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

Link to Video Here

DR. CHARLES BARBER
Director, Department of the Navy, Diversity Equity & Inclusion Programs, Office of the Assistant Secretary of the Navy (Manpower and Reserve Affairs)
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 advantage¹.

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
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.

1844 - Uriah P. Levy is promoted to Captain. He would become the Navy’s first Jewish flag officer.
1861 - The Secretary of the Navy authorizes the enlistment of Black individuals into the Navy.
1862 - The first female nurses to serve on a U.S. Navy ship report to hospital ship, USS Red Rover.
1863 - The Emancipation Proclamation is issued as Navy General Order No. 4.
1872 - James Henry Conyers is the first Black American appointed to the U.S. Naval Academy in Annapolis, Maryland.
1896 - Supreme Court case Plessy v. Ferguson upheld “separate but equal” doctrine continuing segregated services.
1901 - Secretary of the Navy John D. Long signs General Order No. 40 allowing the Navy to enlist 500 Filipinos as part of the insular force.
1901 - Women can serve in the United States military as nurses.
1917 - The Navy authorizes the enlistment of women. Loretta Perfectus Walsh becomes the first woman to enlist in the U.S. Navy.

The timeline above is not comprehensive of all U.S. Navy History. Please visit the Naval History and Heritage Command Site for more information.
1917
President Wilson resegregates the Federal Government

1932
Navy resumes recruitment of Black Sailors. In 1932, there were only 441 Black Sailors in the Navy—half of one percent of the force.

1940
The Nationality Act was enacted which stated that aliens who served honorably in the armed forces for 3+ years could be naturalized as U.S. citizens.

1941
President Franklin D. Roosevelt issues Executive Order 8802, prohibiting discrimination in the defense industries based on race, creed, color or national origin.

1944
Harriet Ida Pickens and Frances Elizabeth Willis become the first Black women officers in the Navy.

1948
President Harry S. Truman signs Executive Order 9981: leading to the end of segregation in the services during the Korean War.

1952
Navy women are accepted for commission in the Medical Service Corps.

1964
President Lyndon Johnson signs the Civil Rights Act.

1970s
ADM Zumwalt becomes CNO and institutes changes designed to increase Black participation in all areas of the Navy.

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

1976
Women begin attending the U.S. Naval Academy

Edward Hidalgo becomes the first Hispanic to serve as the United States Secretary of the Navy

First Navy instruction issued on sexual harassment; including definition, enforcement, and training required of service members.

1982
The ADA* becomes law and prohibits discrimination based on disability furthering veteran’s rights and employment opportunities.

1990s
Congress repeals law barring women from combatant ships and launches gender integrated combatant vessels.

1993
DADT* is repealed and further rights, protections and coverage for LGBTQ+ individuals, couples and families are instituted across the DoD.

2010s
ADM Michelle Howard becomes first Black woman promoted to 4-star Admiral and Vice Chief of Naval Operations

2014
Ongoing DEI initiatives including TF1N, new naming conventions, adding “Respect” to our core Navy values and more.

2016
All military units and positions are opened to women.

2020s

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
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.
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 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 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
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?

¹ U.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 include:

- Age
- Disability
- Gender
- Religion
- National Origin
- Race & Color
- Genetic Info
- Sexuality orientation
- Gender expression
- Socio-economic class
- Veteran status
- Lived experiences
- Language
- Culture
- Family structure
- Education
- Generation

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

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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?
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.  

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 J Pers Soc Psychol
# SOME COMMON BIASES*

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<tr>
<th>Confirmation Bias⁸</th>
<th>Anchor Bias⁹</th>
<th>Affinity Bias⁹</th>
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<tbody>
<tr>
<td>The tendency to gather evidence that confirms expectations, typically by emphasizing or pursuing supporting evidence while dismissing or failing to seek contradictory evidence</td>
<td>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.</td>
<td>The tendency to favor people who share similar interests, backgrounds, and experiences. We tend to feel more comfortable around people who are like us.</td>
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<tr>
<th>Beauty Bias⁹</th>
<th>Conformity Bias⁹</th>
<th>Bandwagon Effect or Groupthink⁹</th>
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<td>The favorable treatment and positive stereotyping of individuals who are considered more attractive.</td>
<td>The pressure to act due to the actions of others, not our own independent thinking. Conformity bias can lead to the formation of groupthink.</td>
<td>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.</td>
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<th>Overattribution Bias¹¹</th>
<th>Outcome Bias¹²</th>
<th>Prototype Bias¹³</th>
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<td>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.</td>
<td>Giving too much importance to information about the outcome when trying to assess the quality of the decisions.</td>
<td>Assuming that someone is the perfect fit for a role or task based on stereotyping.</td>
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<th>The Horn Effect¹⁰</th>
<th>The Halo Effect¹⁰</th>
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<td>Forming a complete view of someone based on a single actual or perceived negative attribute.</td>
<td>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.</td>
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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. For example, a person who is generally liked might be perceived as more intelligent, competent, and honest based on their personality.

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

2. DoDI 1020.05
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4. Brandeis University, Office of Diversity, Equity & Inclusion
5. U.S. Department of Labor, Equal Employment Opportunity (EEO)
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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

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