

# Annual Plan

## S1 Inclusion and Diversity



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9 February 22

### Problem Statement

- “Navy recognizes the strength we gain from a diverse force” and requires an **Enduring** executable framework to **Measure, Baseline** and **Adjust** Diversity, Equity and Inclusion (DEI) efforts as needed in support of **warfighting excellence**.

### Baseline

- At inception, Navy had no ability to measure DEI status, nor causal driver trees to identify levers to change status quo using root cause analysis.
- Currently, Navy has no real-time data enablement – data sourced from disparate sources, systems, and spreadsheets. Current method slow and accuracy questionable based on number of queries/systems/people used to collect/collate data. Number of sources: 6, systems: 3, and spreadsheets: 12+.

### Root Causes

- Navy had no established methodology or measurements with which to determine baseline. Unable to measure progress or determine course corrections en route to North Star.
- Navy looked at diversity, equity and inclusion writ large vs. by community which paints a better than actual picture and masks nuances in individual communities.

### Assumptions (A) and Constraints (C)

- Access to necessary information. (A)
- Inputs and causal factors sufficiently known and placed in associated driver tree. (A & C)
- With inputs and causal factors known, able to make policy changes, and track changes with facts on-the-ground. (A)
- Adequate funding and legal considerations. (A & C)
- Navy PA Campaign effective. (A)
- ADE fully-mission-capable and delivered by end of FY 2024. (A)

### North Star

- Navy is an inclusive and diverse force at the enterprise and community levels resembling the comparable-eligible US labor force and provides equity of opportunity for all Sailors in support of warfighting readiness. Navy makes measurable and positive progress by 2025, and achieves an **enduring and sustainable** North Star by 2036.

### Goals

- N17 develops methodology to measure Diversity of Representation, Equity of Opportunity, and extent of an Inclusive Culture by end of 2021 with associated Driver Tree – **Established / Iterative**.
- 17 of 17 (100%) of Community Leads with N17 support use DEI NIF methodology to support their respective NLDF briefs by end of CY 2022. (Current status: 8 of 17 completed in CY 2021 – 47%)
- Community Leads, in conjunction with N17, use DEI NIF methodology to build necessary policy proposals to actively manage their talent with a focus on DEI.
- OPNAV Enterprise Support develops real time data enablement by end of 2024, allowing Navy leaders to implement recommended policy changes and to track impact and progress in real time.
- Navy makes measurable and positive progress towards becoming an inclusive and diverse force by end of 2025.

### Scope

- Step 1: N17 develops and updates model to objectively and subjectively measure extent of DEI within communities.
- Step 2: Community Leads with N17 support replicate model using root cause analysis and brief corrective actions at NLDF.
- Step 3: Community Leads brief barrier removal and policy changes on recurring basis using methodology.
- Step 4: Community Leads update LDCC (Leadership Development Continuum Council) on best practices and common pitfalls. Maintaining feedback loops for speed of learning.

### Supporting Commanders

- Community Leads, RADM James Waters III (OPNAV N13), RADM Peter Garvin (CNETC), RADM Alvin Holsey (CNPC), RADM Lorin Selby (ONR), RDML Dennis Velez (CNRC), RDML Jennifer Couture (CNSTC), N1 Enterprise Support, Digital Transformation Office

### Stakeholders

- Community Leads, N1

### Additional Governance

- DEI Council, COE Governance Board, NLDF, LDCC

Aligned  
 Alignment Pending  
 Non-Concur



# FY22 Plan

**Prior to Date for Target Achievement:**  
 Low/Med/High Confidence Factor  
 Activities   
 Targets

**After Date for Target Achievement:**  
 We Failed to make progress (Red) / We made progress, but fell short of completion (Yellow) / We delivered (Green)  
 Activities   
 Targets



Goal 1

Establish methodology to measure Diversity of representation, Equity of Opportunity, and extent of an Inclusive Culture by end of 2021 with associated Driver Tree – Established / Iterative.

Goal 2

Chaplain NLDF  
 JAG NLDF  
 NSWC NLDF  
 NAVIFOR NLDF

Community Leads with N17 support replicate methodology and brief findings at respective NLDF meetings.

Community Leads with N17 support replicate methodology and brief findings at respective NLDF meetings.

