

Would you have volunteered to help this Sailor if they were a different race or sex? Would their age, race, or ethnicity have affected your willingness to help them out?

FACILITATOR SCRIPT

Stereotypes are normal.

We make assumptions based on our previous experiences.

Even social media and the shows and movies we watch inform the stereotypes we have.

It's normal; it's how we're hard-wired as humans.

*But sometimes stereotypes can feed bias and discrimination.**

We're going to watch a video. As you watch, I encourage you to reflect on your experience with diversity, equity, and inclusion in the Navy.



***Bias**

Prejudice in favor of or against one thing, person, or group compared with another.

U.S. Navy Inclusion & Diversity Goals & Objectives, 2020

Unlawful Discrimination

Disparate treatment or harassment of an individual or group based on a prohibited factor contrary to federal law or regulation.

Department of Defense (DoD) Directive 1020.02E, Diversity Management and Equal Opportunity in the DoD



PLAY MODULE 3 VIDEO 1 (DRAMA) (Runtime: 9:28)

FACILITATOR SCRIPT

By a show of hands, did any of those stories make you feel uncomfortable?

[Pause to view the show of hands.]

It's jarring to hear actors say some of those things, isn't it?

But it takes the conversation to a different level when real Sailors share their stories.

*The Navy is asking Sailors to address diversity, equity, and inclusion head-on.**

We're not going to shy away from these discussions because they're uncomfortable.

In fact, the Navy is calling these "necessary conversations."



***Inclusion**

Valuing and integrating each individual's perspectives, ideas, and contributions into the way an organization makes decisions.

Inclusive Culture

A dynamic and deliberately developed environment where everyone feels respected and valued for who they are, trust they can speak up and be fairly treated, and share a sense of connectedness.

U.S. Navy Inclusion & Diversity Goals & Objectives, 2020

Q.2

Why do you think these conversations are necessary? (3 minutes)

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

- Internally, discrimination exists and we need to eradicate it.
- We need to recognize and confront our own personal biases.
- Externally, current events impact our Sailors.
- Open communication builds trust.
- These conversations help teams heal and build trust.
- Sailors' work performance and mission readiness may be affected.
- Such events may cause divisions among us that we must confront and overcome.
- We are one team.
- The willingness to talk honestly demonstrates that Navy leadership cares about its Sailors.

FACILITATOR SCRIPT

Today is not about solving society's problems—or even the Navy's.

Today is about listening, sharing, and about seeing the world—and our Navy—through other Sailors' eyes.

There were a number of issues addressed in the video.

Q.3

What story struck you most and why? (5 minutes)

[Invite Sailors to share.]

[Allow the conversation to flow naturally. Ask follow-on questions such as, “Does anyone agree?” or “Has anyone seen something similar?” Invite others to respectfully share counter opinions.*]



*Immediately shut down any disrespectful or unprofessional discussion. Remind Sailors that the purpose of this exercise is to demonstrate empathy, respect, and a desire to understand the experiences and perspectives of others.

FACILITATOR SCRIPT

There’s no doubt that discrimination happens in our society.

And as much as we want to believe it doesn’t exist in our Navy, Sailors can (and do) face discrimination here, too.

LCDR Long was told that because she’s a woman, she wasn’t going to advance.

ENS Robledo was told that Black people don’t become SEALs because they can’t swim.

Q.4

In addition to race and sex, what are some other forms of discrimination? (1 minute)

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

- National origin/skin color.
- Age.
- Sexual orientation.
- Ability/disability.
- Pregnancy/status as a parent.
- Religion.

FACILITATOR SCRIPT

By a show of hands, who here has ever witnessed or experienced some form of discrimination, injustice, or inequity in the Navy?

Q.5

Would anyone like to tell us about their situation? (10 minutes)

[Invite Sailors to share.]

[If conversation doesn't start, be prepared to draw on personal experiences, observations, or well-known incidents in society. Or, ask Sailors to recall the stories of discrimination shared by Sailors in the video:]

- ENS Robledo: "Black people can't swim."
- FLTCM Phillips: "I've never felt so vulnerable in my life."
- LCDR Long: "Women don't make it in our community."
- FCCS Szymanski: "We don't say the homosexual D-word."
- CW04 Reid: "There's nothing I can learn from a woman."

[Thank Sailors for sharing.]

FACILITATOR SCRIPT

We all form stereotypes and have biases; it's how we're hard-wired as humans.

