



**DIVERSITY, EQUITY
& INCLUSION**

DEI 101

OPNAV N17

OVERVIEW

The goal of this brief is to provide senior leaders, Diversity, Equity and Inclusion (DEI) practitioners and trainers with knowledge and understanding of DEI concepts, to prepare them to implement a lasting DEI culture across their commands.

This presentation can serve as a toolkit for foundational DEI concepts such as: identity, bias, systemic disadvantages, and allyship.

AGENDA

- Message from Director of DoN DEI Programs
- U.S. Navy & DEI
- DEI Basics
- What is identity?
- Intro to Bias
- Understanding Systemic Disadvantages and Unnoticed Advantages
- Active Allyship
- Summary
- Resources

A MESSAGE FROM DR. BARBER



DR. CHARLES BARBER

Director, Department of the Navy, Diversity
Equity & Inclusion Programs,
Office of the Assistant Secretary of the Navy
(Manpower and Reserve Affairs)

[*Link to Video Here*](#)

DEI IMPROVES READINESS

Our Navy team is as diverse as our mission set. We operate in every environment — undersea to space, the information domain, and beyond. We come from around the world: rural, urban, and suburban environments with different cultures, histories, perspectives, and ways of thinking. We bring diversity to the fight — it is our warfighting advantage, and it is up to us to not only identify barriers to inclusion and equity at the individual, group, and organizational levels, but also work together to ensure Sailors and Civilians are respected and valued. Diversity encompasses more than race and gender and includes diversity of thought, background, language, culture, and skills. Diversity alone is not the answer. Without inclusion, diverse perspectives can lead to friction and conflict. We must actively include all perspectives to harness the creative power of diversity, accelerating our Navy's **warfighting advantage**¹.

A Culture that values DEI will enable the Navy and its Sailors to:

- Maintain the highest set of standards and hold teammates accountable to those standards at every level
- Be unafraid to identify and correct any issue involving race, color, religion, sex, national origin, gender, identity, and disability
- Be an organization whose people (Sailors, Civilians) know their voice is heard and actively listened to
- Promote command cultures where diverse input to leadership matters
- Identify and demonstrate trending analysis showing progress towards improving diversity, equity and inclusion
- Realize and adopt best practices in the DEI realm through partnership with Fortune 500 companies and other external organizations where applicable

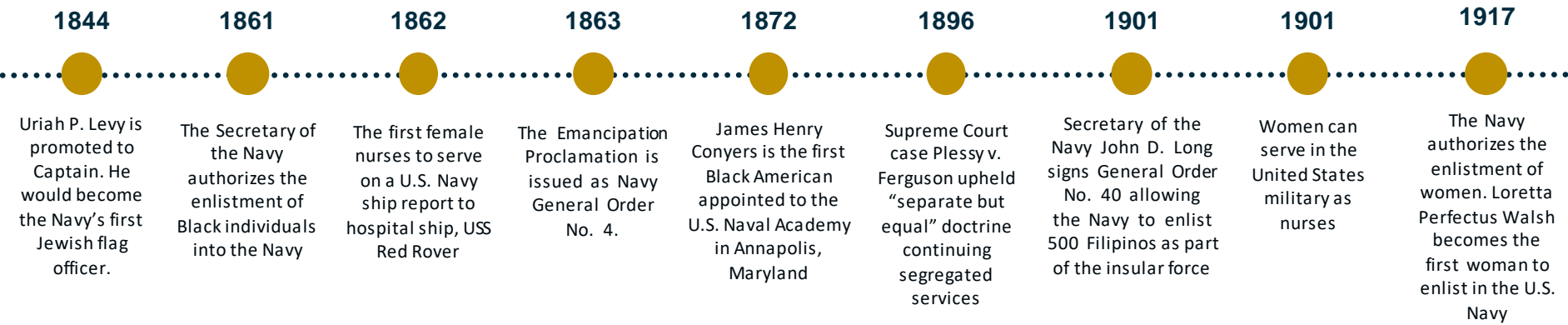
¹U.S. Navy Inclusion & Diversity Goals & Objectives

HISTORY OF DEI

To be successful in our Diversity, Equity & Inclusion strategy, we must recognize the impact of the historical development of civil rights of all in the United States to understand the legal, social, and cultural barriers that have existed and persist.

