

U.S. NAVY INCLUSION & DIVERSITY



GOALS & OBJECTIVES

2020

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NEW APPROACH



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.


Diversity alone is not the answer. Without inclusion, diverse perspectives can lead to friction and conflict in thoughts and opinions. We must actively include all perspectives to harness the creative power of diversity, accelerating our Navy's warfighting advantage.

These Goals & Objectives detail how we will leverage inclusion for the collective advantage of our workforce.

The Navy's inclusive culture is reflected in our core values of Honor, Courage and Commitment and is integral to our core themes of Toughness, Trust and Connectedness. It's woven into our strategy and Navy Team – our Sailors, civilians and families that support our mission. **Inclusion is what we do - every mission, every person, every day.**

"In order to more effectively recruit, develop, manage, reward and retain the forces of tomorrow, aiming to simply avoid doing the wrong thing is too low a bar; we must actively pursue that which is right. When Sailors feel included, respected and empowered, they will be more ready to win wars, deter aggression and maintain freedom of the seas."

- ADM MIKE GILDAY, CHIEF OF NAVAL OPERATIONS



**ACHIEVING TOP WARFIGHTING PERFORMANCE IS ENHANCED
WHEN LEADERS TAP INTO THE ENERGY AND CAPABILITY OF AN
ACTIVELY INCLUSIVE TEAM**



**LEVERAGING OUR DIVERSITY IS THE KEY TO REACHING
OUR PEAK POTENTIAL AND MAINTAINING OUR ADVANTAGE AGAINST
OUR ADVERSARIES**



**DIFFERENT PERSPECTIVES SHINE LIGHTS INTO OUR BLIND SPOTS
AND ILLUMINATE THINGS WE WOULDN'T OTHERWISE SEE**

WARFIGHTING CASE FOR INCLUSION

Our mission is growing, our competitors are getting stronger and we must adapt and stay one step ahead. We're facing adversaries in new ways and with new technology and these challenges to our traditional warfighting advantages must be met by our most important asset – **our people**.

We will meet these new challenges by attracting, recruiting and retaining diverse talent, promoting an inclusive culture across our Active, Reserve, civilian and contractor workforce and by institutionalizing Inclusion & Diversity (I&D) across the Navy. **With this as our guide, our vision is to become the Service and employer of choice for our Nation's top talent by 2025.**

We will strengthen the Navy Team by fostering a culture of inclusion that champions toughness, trust and connectedness to achieve warfighting excellence. Every person and every unit in the Navy will maximize their potential and be ready for decisive combat operations. To win, our leaders must enable our teams to think more clearly, learn more rapidly, and make better decisions more quickly and more accurately than our adversaries. We will become a more innovative and agile force for the future.

Our Navy is more diverse than ever before. Everyone must look at new ideas with an open mind. Our most junior teammate may have the best idea and we must be open to capturing and implementing their contribution. **Achieving top warfighting performance is enhanced when leaders tap into the energy and capability of an actively inclusive team.**

INCLUSION & DIVERSITY 101

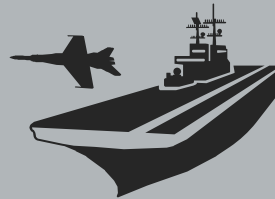
Inclusion is valuing and integrating each individual's perspectives, ideas and contributions into the way an organization functions and makes decisions.



PERSPECTIVES TO LEVERAGE

Diversity of Experience
Diversity of Thought
Demographic Diversity

Diversity means all the different characteristics and attributes of our Navy Team, which are consistent with Navy core values, integral to overall readiness and mission accomplishment and reflective of the Nation we serve.



NAVY TEAM ADVANTAGES

Warfighting Diversity
Organizational Diversity
Geographical Diversity

The key to leveraging our diversity is inclusion, but there are barriers to inclusion around us every day. It is up to all of us to identify these obstacles at the individual, group and organizational level and work together to resolve them. We must all uphold the Sailor's Creed: "I am committed to excellence and the fair treatment of all."



BARRIERS TO LOOK OUT FOR

Gaps in Education/Training
Competing Priorities
Unconscious Bias
Group Think

**I AM A SAILOR.
WE ARE A TEAM.
THIS IS OUR NAVY.**

WHERE WE ARE GOING



"THE IMPORTANCE OF BOTH INCLUSION AND DIVERSITY CANNOT BE OVERSTATED. IT IS IMPERATIVE WE DRAW ON THE DIVERSE RESOURCES, SKILLS, CAPABILITIES, AND TALENTS OF OUR PEOPLE, AND THAT WE NOT THINK, AND ACT, AND LOOK THE SAME. EQUALLY, WE MUST BE INCLUSIVE – CREATING A CULTURE WHERE EVERYONE FEELS THEY CAN PROVIDE THEIR OPINIONS AND IS VALUED FOR WHO THEY ARE."