*And there's nothing wrong with this UNTIL we act on those biases inappropriately and **treat a person or group as "less than" or unfairly, unjustly, disrespectfully, or worse.***

Q.6

What are some things we can do to check our own biases and reject damaging stereotypes?
(3 minutes)

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

- Have an open mind.
- Get to know people who are different from us.
- Deliberately invite people who are different from us to participate in work projects.
- Encourage open conversations so team members can learn from each another.
- Decide for ourselves if someone is competent based on their specific actions, not on their membership in some group.
- Give everybody the same opportunities, including a voice in decisions.
- Give people credit for their ideas.
- Allow for respectful disagreement so team members learn how to work through conflict to solve problems.
- Hold ourselves and others accountable so we don't label or dismiss certain groups of people.
- Highlight what you have in common—Sailor identity, for example—as well as differences.
- Don't pressure people to assimilate into the “majority” group.
- Don't let the “in group” or “majority” dominate conversations.

FACILITATOR SCRIPT

You may have noticed we use the word “equity” and not “equality” in this training.

Here's the difference:

- *Equality means everyone is treated the same exact way.*
- *Equity means everyone is provided with what they need to succeed given all circumstances.*

There were several points in the video where Sailors wondered if others were advancing due to their competence or if they were given an unfair advantage because of their sex or race.

Q.7

For the more senior Sailors in the room: What can leaders do to ensure all Sailors feel like they're being treated fairly? (5 minutes)

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

- Establish and communicate the standards, expectations, and requirements for opportunities.
- Be transparent with decisions.
- Be consistent.
- Treat every person with respect.
- Demonstrate trust.

FACILITATOR SCRIPT

I'm grateful that some of you have shared your personal experiences today.

We know that discrimination hurts.

In the video, FLTCM Phillips said he'd never felt so vulnerable in his life as he had when he was on his motorcycle and the guy in the truck was yelling racial slurs at him.

We are an organization devoted to ALL of our brothers and sisters in arms—not "most."

Q.8

For the more junior Sailors in the room: Why might some Sailors be reluctant to report incidents of discrimination? (1 minute)

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

- Retaliation.
- Fear that there will be loss of opportunity to obtain coveted assignments.
- Denial of training opportunities.
- Loss of growth and mentorship opportunities.
- Getting undesirable shifts or assignments.
- Hostile treatment and threats.

Q.9

How likely are YOU to bring forward a concern about bias, discrimination, or injustice? (2 minutes)

[Give Sailors a few seconds to respond. Invite Sailors to share their reasons but do not force them.]

[Ask follow-on questions to encourage active listening and productive discussion such as, “Does anyone feel differently?”]

FACILITATOR SCRIPT

The Navy takes allegations of discrimination seriously, and there are several different ways Sailors can share this information.

If you don't feel comfortable being direct, you can speak with your Command Managed Equal Opportunity (CMEO) representative or you can find a member of the Command Resilience Team.

You can also leave anonymous feedback in your CO's suggestion box or call the IG hotline.

Working in a highly diverse organization like the Navy can be challenging.

But the benefits of diversity far outweigh the challenges.

Let's take a look at another video.

This one should remind us of our commitment to one another.



PLAY MODULE 3 VIDEO 2 (DOCUMENTARY) (Runtime: 3:34)

FACILITATOR SCRIPT

As you heard in the video, diversity alone does not guarantee inclusion.

Inclusion means ensuring that every Sailor is treated like a valuable member of the team.

Q.10

Has anyone ever gone out of their way to help you fit in when you were new to a team or command? Would someone be willing to share what they did and how it impacted you? (7 minutes)

[Answers will vary.]

[Ask follow-on questions to encourage active listening and productive discussion. For example, “Has anyone had a similar experience?”]

[If Sailors do not share, ask them how they might feel if someone went out of their way to help them fit in with a new team or command.]

Q.11

What are some actions that we can take in our own command to embrace diversity and ensure inclusion? Is there anything we could be doing better? (6 minutes)

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

- Talk about important problems; continue these conversations.
 - Focus on teamwork.
 - Address problems head-on.
 - Individually reflect on our biases so we can actively counteract them.
 - Demand respect, equity, justice, and fairness from everyone, regardless of rank.
-

Q.12

In your opinion, do you think we’ll still be having these discussions in the Navy 10 years from now? Why or why not? (2 minutes)

[Opinions will vary.]

[Ask follow-on questions to encourage productive discussion such as, “Does anyone agree or disagree, and why?”]

FACILITATOR SCRIPT

*Like FLTCM Phillips said, “We’re not going to get better overnight.” It will take time, but with commitment, it **will** happen.*

Conversations like the ones we’ve had today are the first step toward improvement.

As we wrap up, I want to remind you of some of our guiding values and principles.

*The Sailor’s Creed states, “I am committed to excellence **and the fair treatment of all.**”*

*The Navy Ethos says, “Respect for others is **fundamental to our character.**”*

*What makes us great is the fact that we **can** have these conversations.*

And the more committed we are to one another, the stronger our Navy will become.

So, this is not a one-and-done training.