It is imperative for us as individuals and as members of the U.S. Navy to drive the success of the DEI strategy and to acknowledge the legal, social, and cultural frameworks of all American identities to build cross identity awareness and understanding.

This list is not all inclusive, but serves to illustrate some of our Navy’s evolving diversity.



The timeline above is not comprehensive of all U.S. Navy History. Please visit the [Naval History and Heritage Command Site](#) for more information.

HISTORY OF DEI: CHANGE MAKERS AND PIONEERS

LCDR Dennis Denmark Nelson



Part of the Golden Thirteen and the only member to serve a full Navy career, he attained the rank of lieutenant commander in June 1953, and went on to serve as public information officer. LCDR Nelson's report turned book helped raise consciousness about the plight of the Black Sailor.

LT Susan Ahn Cuddy

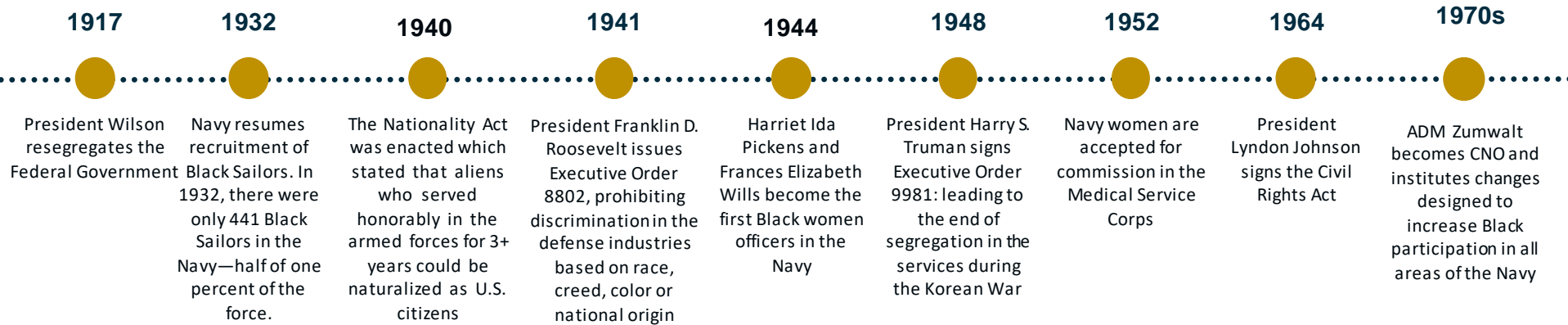


In 1942, LT Cuddy became the first female Asian- American to serve in the Navy and also its first female gunnery officer. During WWII, she served as an instructor in both combat air tactics and the use of the .50 caliber machine gun. She subsequently worked at U.S. Naval Intelligence as a code breaker and at the National Security Agency during the Cold War.

CAPT Joy Bright Hancock



CAPT Hancock served as a Yeoman (F) during WWI, worked at the Navy Bureau of Aeronautics during the interwar period, and was commissioned as an officer in the WAVES during WWII. As Director of the WAVES, she was instrumental in crafting and securing passage of the Women's Armed Services Integration Act in 1948, which allowed women to serve as permanent, regular members of the U.S. armed forces.