-VADM JOHN NOWELL, CHIEF OF NAVAL PERSONNEL

GOAL 1

INSTITUTIONALIZE INCLUSION AND DIVERSITY ACROSS OUR NAVY

GOAL 2

ATTRACT AND RECRUIT THE BEST TALENT FROM OUR DIVERSE NATION TO CULTIVATE A HIGH PERFORMING AND INNOVATIVE WORKFORCE

GOAL 3

DEVELOP AND RETAIN SAILORS AND CIVILIANS BY ENSURING AN INCLUSIVE CULTURE ACROSS OUR WORKFORCE

BIG PICTURE OUTCOME: WARFIGHTING EXCELLENCE

Improved readiness

Reduced inclusion barriers

Enhanced team performance

More lethal fighting force

More resilient team

Enhanced understanding of bias

GOAL 1

INSTITUTIONALIZE INCLUSION AND DIVERSITY ACROSS OUR NAVY

OBJECTIVE: NAVY SETS THE BENCHMARK FOR INSTITUTIONALIZING I&D ACROSS THE SERVICES AND THE DOD

Strategy

Drive Navy-wide action and provide regular updates to CNO's Culture of Excellence Governance Board (COE GB), the I&D Council and other key governing bodies. Review and update I&D Goals & Objectives as needed.

Governance

Establish and maintain the I&D strategic framework and governance model through a series of recurring decisional forums that drive action and accountability across the Navy.

Strategic Communication

Develop COE Strategic Communication Plan and associated communication products to engage the Active, Reserve and civilian workforce and their families, as well as external audiences and stakeholders on the Navy's I&D efforts.

Metrics

Develop metrics to assess impact of the Navywide I&D efforts.

Innovation & Best Practices

Develop the means to gather feedback, harness innovation and leverage best practices from within the Navy, as well as those from industry and academia, and share them regularly with I&D staff and unit-level leaders.

GOAL 2

ATTRACT AND RECRUIT THE BEST TALENT FROM OUR DIVERSE NATION TO CULTIVATE A HIGH PERFORMING AND INNOVATIVE WORKFORCE

OBJECTIVE: ATTRACT DIVERSE AND TALENTED PEOPLE AND THEIR FAMILIES

Force Multipliers

Identify and empower Active, Reserve and civilian leaders at all levels as force multipliers in promoting a culture of inclusion and the importance of diversity.

Engagement

Increase participation of diverse talent in outreach events and marketing materials.

Branding

Highlight the Navy's culture, benefits and programs to showcase the Navy as the service and employer of choice.

OBJECTIVE: RECRUIT A DIVERSE AND TALENTED WORKFORCE

Strategy

Update and refine the Navy's Active, Reserve and civilian recruiting strategies using data to understand and eliminate barriers and ensure outreach to all segments of society (e.g. STEM majors, etc).

Recruiting

Ensure recruiters understand the effects of bias and other barriers to inclusion, as well as the Navy's diversity recruiting needs.

Engagement

Collaborate with affinity groups and professional development organizations to assist in communicating the Navy's strategy of recruiting a diverse and talented workforce.

Metrics

Update and refine military recruiting and civilian hiring metrics to better reflect the Navy's I&D needs.

GOAL 3

DEVELOP AND RETAIN SAILORS AND CIVILIANS BY ENSURING AN INCLUSIVE CULTURE ACROSS OUR WORKFORCE

OBJECTIVE: DEVELOP OUR ACTIVE, RESERVE AND CIVILIAN WORKFORCE

Coaching & Mentoring

Develop and implement strategic coaching and mentoring programs across the Active, Reserve and civilian continuum of service.

Training & Education

Develop a standardized I&D curriculum, core competencies and skills for our Officer, Enlisted and civilian workforce. Evaluate the training and measure the results.

Tools & Resources

Develop and provide Active, Reserve and civilian leaders with ready, relevant tools to enhance Culture of Excellence (COE) core competencies and skills.

COE I&D Staff

Build core competencies and skills of COE specialists across our workforce by evaluating available certification courses and developing options to enhance their professional expertise.