As you leave here today, I ask all of you to continue these conversations with each other, in your shop, with your leadership, and throughout our Navy.

And when we do, let’s really listen to each other.

Thanks, and have a great day.

MODULE 3 • DIVERSITY, EQUITY, AND INCLUSION

AUDIENCE: JUNIOR SAILORS

Total Facilitation Time: 60–90 minutes

CULTURE OF EXCELLENCE THEMES	SIGNATURE BEHAVIORS	SKILLS AND COMPETENCIES
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U.S. Navy Inclusion & Diversity Goals & Objectives, 2020

Q.2

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

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- The willingness to talk honestly demonstrates that Navy leadership cares about its Sailors.

FACILITATOR SCRIPT

Today is not about solving society's problems—or even the Navy's.

Today is about listening, sharing, and about seeing the world—and our Navy—through other Sailors' eyes.

There were a number of issues addressed in the video.

Q.3

What story struck you most and why? (5 minutes)

[Invite Sailors to share.]

[Allow the conversation to flow naturally. Ask follow-on questions such as, “Does anyone agree?” or “Has anyone seen something similar?” Invite others to respectfully share counter opinions.*]



*Immediately shut down any disrespectful or unprofessional discussion. Remind Sailors that the purpose of this exercise is to demonstrate empathy, respect, and a desire to understand the experiences and perspectives of others.

FACILITATOR SCRIPT

There’s no doubt that discrimination happens in our society.

And as much as we want to believe it doesn’t exist in our Navy, Sailors can (and do) face discrimination here, too.

LCDR Long was told that because she’s a woman, she wasn’t going to advance.

ENS Robledo was told that Black people don’t become SEALs because they can’t swim.

Q.4

In addition to race and sex, what are some other forms of discrimination? (1 minute)

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

- National origin/skin color.
- Age.
- Sexual orientation.
- Ability/disability.
- Pregnancy/status as a parent.
- Religion.

FACILITATOR SCRIPT

By a show of hands, who here has ever witnessed or experienced some form of discrimination or inequity in the Navy?

Q.5

Would anyone like to tell us about the situation? (10 minutes)

[Invite Sailors to share.]

[If conversation doesn't start, be prepared to draw on personal experiences, observations, or well-known incidents in society. Or, ask Sailors to recall the stories of discrimination shared by Sailors in the video:]

- ENS Robledo: "Black people can't swim."
- FLTCM Phillips: "I've never felt so vulnerable in my life."
- LCDR Long: "Women don't make it in our community."
- FCCS Szymanski: "We don't say the homosexual D-word."
- CW04 Reid: "There's nothing I can learn from a woman."

[Thank Sailors for sharing.]

FACILITATOR SCRIPT

We all form stereotypes and have biases; it's how we're hard-wired as humans.

*And there's nothing wrong with this UNTIL we act on those biases inappropriately and **treat a person or group as "less than" or unfairly, unjustly, disrespectfully, or worse.***

Q.6

What are some things we can do to check our own biases and reject damaging stereotypes?
(3 minutes)

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

- Have an open mind.
- Get to know people who are different from us.
- Deliberately invite people who are different from us to participate in work projects.
- Encourage open conversations so team members can learn from each another.
- Decide for ourselves if someone is competent based on their specific actions, not on their membership in some group.
- Give everybody the same opportunities, including a voice in decisions.
- Give people credit for their ideas.
- Allow for respectful disagreement so team members learn how to work through conflict to solve problems.
- Hold ourselves and others accountable so we don't label or dismiss certain groups of people.
- Highlight what you have in common—Sailor identity, for example—as well as differences.
- Don't pressure people to assimilate into the “majority” group.
- Don't let the “in group” or “majority” dominate conversations.

FACILITATOR SCRIPT

You may have noticed we use the word “equity” and not “equality” in this training.

Here's the difference:

- *Equality means everyone is treated the same exact way.*
- *Equity means everyone is provided with what they need to succeed given all circumstances.*

There were several points in the video when Sailors wondered if others were advancing due to their competence or if they were given an unfair advantage because of their sex or race.

Q.7

In your opinion, what should leaders do to ensure all Sailors feel like they have the same opportunity to succeed? (5 minutes)

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

- Establish and communicate the standards, expectations, and requirements for opportunities.
- Be transparent with decisions.
- Be consistent.
- Treat every person with respect.
- Demonstrate trust.

FACILITATOR SCRIPT

I'm grateful that some of you have shared your personal experiences today.

We know that discrimination hurts.

FLTCM Phillips said he'd never felt so vulnerable in his life as he had when he was on his motorcycle and the guy in the truck was yelling racial slurs at him.

We are an organization devoted to ALL of our brothers and sisters in arms—not "most."