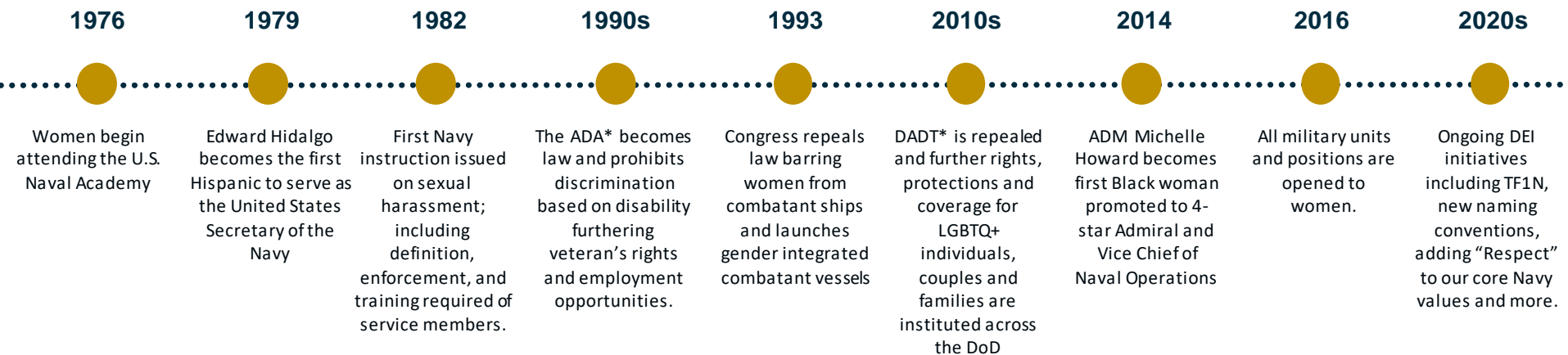


The timeline above is not comprehensive of all U.S. Navy History. Please visit the [Naval History and Heritage Command Site](#) for more information.

HISTORY OF DEI: ONGOING PROGRESS & CHANGE

To learn more about the milestones, individuals and movements that have impacted our present-day Navy visit the NHHC’s growing archive and informational pages:

- [The African American Experience in the U.S. Navy](#)
- [Women in the U.S. Navy](#)
- [Hispanic/Latino/Latinx Americans in the U.S. Navy](#)
- [Asian Americans and Pacific Islanders in the U.S. Navy](#)
- [Contributions of Indigenous Americans to the U.S. Navy](#)
- [Naval Service of LGBTQ+ Personnel](#)



The timeline above is not comprehensive of all U.S. Navy History. Please visit the [Naval History and Heritage Command Site](#) for more information.

*ADA: American with Disabilities Act
*DADT: Don’t Ask, Don’t Tell

WHAT DOES DEI MEAN FOR THE NAVY?

A culture that values diversity and emphasizes inclusion:

- Improves performance
- Attracts and retains skilled Sailors and Civilians
- Increases innovation and improves mission accomplishment
- Creates more culturally aware spaces for Sailors to maximize their strengths and contribution to the mission
- Strengthens team cohesion
- Engages a variety of perspectives to address more complex challenges
- Expands cultural awareness to develop stronger interpersonal relationships
- Achieves peak operational and warfighting readiness

HOW DOES DEI BENEFIT SAILORS?

Increasing mentorship and growth opportunities support Sailor professional development and career progression

Embracing diverse lived experiences and individual ideas leads to more innovation and organizational creativity

Inclusivity allow Sailors to focus on warfighting by removing intolerant environments

Understanding different backgrounds, experiences, and communication styles leads to more effective exchanges of ideas



When there is a sense of belonging, Sailors feel safe and enabled to do their best work

Leaders create inclusive environments, support their Sailors/Civilians, and build trust

Leveraging our diversity is key to achieving the Navy's peak potential, both as a workplace and as a defense force. We believe that when leaders tap into an actively inclusive team's energy and capability, we achieve top performance. We know that different perspectives shine light into our blind spots, illuminating what we wouldn't otherwise see.