Engagement

Regularly engage our Active, Reserve and civilian workforce on COE issues and professional development opportunities across their continuum of service with programs like MyNavyHR Career Development Symposium (CDS). Champion partnerships with internal and external affinity groups, professional organizations and key influencers.

GOAL 3 CONT.

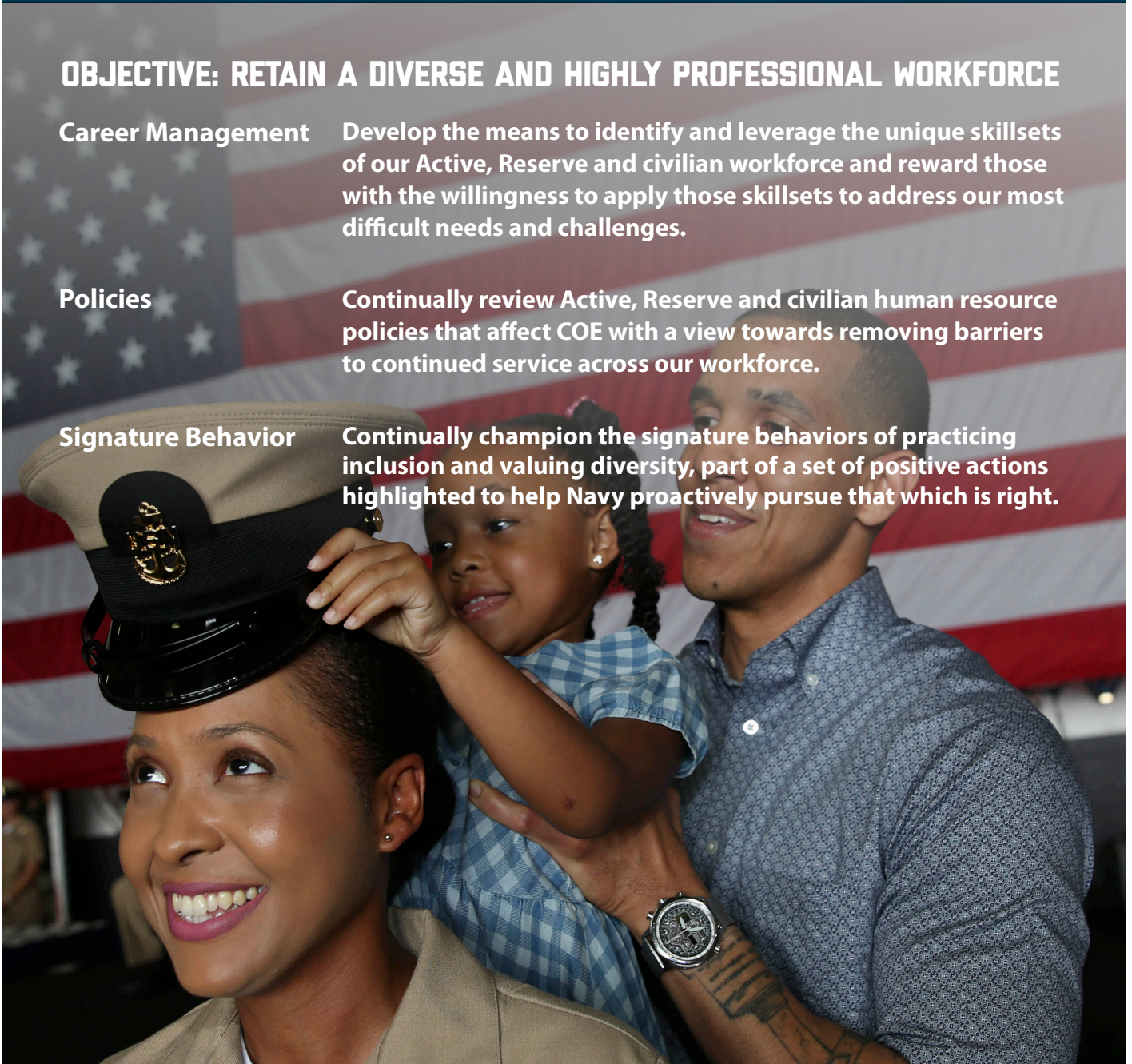
DEVELOP AND RETAIN SAILORS AND CIVILIANS BY ESTABLISHING AN INCLUSIVE CULTURE ACROSS OUR WORKFORCE

OBJECTIVE: RETAIN A DIVERSE AND HIGHLY PROFESSIONAL WORKFORCE

Career Management Develop the means to identify and leverage the unique skillsets of our Active, Reserve and civilian workforce and reward those with the willingness to apply those skillsets to address our most difficult needs and challenges.