Q.8

Why might some Sailors be reluctant to report incidents of discrimination? (1 minute)

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

- Retaliation.
- Fear that there will be loss of opportunity to obtain coveted assignments.
- Denial of training opportunities.
- Loss of growth and mentorship opportunities.
- Getting undesirable shifts or assignments.
- Hostile treatment and threats.

Q.9

Would you be willing to report incidents of discrimination? Why or why not? (3 minutes)

[Answers will vary. Support active listening and productive discussion by asking follow-on questions such as, “Does anyone agree?”]

FACILITATOR SCRIPT

The Navy takes allegations of discrimination seriously, and there are several different ways Sailors can share this information.

If you don't feel comfortable being direct, you can speak with your Command Managed Equal Opportunity representative or you can find a member of the Command Resilience Team.

You can also leave anonymous feedback in your CO's suggestion box or you can call the IG hotline.

Working in a highly diverse organization like the Navy can be challenging.

But the benefits of diversity far outweigh the challenges.

Let's take a look at another video.

This one should remind us of our commitment to one another.



PLAY MODULE 3 VIDEO 2 (DOCUMENTARY) (Runtime: 3:34)

FACILITATOR SCRIPT

As you heard in the video, diversity alone does not guarantee inclusion.

Inclusion means ensuring that everyone feels like a valued and respected member of the team.

Q.10

Has anyone gone out of their way to help you acclimate to life in the Navy? Would someone be willing to share what they've done and the impact it has had? (7 minutes)

[If Sailors do not share, encourage them to think about what it was like to go to their first duty station, perhaps far from home.]

[Thank Sailors for sharing.]

Q.11

What are some actions that we can do to embrace diversity and ensure inclusion? Is there anything we could be doing better? (6 minutes)

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

- Talk about important problems; continue these conversations.
 - Focus on teamwork.
 - Address problems head-on.
 - Individually reflect on our biases so we can actively counteract them.
 - Demand respect, equity, justice, and fairness from everyone, regardless of rank.
-

Q.12

In your opinion, do you think we'll still be having these discussions in the Navy 10 years from now? Why or why not? (2 minutes)

[Opinions will vary.]

[Ask follow-on questions to encourage productive discussion such as, "Does anyone agree or disagree, and why?"]

FACILITATOR SCRIPT

*Like FLTCM Phillips said, “We’re not going to get better overnight.” It will take time, but with commitment, it **will** happen.*

Conversations like the ones we’ve had today are the first step toward improvement.

As we wrap up, I want to remind you of some of our guiding values and principles.

*The Sailor’s Creed states, “I am committed to excellence and the **fair treatment of all.**”*

*The Navy Ethos says, “Respect for others is **fundamental to our character.**”*

*What makes us great is the fact that we **can** have these conversations.*

And the more committed we are to one another, the stronger our Navy will become.

This is not a one-and-done training.

As you leave here today, I ask all of you to continue these conversations with each other, in your shop, with your leadership, and throughout our Navy.

And when we do, let’s really listen to each other.

Thanks, and have a great day.

MODULE 3 • DIVERSITY, EQUITY, AND INCLUSION
AUDIENCE: CRITICAL MIDDLE

Total Facilitation Time: 60–90 minutes

CULTURE OF EXCELLENCE THEMES	SIGNATURE BEHAVIORS	SKILLS AND COMPETENCIES
<ul style="list-style-type: none">• Trust.• Connectedness.	<ul style="list-style-type: none">• Treat every person with respect.• Take responsibility for my actions.• Hold others accountable for their actions.• Intervene when necessary.• Embrace the diversity of ideas, experiences, and backgrounds of individuals.	<ul style="list-style-type: none">• Communication with an emphasis on listening.• Bias identification.• Conflict resolution.

Optional Course Introduction 1 – 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.

Optional Course Introduction 2 – Recite the Sailors’ Creed

“I am a United States Sailor. I will support and defend the Constitution of the United States of America, and I will obey the orders of those appointed over me. I represent the fighting spirit of the Navy and those who have gone before me to defend freedom and democracy around the world. I proudly serve my country’s Navy combat team with Honor, Courage, and Commitment. I am committed to excellence and the fair treatment of all.”

FACILITATOR SCRIPT

Good morning/afternoon.

[Facilitators, briefly introduce yourselves.]

This is the Culture of Excellence, Full Speed Ahead 3.0 course.

Today, we're talking about diversity, equity, and inclusion.

Before we get started, let's try something.

I'm going to walk you through a scenario ... just try to paint a picture in your mind.

Imagine there's a new Sailor on your team. You volunteer to help this Sailor out.

Let's say that at some point, you walk the Sailor over to meet the CMC. There are some nerves, but the Sailor leaves feeling motivated.

Then let's say you and the new Sailor decide to grab some lunch.