17 of 17 (100%) of Community Leads with N17 support use NIF methodology to support their respective NLDF briefs by end of FY 2022. (Current status: 4 of 17 complete – 24%)

Q1

Q2





Q3

Q4




















# FY23/FY24/FY25 Plan

**Prior to Date for Target Achievement:**  
Low/Med/High Confidence Factor

Activities     
Targets   

**After Date for Target Achievement:**  
We Failed to make progress (Red) / We made progress, but fell short of completion (Yellow)

Activities     
Targets    We delivered (Green)

Goal 3	Evaluate all findings from Community Leads for trend analysis using Driver Tree 	Research applicable policy recommendations 	Research implementation and/or contract costs 	Community Leads/N17 use methodology to build necessary policy proposals. 	→							
	Submit policy proposals for stakeholder approval 	Submit policy proposals for Ech I approval 	Submit policy proposals for Congressional approval (if required) 	Implement policy recommendations. 	Submit policy proposals for stakeholder approval 	Submit policy proposals for Ech I approval 	Submit policy proposals for Congressional approval (if required) 	Achieve real time data enablement. Track progress in real time. 	Implement policy recommendations. 			
Goal 4												
Goal 5									Continue implementation of policies. Track progress towards goals in real time. 	Track progress towards goals in real time. 	Track progress towards goals in real time. 	Navy makes measurable and positive progress towards becoming an inclusive and diverse force. 
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
	FY23				FY24				FY25			



# FY22 Assessment and Learning

## Assessment

	Methodology established and disseminated, not yet implemented	Methodology implemented, Stakeholders replicate methodology	Methodology implemented, Stakeholders replicate methodology	Stakeholders discover DEI gaps
Stakeholder Coordination	Methodology established and disseminated, not yet implemented	Methodology implemented, Stakeholders replicate methodology	Methodology implemented, Stakeholders replicate methodology	Stakeholders discover DEI gaps
Cost/Sched/ Performance	Ahead of schedule, tools built and tested.	Unknown, but able to replicate	Unknown, but able to replicate	Unknown
Vendor Performance	N/A	N/A	N/A	N/A
Congressional Support	N/A	N/A	N/A	N/A
Other	N/A	N/A	N/A	N/A
	Q1	Q2	Q3	Q4

### What have we achieved?

- Have built methodology to measure Diversity of Representation, Equity of Opportunity, and extent of Inclusive Culture (DEI).
- Have built a driver tree to understand causal factors and levers towards improving DEI. Able to track progress towards goals.
- Feedback loop being maintained via NLDF and LDCC (Leadership Development Continuum Council).

### What have we learned? How should this affect your leadership/behavior?

- Methodology established to inform leaders how to prioritize and improve DEI efforts and build a more inclusive fighting force.

### What is getting in the way? Where do you need assistance?

- Replication of model by all stakeholders needed. Brief findings, proposed solutions and lessons learned via NLDF and LDCC.

### What improvements can be made?

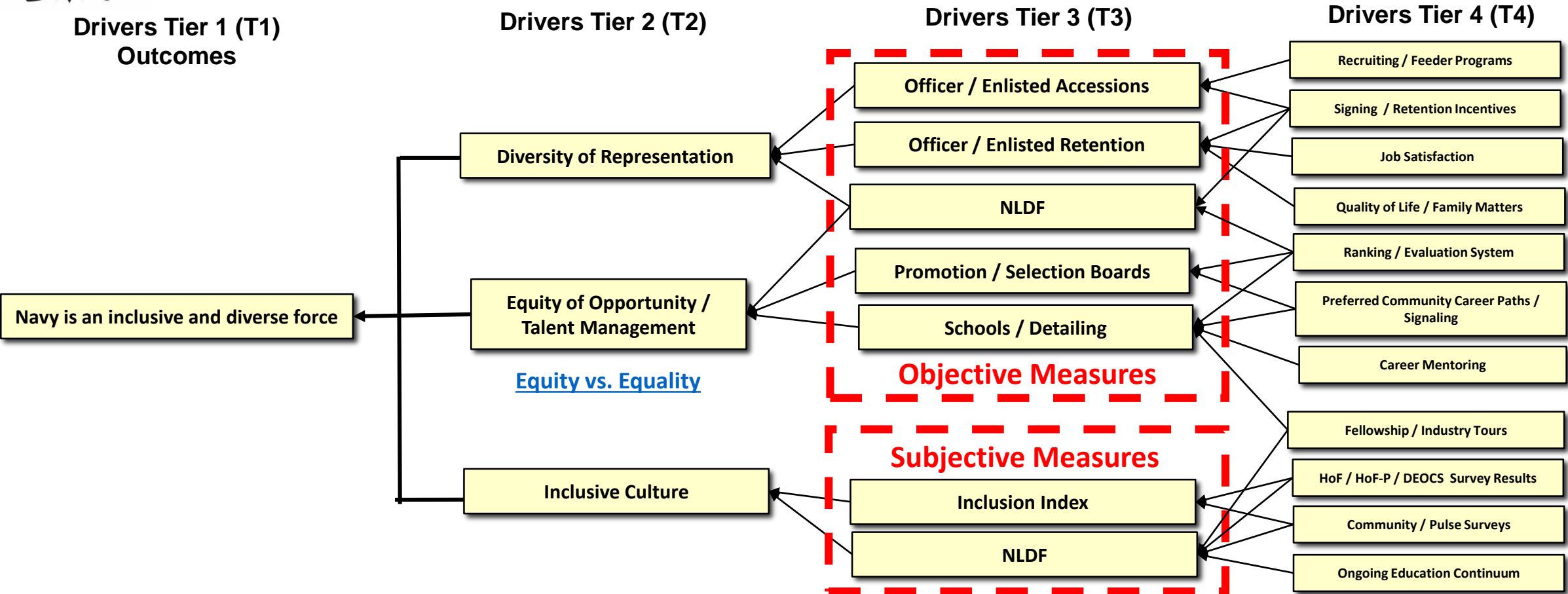
- Building a system with integrated data sources and automated measurements (ADE Navy Leader Dashboard).