Policies Continually review Active, Reserve and civilian human resource policies that affect COE with a view towards removing barriers to continued service across our workforce.

Signature Behavior Continually champion the signature behaviors of practicing inclusion and valuing diversity, part of a set of positive actions highlighted to help Navy proactively pursue that which is right.



EXECUTION

Inclusion and diversity are strategic imperatives that give the Navy a warfighting advantage against our adversaries. The Navy has made great strides toward inclusion and diversity over the decades - combat roles open to all, improved family policies and focused efforts to mitigate the negative effects of bias. The Navy's I&D Goals & Objectives continue these efforts to ensure maritime superiority. Every Active and Reserve Sailor and civilian brings a unique set of skills to our team – actively seeking out and leveraging these skills is key to reaching our maximum warfighting potential. We will achieve this through a Culture of Excellence. Aiming to simply avoid doing the wrong thing is too low a bar; we will actively pursue the things that are right.

The Culture of Excellence Governance Board, convened by the Chief of Naval Operations, and the I&D Council, convened by the Vice Chief of Naval Operations, provide oversight and guidance to support these Goals & Objectives. NAVADMIN 051/20, released in conjunction with these Goals & Objectives, revises OPNAVINST 5420.115, Navy Diversity Policy Coordination and provides relevant roles, responsibilities and accountability for I&D execution. The desired end state is a world-class naval force through recruitment, education, training and retention of talented American men and women – a force that also empowers Navy families through the initiatives under the Navy Family Framework.

Actively being inclusive and open to diverse perspectives will produce leaders and teams who learn and adapt to achieve maximum possible warfighting capability, and will achieve and maintain high standards, better preparing them for combat operations. The Navy must be at our best when the Nation needs it most. We will deliver this future Navy. We will apply time, effort and resources to grow our Nation's naval power and think differently to find every competitive advantage.



Execution of the Navy's Culture of Excellence (COE) I&D Goals & Objectives is an all-hands evolution. Everyone must be involved in creating a shared identity that shapes our Navy's culture of warfighting excellence. As part of the COE campaign, the Navy is dedicated to strengthening warfighting and mission effectiveness by developing toughness, trust and connectedness in every Sailor, civilian and family member in the Navy. Developing individuals and teams that thrive in any condition, operate in a trusting work environment and foster connected, engaged personnel are all key themes of organizational excellence.

Guidance, feedback and accurate assessment of the Navy I&D execution will be achieved through six elements within the COE framework: Culture of Excellence Governance Board (COE GB), I&D Council, Culture of Excellence Executive Steering Committee (COE ESC), Culture of Excellence Working Group (COE WG), I&D Practitioner Sync and Command Resilience Teams (CRT). Each of these bodies provide aligned, consistent and sustained direction, action and feedback at each echelon.

Culture of Excellence Governance Board (COE GB): Chief of Naval Operations (CNO) Four-Star GB is designed to coordinate and align Navy policies and programs that promote excellence, team cohesion, personal accountability and promulgation of the Navy's warrior ethos. The COE GB meets quarterly to ensure COE initiatives are approved and backed by senior leader commitment. The COE GB is the decision making body for the Navy's I&D strategy.

Inclusion and Diversity (I&D) Council: Council of senior Navy leaders and key workforce stakeholders chaired by Vice Chief of Naval Operations (VCNO) to coordinate, align and discuss Navy policies and programs that recruit, develop and retain top talent to strengthen warfighting and mission effectiveness. Meeting semi-annually, the I&D Council leverages recognized I&D leaders from corporate America, academia, the government sector and from within the Navy to challenge and improve the Navy's I&D strategy.

Culture of Excellence Executive Steering Committee (COE ESC): Flag/SES-level body with representatives from Fleet and select ECHELON 2 commands. The COE ESC convenes as required to provide direction to the Culture of Excellence Working Group (COE WG) in the development and execution of the COE Campaign Plan.

Culture of Excellence Working Group (COE WG): Key decision-makers from across the Navy providing subject matter expertise and input in the development of Culture of Excellence as it matures to become a Navywide approach led by the Fleet (USFF, PACFLT, CNE-CNA) to achieve warfighting excellence by fostering psychological, physical and emotional toughness; developing organizational trust and transparency; and promoting connectedness to every Sailor, civilian and family member throughout their Navy journey.