When it's your turn in line, you order your usual sandwich and introduce the Sailor to the person behind the counter.

As you're going to sit down, you stop to say "hi" to Chaps.

Okay. Now, let's compare notes for a minute. There's no need to answer out loud, but answer honestly to yourself.

Q.1

What did the new Sailor look like? Male or female? Young or old? What race or ethnicity did you picture?

Now, answer the same questions for the CMC, Chaps, and the person serving lunch.

Would you have volunteered to help this Sailor if they were a different race or sex? Would their age, race, or ethnicity have affected your willingness to help them out?

FACILITATOR SCRIPT

Stereotypes are normal, we make assumptions based on our previous experiences.

Even social media and the shows and movies we watch inform the stereotypes we have.

It's normal; it's how we're hard-wired as humans.

*But sometimes stereotypes can feed bias and discrimination.**

We're going to watch a video. As you watch, I encourage you to reflect on your experience with diversity, equity, and inclusion in the Navy.



***Bias**

Prejudice in favor of or against one thing, person, or group compared with another.

U.S. Navy Inclusion & Diversity Goals & Objectives, 2020

Unlawful Discrimination

Disparate treatment or harassment of an individual or group based on a prohibited factor contrary to federal law or regulation.

DoD Directive 1020.02E, Diversity Management and Equal Opportunity in the DoD



PLAY MODULE 3 VIDEO 1 (DRAMA) (Runtime: 9:28)

FACILITATOR SCRIPT

By a show of hands, did any of those stories make you feel uncomfortable?

[Pause to view the show of hands.]

It's jarring to hear actors say some of those things.

But it takes the conversation to a different level when real Sailors share their stories.

*The Navy is asking Sailors to address diversity, equity, and inclusion head-on.**

We're not going to shy away from these discussions because they're uncomfortable.

In fact, the Navy is calling these "necessary conversations."



***Inclusion**

Valuing and integrating each individual's perspectives, ideas, and contributions into the way an organization makes decisions.

Inclusive Culture

A dynamic and deliberately developed environment where everyone feels respected and valued for who they are, trust they can speak up and be fairly treated, and share a sense of connectedness.

U.S. Navy Inclusion & Diversity Goals & Objectives, 2020

Q.2

Why are these conversations necessary? (3 minutes)

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

- Internally, discrimination exists and we need to eradicate it.
- We need to recognize and confront our own personal biases.
- Externally, current events impact our Sailors.
- Open communication builds trust.
- These conversations help teams heal and build trust.
- Sailors' work performance and mission readiness may be affected.
- Such events may cause divisions among us that we must confront and overcome.
- We are one team.
- The willingness to talk honestly demonstrates that Navy leadership cares about its Sailors.

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There were a number of issues addressed in the video.

Q.3

What story struck you most and why? (5 minutes)

[Invite Sailors to share.]

[Allow the conversation to flow naturally. Ask follow-on questions such as, “Does anyone agree?” or “Has anyone seen something similar?” Invite others to respectfully share counter opinions.*]



*Immediately shut down any disrespectful or unprofessional discussion. Remind Sailors that the purpose of this exercise is to demonstrate empathy, respect, and a desire to understand the experiences and perspectives of others.

FACILITATOR SCRIPT

There’s no doubt that discrimination happens in our society.

And as much as we want to believe it doesn’t exist in our Navy, it does.

You’ve probably been a Sailor long enough to know that some Sailors can (and do) face discrimination here, too.

LCDR Long was told that because she’s a woman, she wasn’t going to advance.

ENS Robledo was told that Black people don’t become SEALs because they can’t swim.

Q.4

In addition to race and sex, what are some other forms of discrimination? (1 minute)

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

- National origin/skin color.
- Age.
- Sexual orientation.
- Ability/disability.
- Pregnancy/status as a parent.
- Religion.

FACILITATOR SCRIPT

By a show of hands, who here has ever witnessed or experienced some form of discrimination or inequity in the Navy?

Q.5

Would anyone like to tell us about the situation? (10 minutes)

[Invite Sailors to share.]

[If conversation doesn't start, be prepared to draw on personal experiences, observations, or well-known incidents in society. Or, ask Sailors to recall the stories of discrimination shared by Sailors in the video:]

- ENS Robledo: "Black people can't swim."
- FLTCM Phillips: "I've never felt so vulnerable in my life."
- LCDR Long: "Women don't make it in our community."
- FCCS Szymanski: "We don't say the homosexual D-word."
- CW04 Reid: "There's nothing I can learn from a woman."

[Thank Sailors for sharing.]

FACILITATOR SCRIPT

We all form stereotypes and have biases; it's how we're hard-wired as humans.