### Action Items from last discussion

<u>Item</u>	<u>Resolution</u>
Lack of concrete measurements	Measurements developed.
Lack of model and driver tree	Model and driver tree developed



# Goals and Drivers for an Inclusive and Diverse Force



Goal – Tier 1 Outcome	Tier 2 Drivers	Tier 3 Drivers	Tier 4 Drivers
<ul style="list-style-type: none"> <li>Navy has an inclusive culture, and is representative of the eligible U.S. Labor Force</li> <li>Interim – Show progress and gap closure</li> <li>Long Term – Advance Culture / DEI Maturity scores. Meet or exceed labor force demographics (if appropriate)</li> </ul>	<ul style="list-style-type: none"> <li>Intermediate goals of what we want the Navy to represent</li> <li>Signify strengths and weaknesses of Navy compared to baseline measurements</li> </ul>	<ul style="list-style-type: none"> <li>Measureable facts which demonstrate the Navy we have today</li> <li>Levers, if and when pull, will show measureable changes at this level</li> <li>Effectiveness measured here</li> </ul>	<p>The reason why we have the Navy we have today.</p> <p>Level at which there are levers we are able to change</p>



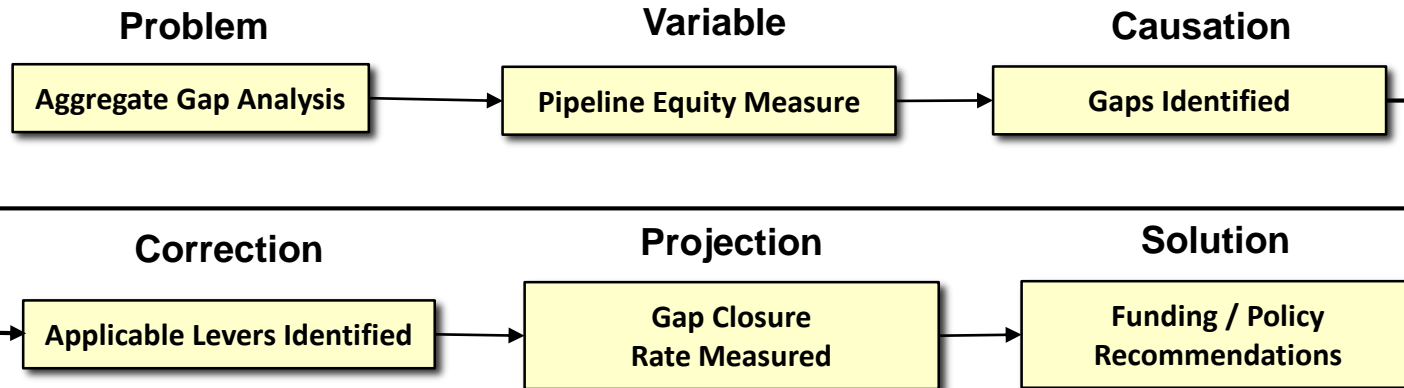
# Backups

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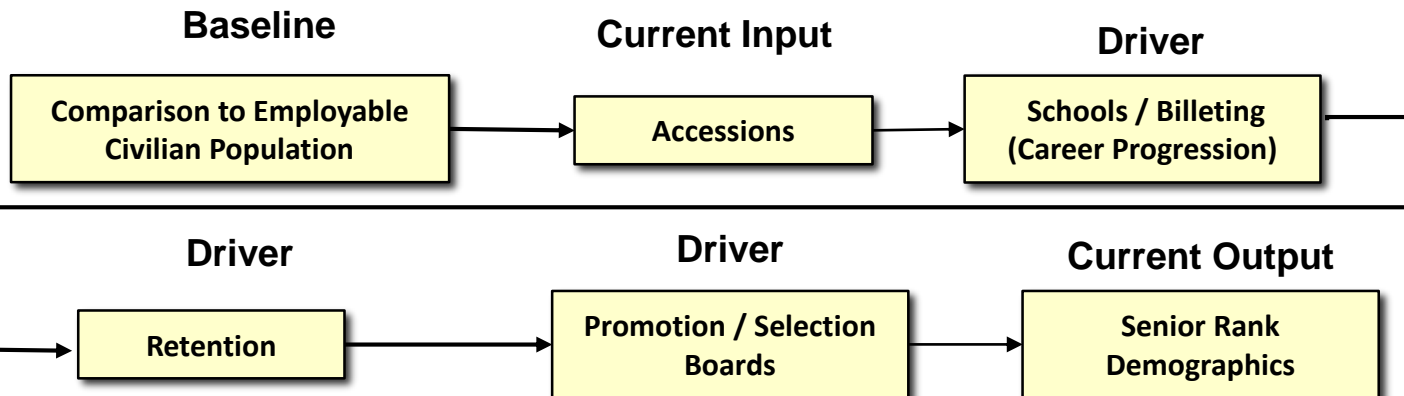


# Objective Methodology and Measurements– Career Pipeline Model

## Methodology



## Measurements



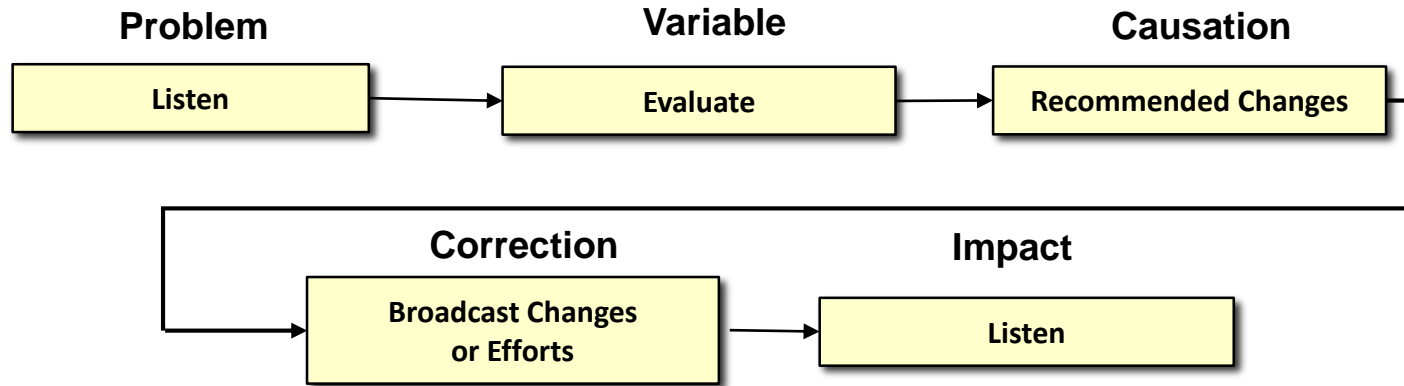
- **Step 1:** How does the Navy compare to the eligible-civilian population? Conduct gap analysis in aggregate.
- **Step 2:** Prove degree to which Naval Career Pipeline is fair and equitable. Resolve why and where gaps occur.
  - Does current input roughly equal current output?
- **Step 3:** Determine appropriate policy levers to correct where gaps exist.
- **Step 4:** Follow-up to ensure levers and policy changes are moving Navy in the right direction.