DEI BASICS

Diversity

Diversity refers to all the different characteristics and attributes of individuals from varying demographics that are consistent with the DoD's core values, integral to overall readiness and mission accomplishment, and reflective of the nation we serve.²

Equity

Equity is the consistent and systematic fair, just, and impartial treatment of all individuals, including individuals who belong to underserved communities that have been denied such treatment, such as Black, Latino, and Indigenous and Native American persons, Asian Americans and Pacific Islanders and other persons of color; women; members of religious minorities; lesbian, gay, bisexual, transgender, and queer (LGBTQ+) persons; persons with disabilities; persons who live in rural areas; and persons otherwise adversely affected by persistent poverty or inequality.³

Inclusion

Inclusion A set of behaviors (culture) that encourages Service members and civilian employees to feel valued for unique qualities and to experience a sense of belonging.²

² DoDI 1020.05
³ EO 13985 / 14020

DEI CONSISTS OF THREE INTERCONNECTED CONCEPTS

Diversity

Every person is a unique individual, and everyone is composed of an intersection of various identities and lived experiences.¹



The representation of various identities and differences.

Diversity Asks:
Who is in the room? Who isn't in the room?

Equity

Equity implies that an individual may need to experience or receive something different (not equal) in order to maintain fairness and access.⁴

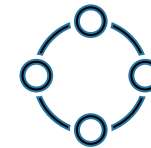


Recognizes our Navy team members need different resources at different times to maximize their abilities

Equity Asks:
Who experiences barriers that need to be broken down in order to fully access and participate once in the room?

Inclusion

The enabling of every individual of all identities to feel valued and welcomed. It is the intentional focus of creating an environment in which any individual and group is fully able to contribute.¹



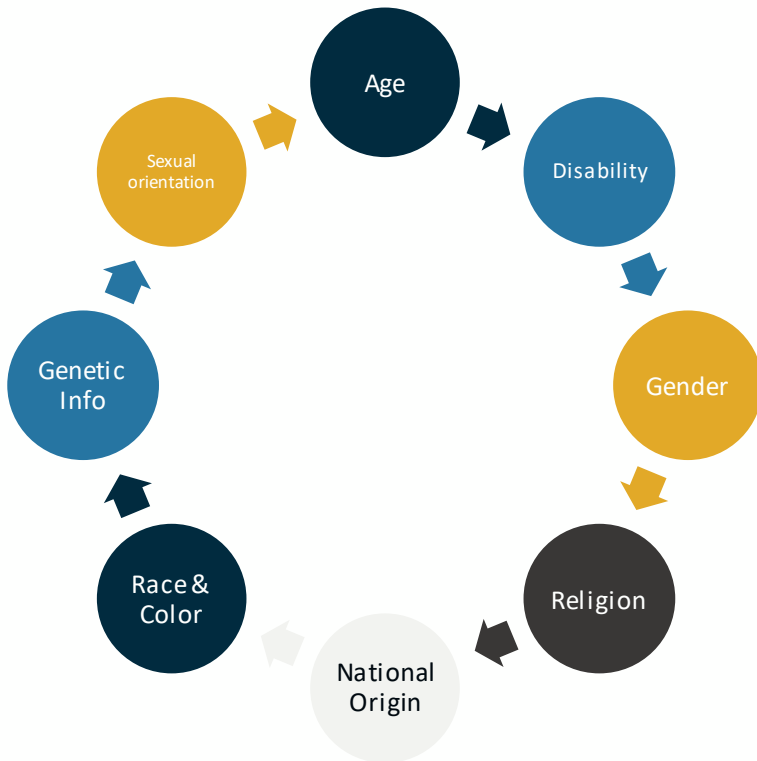
The active engagement of the contributions and participation of all.

Inclusion asks:
Does everyone feel like they belong in the room?

¹U.S. Navy Inclusion & Diversity Goals & Objectives (2019)
⁴ Brandeis University, Office of Diversity, Equity & Inclusion

WHAT IS IDENTITY?