*And there's nothing wrong with this UNTIL we act on those biases and **treat a person or group as "less than" or unfairly, unjustly, disrespectfully, or worse.***

Q.6

What are some things we can do to check our own biases and reject damaging stereotypes? (3 minutes)

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

- Have an open mind.
- Get to know people who are different from us.
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- Decide for ourselves if someone is competent based on their specific actions, not on their membership in some group.
- Give everybody the same opportunities, including a voice in decisions.
- Give people credit for their ideas.

-
- ☑ Allow for respectful disagreement so team members learn how to work through conflict to solve problems.
 - ☑ Hold ourselves and others accountable so we don't label or dismiss certain groups of people.
 - ☑ Highlight what you have in common—Sailor identity, for example—as well as differences.
 - ☑ Don't pressure people to assimilate into the “majority” group.
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-

FACILITATOR SCRIPT

You may have noticed we use the word “equity” and not “equality” in this training.

Here's the difference:

- *Equality means everyone is treated the same exact way.*
- *Equity means everyone is provided with what they need to succeed given all circumstances.*

There were several points in the video when Sailors wondered if others were advancing due to their competence or if they were given an unfair advantage because of their sex or race.

Q.7

As a leader, what can you do to ensure all Sailors feel like they're being treated fairly and equitably? (5 minutes)

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

- ☑ Establish and communicate the standards, expectations, and requirements for opportunities.
 - ☑ Be transparent with decisions.
 - ☑ Be consistent.
 - ☑ Treat every person with respect.
 - ☑ Demonstrate trust.
-

FACILITATOR SCRIPT

I'm grateful that some of you have shared your personal experiences today.

We know that discrimination hurts.

FLTCM Phillips said he'd never felt so vulnerable in his life as he had when he was on his motorcycle and the guy in the truck was yelling racial slurs at him. .

We are an organization devoted to ALL of our brothers and sisters in arms—not "most."

Q.8

How likely do you think your Sailors would be to report incidents of discrimination to you? Why?
(2 minutes)

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

- They trust that leaders will listen.
- They trust that leaders will take appropriate action.
- They trust that positive change will result.

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

- They fear retaliation.
- They fear that there will be loss of opportunity to obtain coveted assignments.
- They fear that there may be a denial of training opportunities.
- They fear that there may be a loss of growth and mentorship opportunities.
- They fear that they may get undesirable shifts or assignments.
- They fear hostile treatment and threats.

FACILITATOR SCRIPT

The Navy takes allegations of discrimination seriously, and there are several different ways Sailors can report discrimination.

If you or your Sailors don't feel comfortable being direct, you can contact your Command Managed Equal Opportunity representative.

You can also leave anonymous feedback in your CO's suggestion box or call the IG hotline.

You can reach out to a member of the Command Resilience Team.

Working in a highly diverse organization like the Navy can be challenging.

But the benefits of diversity far outweigh the challenges.

Let's take a look at another video.

This one should remind us of our commitment to one another.



PLAY MODULE 3 VIDEO 2 (DOCUMENTARY) (Runtime: 3:34)

FACILITATOR SCRIPT

As you heard in the video, diversity alone does not guarantee inclusion.

And good intentions regarding diversity do not automatically translate into real improvements.

Inclusion means deliberately ensuring that every Sailor is treated like a valued and respected member of the team.

Q.9

What are some actions that you can take on your own teams to embrace diversity and ensure inclusion? Is there anything we could be doing better as a Navy? (6 minutes)

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

- Talk about important problems; continue these conversations.
- Focus on teamwork.
- Address problems head-on.
- Individually reflect on our biases so we can actively counteract them.
- Demand respect, equity, justice, and fairness from everyone, regardless of rank.

FACILITATOR SCRIPT

One of the most basic ways we can move forward on this topic is to have these conversations.

They can be difficult and uncomfortable, but they lead to better understanding.

Q.10

What might be some best practices when it comes to having these necessary conversations within your own teams? (2 minutes)

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

- Go on the record in support of diversity, equity, and inclusion initiatives and include them in your leadership messages.
- Demonstrate respect in all your conversations and messages.
- Be open, honest, and clear about the purpose of these conversations.
- Share your own examples.
- Emphasize resources for Sailors who have concerns but don't want to discuss them in front of the team.
- Create a neutral space where Sailors can speak and others simply listen.
- Be willing to discuss current events that may personally impact Sailors on your team.

Q.11

In your opinion, do you think we'll still be having these discussions in the Navy 10 years from now? Why or why not? (2 minutes)

[Opinions will vary.]

[Ask follow-on questions to encourage productive discussion such as, "Does anyone agree or disagree, and why?"]

FACILITATOR SCRIPT

*Like FLTCM Phillips said, "We're not going to get better overnight." It will take time, but with commitment, it **will** happen.*

Conversations like the ones we've had today are the first step toward a more inclusive Navy.