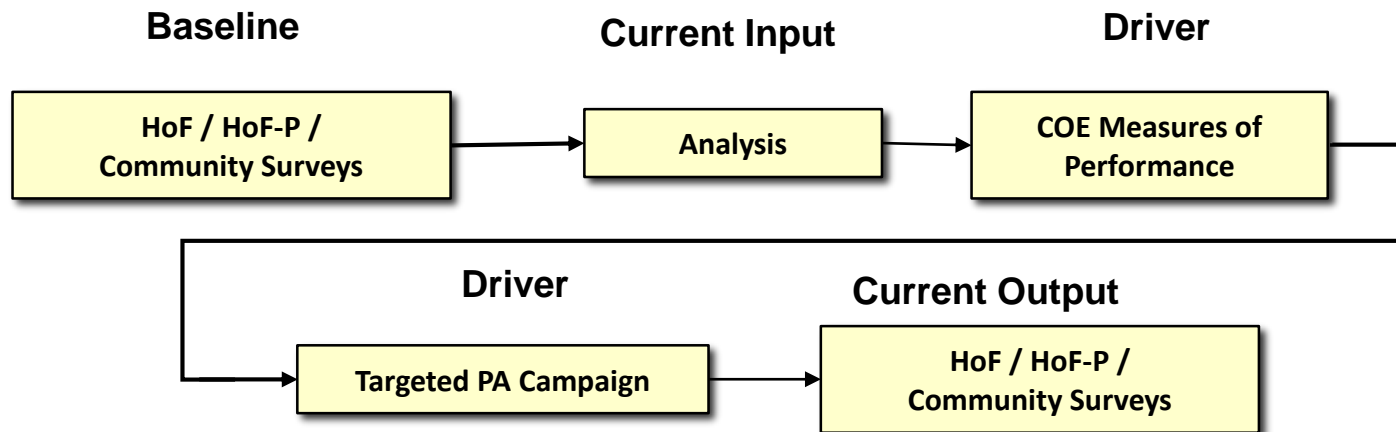
# Subjective Methodology and Measurements – Survey Model

## Methodology



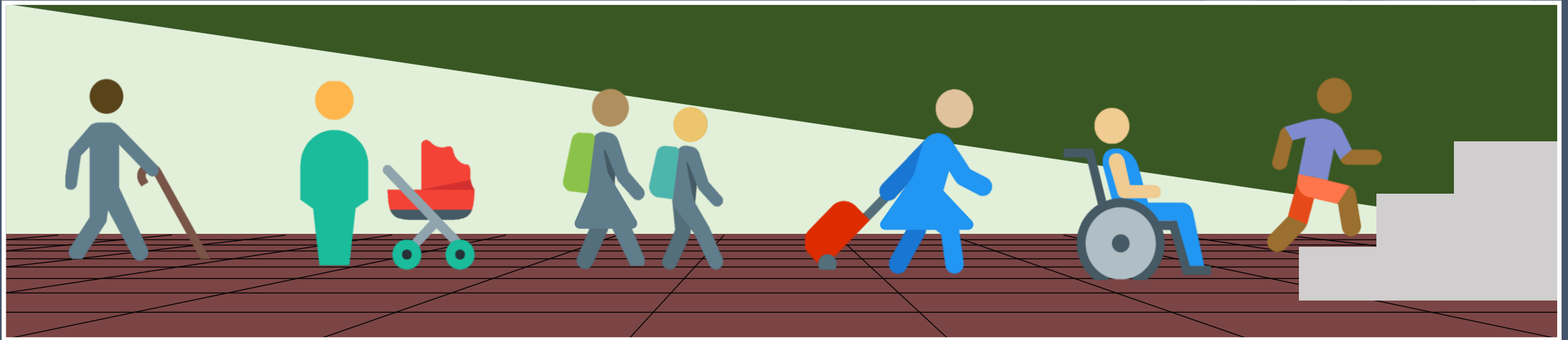
- **Step 1:** Assemble questions to measure degree of inclusion in the Navy.
- **Step 2:** Use survey data from HoF, HOF-P, Community Surveys, and DEOCS to measure degree of inclusion.
- **Step 3:** Look for common trends in reasons provided. Pass observations to objective studies for further review.