I&D Practitioner Sync: ECHELON 2 and Community Lead I&D Practitioners assess I&D strategy, align Navy I&D efforts, update and develop strategy and education, and share community best practices. The I&D Practitioner Sync convenes under COE WG governance and is led by OPNAV N17.

Command Resilience Team (CRT): Designed for commanders to better understand factors impacting all command personnel through collaboration, command climate assessment and deckplate leadership engagement. CRT membership consists of command leadership, program managers and other command members. The Command Resilience Team Guide outlines roles and responsibilities of the required CRT members.



INCLUSION & DIVERSITY EDUCATION AND TRAINING

Developing I&D within the military and civilian workforce is essential for warfighting success. As described in *A Design for Maintaining Maritime Superiority 2.0* and further refined by FRAGO 01/2019, a key priority for Strengthening Naval Power at and from the Sea (LOE Blue) is leveraging I&D within teams to enhance decision-making, creativity and our competitive edge to increase operational effectiveness. As the Leader Development Framework (Version 3.0) points out, our teams are strongest when they are diverse because diverse groups make more effective decisions in matters of competence and more ethical decisions in matters of character. Actively including this diversity leads to a more prepared force, ready to fight and win.

Navy members are introduced to COE I&D core competencies when they enter the Navy. Educational efforts develop core competencies like building blocks throughout an individual's behavior learning continuum with infusion from professional military education, community specific training, higher education and personal and professional experiences. While variations in the approach meet the unique needs of our workforce within their different communities, we must ensure consistency between I&D competencies taught through professional military education and community specific training.

Integration of COE I&D education must go beyond boot camp to comprehensively cultivate a workforce that has the knowledge, competencies and skills to fully leverage diversity and create a culture of inclusiveness in the Navy. I&D touch points will be included in the learning continuum across a Sailor or civilian's career, from recruitment to retirement. This ongoing education will occur at Career Life Events with ongoing support of I&D development.

The charts on the following pages outline the ideal behavior learning continuum for every Sailor, both enlisted and officer. Civilians will receive an introduction to I&D in the Navy through Navy Acculturation training. Additionally, this document serves as a recommendation that inclusion and diversity core competencies are included in civilian leader development training.



INCLUSION & DIVERSITY EDUCATION AND TRAINING



INCLUSION & DIVERSITY EDUCATION AND TRAINING

OFFICER I&D CORE COMPETENCY CONTINUUM

 SCHOOLS
 ON-THE-JOB TRAINING

I&D CORE COMPETENCIES	CONNECTIONS	YEARS IN SERVICE	CHARACTER	COMPETENCE
Understand Critical Diversity Concepts	LEADERSHIP MESS	28+	5th Shore Tour / Command Training	Flag Operational Tours
Model Inclusion for Optimal Warfighting Advantage			ST / LI / TS / PINNACLE CAPSTONE / CFMCC / JFMCC NFOSES NFLEX	ST / LI / TS / PINNACLE CAPSTONE / CFMCC / JFMCC NFOSES NFLEX
Communicate Philosophy for Leveraging Diversity			Flag Selection	Flag Selection
Recognize I&D Issues in Mentoring and Coaching			Post-Major Command Shore Tour	Post-Major Command Shore Tour
Expect Feedback on I&D Issues			Joint / Service War College	Joint / Service War College
Manage Complex Group Dynamics and Ambiguity	PROFESSIONAL NETWORKS	26-30	Major Command Sea Tour Command Training	Major Command Sea Tour Command Training / OJT
Mitigate Negative Effects of Unconscious Bias			Major Command Course	Major Command Course
Enhance Communication in Multi-Cultural Contexts			Post - XO / CO Shore Tour Command Training	Post-XO / CO Shore Tour OJT
Respond to Emotional / Psychological Needs of Others			Joint / Service War College	Joint / Service War College
Foster Talent and Professional Development			Commander Command Sea Tour Executive Officer Sea Tour Command Training	Commander Command Sea Tour Executive Officer Sea Tour Command Training
Adapt to Various Groups and Cultures	CPO MESS	25-30	PXO / PCO Operational Courses	PXO / PCO Operational Courses
Understand Group Dynamics			Post-Department Head Shore Tours OJT	Post-Department Head Shore Tours OJT
Demonstrate Inclusion Through Communication			JPME I Graduate Degree Program	JPME I Graduate Degree Program
Understand Organizational and Social Norms			Department Head Sea Tour(s) Command Training	Department Head Sea Tour(s) Command Training / OJT
Create an Inclusive Environment			JPME I Dept Head Leadership Course	JPME I Department Head Operational Courses
Gather and Interpret Diverse Information	FIRST-CLASS PETTY OFFICERS' ASSOCIATION	12-15	JO Shore Tour(s) Command Training	JO Shore Tour Command Training / OJT
Acknowledge Cultural Differences			JPME I Graduate Degree Program	JPME I Graduate Degree Program
Consider Others' Points-of-View			JO Sea Tour(s) Command Training	JO SEA Tour(s) Command Training / OJT
Assess Self-awareness			Division Officer Leadership Course	Initial Designator Training
Recognize Various Communication Styles and Barriers			Commissioning Education USNA / NROTC / OCS	Commissioning Education USNA/NROTC/OCS
Demonstrate Respect for Others' Values and Customs	DIVISION CHIEF PETTY OFFICER	7-12		
	DIVISION CHIEF PETTY OFFICER	18-22		
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	DIVISION CHIEF PETTY OFFICER	22-25		
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INCLUSION & DIVERSITY TERMS