As we wrap up, I want to remind you of some of our guiding values and principles.

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As you leave here today, I ask all of you to continue these conversations with each other, in your shop, with your leadership, and throughout our Navy.

And when we do, let's really listen to each other.

Thanks, and have a great day.

MODULE 3 • DIVERSITY, EQUITY, AND INCLUSION
AUDIENCE: SENIOR LEADER

Total Facilitation Time: 60–90 minutes

CULTURE OF EXCELLENCE THEMES	SIGNATURE BEHAVIORS	SKILLS AND COMPETENCIES
<ul style="list-style-type: none">• Trust.• Connectedness.	<ul style="list-style-type: none">• Treat every person with respect.• Take responsibility for my actions.• Hold others accountable for their actions.• Intervene when necessary.• Embrace the diversity of ideas, experiences, and backgrounds of individuals.	<ul style="list-style-type: none">• Communication with an emphasis on listening.• Bias identification.• Conflict resolution.

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Okay. Now, let's compare notes for a minute. There's no need to answer out loud, but answer honestly to yourself.

Q.1

What did the new Sailor look like? Male or female? Young or old? What race or ethnicity did you picture?

Now, answer the same questions about the CMC, Chaps, and the person serving lunch.

Would you have volunteered to help this Sailor if they were a different race or sex? Would their age, race, or ethnicity have affected your willingness to help them out?

FACILITATOR SCRIPT

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We make assumptions based on our previous experiences.

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DoD Directive 1020.02E, Diversity Management and Equal Opportunity in the DoD



PLAY MODULE 3 VIDEO 1 (DRAMA) (Runtime: 9:28)

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Did any of those stories make you feel uncomfortable?

[Pause briefly.]

It's jarring to hear actors say some of those things.

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Inclusive Culture

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U.S. Navy Inclusion & Diversity Goals & Objectives, 2020

Q.2

Why do you think these conversations are necessary? (3 minutes)

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

- Internally, discrimination exists and we need to eradicate it.
- We need to recognize and confront our own personal biases.
- Externally, current events impact our Sailors.
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There were a number of issues addressed in the video.

Q.3

What story struck you most and why? (5 minutes)

[Invite Sailors to share.]

[Allow the conversation to flow naturally. Ask follow-on questions such as, “Does anyone agree?” or “Has anyone seen something similar?” Invite others to respectfully share counter opinions*.]



*Immediately shut down any disrespectful or unprofessional discussion. Remind Sailors that the purpose of this exercise is to demonstrate empathy, respect, and a desire to understand the experiences and perspectives of others.

FACILITATOR SCRIPT

There’s no doubt that discrimination happens in our society.

And as much as we want to believe it doesn’t exist in our Navy, it does.

You’ve probably been a Sailor long enough to know that some Sailors can (and do) face discrimination here, too.

LCDR Long was told that because she’s a woman, she wasn’t going to advance.

ENS Robledo was told that Black people don’t become SEALs because they can’t swim.

Discrimination comes in all forms: race, age, ethnic background, sexual orientation, pregnancy, religion, skin color, and more.

Q.4

In your experience, what are some of the ongoing challenges faced by members of historically underrepresented groups in the Navy? (5 minutes)

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

- Inability to advance in career.
- Disparities in pay.
- Discrimination/poor treatment.
- Lack of mentorship.

FACILITATOR SCRIPT

Who here has ever personally witnessed or experienced some form of discrimination or inequity in the Navy?

Q.5

Would anyone like to tell us about the situation? (10 minutes)

[Invite Sailors to share.]

[If conversation doesn't start, be prepared to draw on personal experiences, observations, or well-known incidents in society. Or, ask Sailors to recall the stories of discrimination shared by Sailors in the video:]

- ENS Robledo: "Black people can't swim."
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- CW04 Reid: "There's nothing I can learn from a woman."

[Thank Sailors for sharing.]

FACILITATOR SCRIPT

We all form stereotypes and have biases; it's how we're hard-wired as humans.

*And there's nothing wrong with this UNTIL we act on those biases inappropriately and **treat a person or group as "less than" or unfairly, unjustly, disrespectfully, or worse.***

Q.6

What are some things we can do to check our own biases and reject damaging stereotypes?
(3 minutes)

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

- Have an open mind.
- Get to know people who are different from us.
- Deliberately invite people who are different from us to participate in work projects.
- Encourage open conversations so team members can learn from each another.
- Decide for ourselves if someone is competent based on their specific actions, not on their membership in some group.
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- Allow for respectful disagreement so team members learn how to work through conflict to solve problems.
- Hold ourselves and others accountable so we don't label or dismiss certain groups of people.
- Highlight what you have in common—Sailor identity, for example—as well as differences.
- Don't pressure people to assimilate into the “majority” group.
- Don't let the “in group” or “majority” dominate conversations.