## Measurements



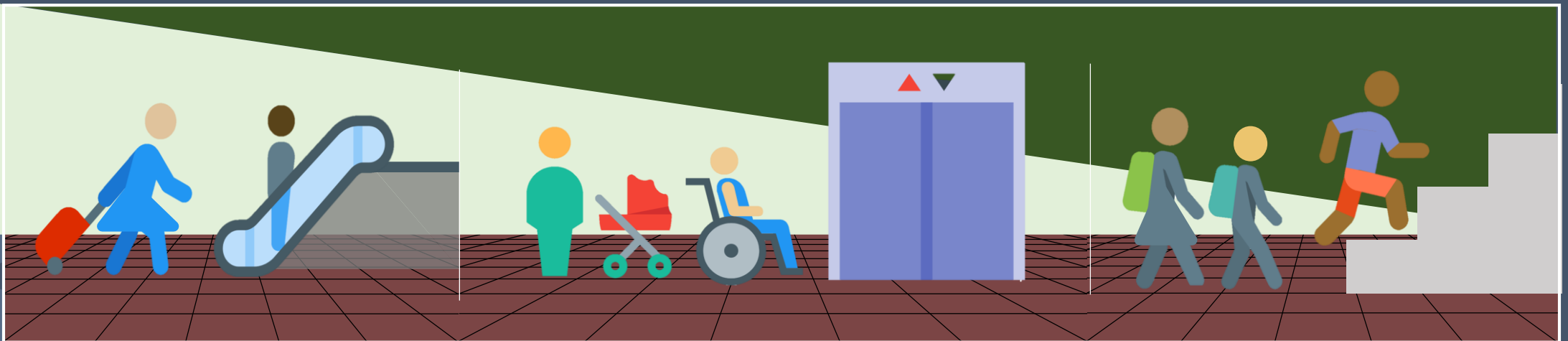
- **Step 4:** Use targeted PA campaign to highlight DEI efforts around the Fleet.
- **Step 5:** Assemble new focus groups. Conduct new surveys. Determine degree of change in beliefs.

EQUALITY



The same resources being made available to everyone to reach the same goal, regardless of usefulness, like the stairs in this graphic.

EQUITY



Different resources being provided to ensure the goal is reachable for everyone, like the elevator, escalator, and stairs in this graphic.



# NIF Strategic Objectives & Leads for Phase 1

## (R) Readiness

**R1 (N8)**  
Navy continually improves its ability to deliver ships, submarines, and aircraft out of maintenance availabilities on time.

**R2 (N1)**  
Navy is able to generate adequate and appropriate manpower to fill all at-sea requirements across all communities.

**R3 (N4)**  
Navy has a predictable supply model that ensures supply issues are never the cause of readiness shortfalls.

**R4 (N4)**  
Navy critical readiness infrastructure - incl public shipyards, dry docks, maintenance and training facilities, housing, and communications infrastructure - are in a condition that meets Navy force generation outcomes.

**R5 (N7)**  
Navy exercises, experiments, and education improve our understanding of requirements to defeat the adversary and we have timely feedback loops to integrate that knowledge into force design, development, generation, and employment.

## (Ca) Capability

**Ca1 (N9)**  
Navy has directed-energy systems with supporting ISR&T, capable of defeating anti-ship missiles as part of an integrated defensive and offensive fires capability.

**Ca2 (Overmatch)**  
Navy deploys the Naval Operational Architecture by the middle of this decade.

**Ca3 (N4)**  
The Navy logistics enterprise is able to operate in contested spaces.

**Ca4 (N2N6)**  
Navy has an array of counter-C5ISR capabilities to support the continuum of competition through conflict.

**Ca5 (N9)**  
Current and future Navy platforms can deliver the appropriate volume and tempo of fires including kinetic, longer-range, higher-speed weapons such as hypersonic missiles, in addition to non-kinetic effects.

## (Cp) Capacity

**Cp1 (N9)**  
Navy develops, tests, delivers, and integrates unmanned systems under, on, and above the sea that are sufficiently resourced and supported by OSD, Congress, and industry.

**Cp2 (N8)**  
Navy has a ship, submarine, and aircraft force structure plan that is affordable long-term (FYDP after next).

*Leads initially at DCNO level; may designate different supported commander following analysis*

Existing P2P, NSS or NPIER

Reimagine OPNAV pilot

## (S) Sailors

**S1 (N1)**  
Navy has an inclusive and diverse force without expressions of bias, prejudice, and discrimination.

**S2 (N9)**  
Navy has realistic and secure live, virtual, and constructive (LVC) capabilities to support Navy requirements to train for the high-end fight.

**S3 (N1)**  
Ready Relevant Learning (RRL) provides timely, relevant training using an agile, multi-path approach to ensure our operators have the knowledge they need on the deck plates to succeed in combat.

**S4 (N7)**  
Navy education curricula and research delivers warfighting advantage, including student and faculty research that focuses on warfighting concepts and capabilities our fleet needs to compete and win.