Definitions in this appendix serve as reference points and provide a common lexicon for terms used within this document.

Affinity Groups — A group of persons affiliated by common ground. Affinity groups generally provide support, enhance career development and contribute to personal development in the work environment.

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

Cognitive Diversity — Differences in styles of work, thinking, learning and personality.

Culture of Excellence — The Culture of Excellence (COE) is a Navywide approach led by the Fleet (USFF, PACFLT, CNE-CNA) to achieve warfighting excellence by fostering psychological, physical and emotional toughness; promoting organizational trust and transparency; and ensuring connectedness to every Sailor, civilian and family member throughout their Navy journey.

Demographic Diversity — Inherent or socially defined personal characteristics, including age, race/ethnicity, religion, gender, sexual orientation, socioeconomic status, family status, disability and geographic origin.

Destructive Behaviors — Behaviors that are counterproductive to Sailor readiness and may cause harm to a Sailor or others.

Diversity — The different characteristics and attributes of individuals (as defined in DoDD 1020.02E).

Equal Employment Opportunity (EEO) — Provide equal employment opportunities for all persons regardless of race, color, religion, sex (including pregnancy, childbirth, or related medical conditions), national origin, age, disability, or genetic information (including family medical history), and ensure that anyone who engages in protected EEO activity is free from reprisal.

Global Diversity — Intimate knowledge of and experience with foreign languages and cultures, inclusive of both citizen and non-citizen personnel, exchange officers, coalition partners and foreign nationals with whom interaction is part of a globally engaged maritime strategy.

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.

Military Equal Opportunity (MEO) — The right of all military personnel to serve, advance and be evaluated based only on individual merit, fitness, capability and performance in an environment free from sexual harassment and unlawful discrimination on the basis of race, color, national origin, religion, sex (including gender identity) or sexual orientation.

Minority — The smaller part of a group. A group within a country or state that differs in race, religion or national origin from the dominant group. According to EEOC guidelines, minority is used to mean four particular groups who share a race, color or national origin: American Indian or Alaskan Native, Asian or Pacific Islander, Black (except Hispanic) and Hispanic.

Organizational Diversity — Organizational background characteristics affecting interaction, including Service, Component, and occupation/career field.

Resilience — The ability to recover from or adjust to misfortune or change.

Unconscious Bias — Social stereotypes about certain groups of people that individuals form outside of their own conscious awareness.

Warfighting diversity — The different missions, functions and tasks that encompass Navy's operational capabilities.

INCLUSION & DIVERSITY TOOLKIT

Online one-stop shop to help all Navy leaders effectively assess and promote an inclusive culture.
Click on each link below to learn more.



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I&D TOOLKIT**



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**PARENTHOOD &
PREGNANCY**



**BREASTFEEDING
IN THE NAVY**



NOTES





**FEBRUARY 2020 | OPNAV N17
DIRECTOR, 21ST CENTURY SAILOR**

These I&D Goals & Objectives were developed by a diverse Navy team comprised of men and women, Officer and Enlisted, junior and senior, Active and Reserve, military, civilian, contractor and veteran, with multiple races, ethnicities, sexual orientations and backgrounds in both naval operations and academia.