FACILITATOR SCRIPT

You may have noticed we use the word “equity” and not “equality” in this training.

Here's the difference:

- *Equality means everyone is treated the same exact way.*
- *Equity means everyone is provided with what they need to succeed given all circumstances.*

There were several points in the video when Sailors wondered if others were advancing due to their competence or if they were given an unfair advantage because of their sex or race.

Q.7

As leaders, what can we do to ensure all Sailors feel like they're being treated fairly and equitably? (5 minutes)

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

- Establish and communicate the standards, expectations, and requirements for opportunities.
- Be transparent with decisions.
- Be consistent.
- Treat every person with respect.
- Demonstrate trust.

Q.8

In your opinion, how might leaders support diversity and equity initiatives while also advancing Sailors based on merit and performance? (5 minutes)

[Opinions will vary.]

FACILITATOR SCRIPT

I'm grateful that some of you have shared your personal experiences today.

We know that discrimination hurts.

FLTCM Phillips said he'd never felt so vulnerable in his life as he had when he was on his motorcycle and the guy in the truck was yelling racial slurs at him.

As you know, we are an organization devoted to ALL of our brothers and sisters in arms—not "most."

Q.9

How likely do you think your Sailors are to report incidents of discrimination? Why? (2 minutes)

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

- They trust that leaders will listen.
- They trust that leaders will take appropriate action.
- They trust that positive change will result.

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

- They are not sure who to tell or how to report.
- They fear retaliation.
- They fear that there will be loss of opportunity to obtain coveted assignments.
- They fear that there may be a denial of training opportunities.
- They fear that there may be a loss of growth and mentorship opportunities.
- They fear that they may get undesirable shifts or assignments.
- They fear hostility and threats.

FACILITATOR SCRIPT

The Navy takes allegations of discrimination seriously, and there are several different ways Sailors can report discrimination.

If the Sailors in your command don't feel comfortable being direct, contacting the CMEO representative is a great option.

Or they can reach out to a member of the Command Resilience Team.

They can also leave anonymous feedback in the CO's suggestion box or call the IG hotline.

Working in a highly diverse organization like the Navy can be challenging.

But the benefits of diversity far outweigh the challenges.

Let's take a look at another video.

This one should remind us of our commitment to one another.



PLAY MODULE 3 VIDEO 2 (DOCUMENTARY) (Runtime: 3:34)

FACILITATOR SCRIPT

As you heard in the video, diversity alone does not guarantee inclusion.

And good intentions regarding diversity do not automatically translate into real improvements.

Inclusion means deliberately ensuring that every Sailor is treated like a valued and respected member of the team.

Q.10

What are some actions that we can take in our command(s) to embrace diversity and to ensure inclusion? Is there anything we could be doing better? (6 minutes)

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

- Talk about important problems; continue these conversations.
 - Focus on teamwork.
 - Address problems head-on.
 - Individually reflect on our biases so we can actively counteract them.
 - Demand respect, equity, justice, and fairness from everyone, regardless of rank.
-

FACILITATOR SCRIPT

One of the most basic ways we can move forward on this topic is to have these conversations.

They can be difficult and uncomfortable, but they lead to better understanding.

Q.11

What might be some best practices when it comes to having these necessary conversations within your own command? (2 minutes)

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

- Go on the record in support of diversity, equity, and inclusion initiatives, and include them in your leadership messages.
- Demonstrate respect in all your conversations and messages.
- Be open, honest, and clear about the purpose of these conversations.
- Share your own examples.
- Emphasize resources for Sailors who have concerns but don't want to discuss them in front of the team.
- Create a neutral space where Sailors can speak and others simply listen.
- Be willing to discuss current events that may personally impact Sailors on your team.

Q.12

In your opinion, do you think we'll still be having these discussions in the Navy 10 years from now? Why or why not? (2 minutes)

[Opinions will vary.]

[Ask follow-on questions to encourage productive discussion such as, "Does anyone agree or disagree, and why?"]

FACILITATOR SCRIPT

*Like FLTCM Phillips said, "We're not going to get better overnight." It will take time, but with commitment, it **will** happen.*

Conversations like the ones we've had today are the first step toward a more inclusive Navy.

*What makes us great is the fact that we **can** have these conversations.*

And the more committed we are to one another, the stronger our Navy will become.

Thanks, 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, Navy 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 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 authorities. 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 Core Values and Navy 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 the results of 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 the 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, provide support to victims, define requirements, and assign 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.

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 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 Core Values, Navy Ethos, Core Attributes, and Signature Behaviors. Full Speed Ahead 3.0 will focus 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.