The current defined identity characteristics protected by Federal law by Equal Employment Opportunity include⁵:



Age, gender, religious or spiritual affiliation, sexual orientation, race, ethnicity and socioeconomic status are all identities. Some identities are things people can see easily (like race or assumed gender), while other identities are internalized and are not always easy to see (like a disability, socioeconomic status or education level).

A person's identity can also include:

- Way of thinking/personality type
- Socio-economic class
- Veteran status
- Lived experiences
- Language
- Gender expression
- Culture
- Family structure
- Education
- Generation



**OPTIONAL DIVERSITY
PROFILE ACTIVITY**

⁵ U.S. Department of Labor, Equal Employment Opportunity (EEO)

WHAT IS IDENTITY?

WE ARE EACH UNIQUELY MADE UP OF MULTIPLE IDENTITIES



DYNAMIC

We may have been born into an identity and that identity may be visible or invisible. Identities can be stagnant, or they can be ever changing.



MULTIPLE

Everyone has multiple identities through different unique and personal combinations that impact us differently depending on our lived experiences.



SOCIAL

Many identities are socially determined and even maintained by culture, community or even environment. Sometimes physical locations can determine which identities are flagged and which differences matter.



SHIFTING

Certain identities can feel more prominent in certain situations and contexts.

WE ALL HAVE BIAS

Bias is:

- A natural part of life
- Commonly formed by everyone
- A heuristic that is built over time
- Not necessarily negative, but it has the potential to be
- Often performed by the brain without thinking, beyond our immediate control and awareness
- Capable of creating preferences, stereotypes, prejudices, and other inherent reactions
- Shaped by self-perception, background, cultural environment and personal experiences; and created through comparisons
- Capable of influencing our decision-making and our behavior

Background:

Bias summarizes judgments that humans rely on to make snap decisions. Bias is built internally throughout one's life. The human brain has unconscious processing abilities estimated to cover roughly 11 million pieces of information per second, while conscious processing is estimated at 40 pieces per second. Those 11 million snippets build up our snap decisions, which then become our bias. Biases are immediate signals sent by our brain that can turn into stereotypes, preferences, prejudices, or inherent reactions we may have towards others if unchecked. These biases are usually based on how we perceive our own and other identities, which turns into how we compare ourselves to those we perceive differently.⁶

Creating an inclusive environment where we are aware of and mitigate our bias allowing diversity to thrive and creating a sense of authentic belonging for all.

⁶ Human Resource Management International Digest

HOW DOES BIAS AFFECT EVERYDAY LIFE?

Before we continue to learn about biases, let's discuss what we currently know. For this portion of the brief, we want to have an **open, respectful and honest** conversation about what we understand as bias.

- **In your own words, how would you describe bias?**
- **Does anyone have a story they would like to share about when they've been affected by another's bias?**
- **Does anyone have a story they would like to share of when they've perpetuated bias?**
- **Why do you believe understanding bias is important?**

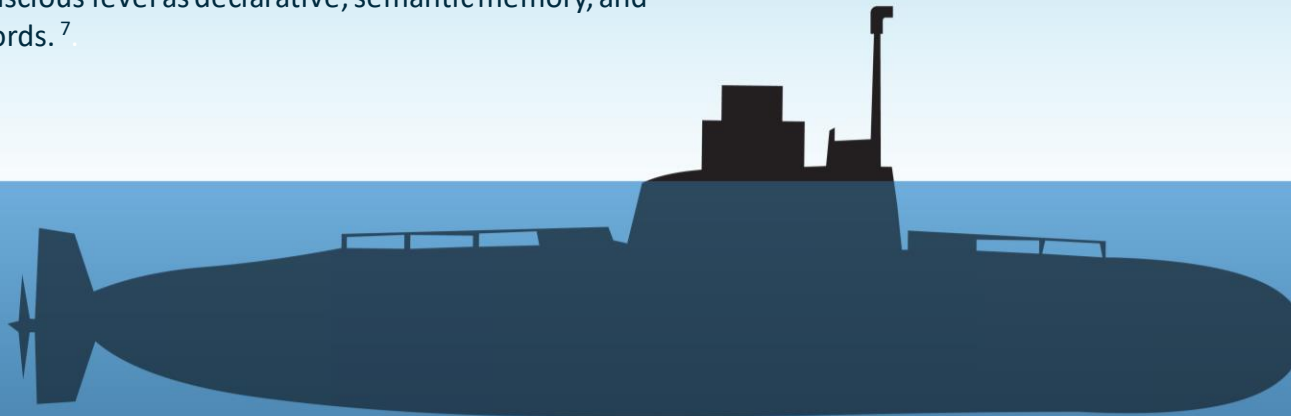


**INTRO TO BIAS
DISCUSSION PORTION**

CONSCIOUS VS. UNCONSCIOUS BIAS

CONSCIOUS BIAS

Conscious biases are the intentional and responsive actions taken due to beliefs, experiences and personal notions. This type of bias is processed neurologically at a conscious level as declarative, semantic memory, and in words.⁷



UNCONSCIOUS BIAS

Implicit, cognitive or unconscious bias operates outside of a person's awareness and can be in direct contradiction to a person's beliefs and values. What is so dangerous about implicit bias is that it automatically seeps into a person's way of thinking or behavior and is outside of the full awareness of that person.⁷

⁷ J Pers Soc Psychol

SOME COMMON BIASES*

<p>Confirmation Bias⁸ The tendency to gather evidence that confirms expectations, typically by emphasizing or pursuing supporting evidence while dismissing or failing to seek contradictory evidence.</p>	<p>Anchor Bias⁹ When we overly rely on the first piece of information we receive as an anchor to base our decision-making upon. This causes us to see things from a narrow perspective.</p>	<p>Affinity Bias⁹ The tendency to favor people who share similar interests, backgrounds, and experiences. We tend to feel more comfortable around people who are like us.</p>
<p>Beauty Bias⁹ The favorable treatment and positive stereotyping of individuals who are considered more attractive.</p>	<p>Conformity Bias⁹ The pressure to act due to the actions of others, not our own independent thinking. Conformity bias can lead to the formation of groupthink</p>	<p>Bandwagon Effect or Groupthink⁹ The tendency for people in social situations to align themselves with the majority opinion and do or believe things because many other people appear to be doing or believing the same.</p>
<p>Overattribution Bias¹¹ The tendency to overestimate the degree to which an individual's behavior is determined by their abiding personal characteristics, attitudes, or beliefs and to minimize the influence of the surrounding situation.</p>	<p>Outcome Bias¹² Giving too much importance to information about the outcome when trying to assess the quality of the decisions.</p>	<p>Prototype Bias¹³ Assuming that someone is the perfect fit for a role or task based on stereotyping.</p>
<p>The Horn Effect¹⁰ Forming a complete view of someone based on a single actual or perceived negative attribute. For example, people might assume someone who is out of shape or overweight lacks motivation or is lazy when there is no correlation between physical appearance and professional ability.</p>		<p>The Halo Effect¹⁰ When a generally positive evaluation of a person, or an evaluation of a person on a specific trait, influences judgments of that person in other areas. For example, a person who is generally liked might be perceived as more intelligent, competent, and honest based on their personality.</p>

*This is not an exhaustive list of types of bias.

⁸Simple Psychology
⁹Asana: 19 Unconscious Biases to overcome to help promote inclusivity
¹⁰The EW Group: The Different types of unconscious bias

¹¹Social Sciences Encyclopedia
¹²What is Outcome Bias? - My Cognitive Biases
¹³The Effects of Prototype-Based Biases on Leadership Appraisals

BIAS AWARENESS AND MITIGATION

Bias is not an inherently negative trait, but we must understand that our bias can cause us to make decisions that have the potential to disadvantage other individuals or groups. When individuals or groups are disadvantaged they can feel marginalized, targeted, or discriminated against. To reinforce bias awareness, we must continue learning about bias and explore ways to mitigate its potentially negative effects:

- Explore and identify your own biases through personal self-assessments, reflection or other means of self-analysis. - “Why am I reacting this way or making this decision?”, “Who do I choose to surround myself with and why?”, “Who do I trust and rely on and why?”
- Assess your team’s dynamics – “Am I including the voice of everyone on the team?” “Are some opinions ignored until they are raised by other people?”
- Recognize different perspectives and viewpoints, just as you are an individual – so are others
- Avoid stereotypes and over-generalizations, evaluate people based on their individual characteristics
- Learn to slow down, pause and reflect to reduce quick judgments - be wary of snap assessments.
- Develop interpersonal spaces where you can discuss your own biases with trusted individuals and identify how those biases are influencing your actions
- Don’t expect a quick fix – knowing, understanding, mitigating the negative effects of bias is a lifelong effort



**OPTIONAL:
CLOSE CIRCLE BIAS
AUDIT ACTIVITY**

DISADVANTAGED INDIVIDUALS OR GROUPS

Everyone comes from different backgrounds, educational levels, socio-economical situations and experiences, often due to factors beyond our control. The systems and circumstances of our lives play an important role in outcomes, even when the framework of equality is already written into policy.

Example of disadvantaged individuals or groups: *Disadvantages could be advantages (and vice versa) in different situations

- Someone who has been a part of the organization/command for 2 weeks vs someone who has been in the organization/command for 3 years
- Someone who is unable to communicate ideas effectively vs someone who can
- Someone who was not taught conflict resolution in school or at home vs someone who was
- Someone who was never exposed to military life vs someone who grew up in a military family
- Someone who only grew around people who looked and thought like them vs someone whose social circles had diversity

Example of Navy Mitigation: The Navy established the Naval Academy Preparatory School in order to ensure that Midshipmen candidates were fully prepared for the rigorous coursework of the Naval Academy.

BEING AN ALLY TO A DISADVANTAGED INDIVIDUAL OR GROUP

Ally: to join (yourself) with another person, group, etc., in order to get or give support

*For DEI: the process of being an ally will be described as Allyship



Allyship is to take intentional action, such as listening, learning, and uplifting those who may be disadvantaged to ensure all voices are heard and respected. Being an authentic ally is to **form genuine relationships to advocate for fair treatment and increase feelings of inclusion and belonging for all.**



Allyship is a **process of building relationships** based on trust, consistency, and accountability with individuals or groups.



Allyship is not self-defined work. **Those who you are seeking to be an ally for** are the arbiters of whether your work is helpful or harmful to them.



Being an ally allows us to grow and learn about ourselves while also building **opportunity and accessibility for others.**



Being an ally doesn't necessarily mean that you need to understand what it feels like to be a particular identity or have specific characteristics. It means you are **taking action to commit to the fair and equal treatment of all individuals.**

ACTIVE ALLYSHIP BEST PRACTICES

- **Make listening to disparate voices an ongoing priority**
- **Have necessary, difficult conversations**
- **Seek to understand how your experiences are different from those around you**
- **Amplify the messages of those who are seeking inclusion and equity**
- **Seek to be aware of your possible biases**
- **Learn more about the history of the identity or group you are seeking to ally with**
- **Work to figure out what barriers continue to exist and how to dismantle them**
- **Intervene in unjust situations**
- **Learn how to listen and accept criticism with grace, even if it's uncomfortable**
- **Work every day to learn how to be a better ally**

SUMMARY

- ✓ The U.S. Navy recognizes that leveraging **diversity, equity, and inclusion (DEI)** is key to reaching our warfighting potential. Our mission and leaders know we must have an actively inclusive team to achieve top performance advanced through our commands diversity and maintained through organizational standards of equity.
- ✓ **Diversity, Equity, and Inclusion** work with one another and benefit the U.S. Navy's organizational strategy promote a culture where all individuals of all **identities** feel that they belong and contribute. An organization without diversity is limited, diversity without inclusion can bring about exclusion, and inclusion without equity prevents people and organizations from reaching their potential.
- ✓ Our individual **identity** and lived experiences provide the foundation of many of our biases and if we fail to recognize how our **bias** can influence our thoughts and behaviors, it can have potentially harmful effects.
- ✓ **Bias** is not an inherently negative trait, but we must understand that our bias can cause us to make decisions that have the potential to disadvantage other individuals or groups. Our authority, influence and experience can uplift and empower if used to be an **ally** for others.
- ✓ To successfully be an ally and to practice active **allyship**, you must consistently use your voice to intervene when needed, combat inequalities and stand up to injustice.

CORE COMPETENCIES | DEI 101

All OPNAV N17 developed DEI training modules will connect to and highlight the combined DEI Core Competencies as set forward by the U.S. Navy Career Continuum. Each DEI training module will build upon itself making it so that ultimately after the completion of all DEI Training Modules, participants will have engaged in learning skills and understanding of all of the below Core Competencies.

The bolded Core Competencies directly relate to concepts covered in DEI 101:

- Acknowledge Cultural Differences
- Listen Carefully & Consider Others' perspectives**
- Assess Self-Awareness and Personal Biases
- Recognizes Various Communication Styles and Barriers**
- Demonstrate Respect for Others' Values & Customs
- Understand Impact of Diversity on Group Dynamics**
- Demonstrate Inclusion Through Communication
- Understand Organizational and Social Norms**
- Create an Inclusive Environment for all members
- Ensure Equity of All Team Members in Work Assignment
- Mitigate Negative Effects of Bias
- Consider Multi-Cultural Contexts in Communications
- Respond to Emotional/Psychological Needs of Others
- Foster Talent and Professional Development
- Adapt to Various Groups and Cultures
- Assess and Understand Complex DEI Dynamics in Unit Culture
- Model and Champion Inclusion for All Sailors**
- Communicate Philosophy for Leveraging Diversity**
- Recognize DEI Issues in Mentoring and Coaching
- Expect Feedback on DEI Issues**
- Manage Complex Group Dynamics and Ambiguity

References

- ¹ [*U.S. Navy Inclusion & Diversity Goals & Objectives \(2019\)*](#)
- ² [*DoDI 1020.05*](#)
- ³ [*EO 13985*](#)
- ⁴ [*Brandeis University, Office of Diversity, Equity & Inclusion*](#)
- ⁵ [*U.S. Department of Labor, Equal Employment Opportunity \(EEO\)*](#)
- ⁶ [*Human Resource Management International Digest*](#)
- ⁷ [*J Pers Soc Psychol*](#)
- ⁸ [*Confirmation Bias | Simply Psychology*](#)
- ⁹ [*Asana: 19 Unconscious Biases to overcome to help promote inclusivity*](#)
- ¹⁰ [*The EW Group: The Different types of unconscious bias*](#)
- ¹¹ [*Over-Attribution Bias | Social Sciences Encyclopedia.com*](#)
- ¹² [*What is Outcome Bias? - My Cognitive Biases*](#)
- ¹³ [*The Effects of Prototype-Based Biases on Leadership Appraisals*](#)

DISCLAIMER: The appearance of external hyperlinks, references, research and resources does not constitute endorsement by the Department of the Navy or the linked websites, or the information, products or services contained therein. Some resources are included to provoke thought and cause the reader to question their assumptions, which is why the Department of the Navy does not endorse every viewpoint of each author or creator. Exposure to varied viewpoints improves critical thinking skills.