



Heading Up: Charting Navy's Progress

Navy's Journey to Build a More Inclusive Culture and Diverse Force



- Navy is implementing new ways to measure its inclusive culture through Sailor engagement.
- Female enlisted accessions reached 25% in FY-17.
- Senior enlisted ethnic diversity has increased more than 300% over past 20 years.
- Female officer retention is trending up.



- Over the past 20 years, Navy has continued to build a more inclusive culture and diverse workforce across the Fleet.
- Navy's Inclusion and Diversity (I&D) journey originally began with Equal Opportunity programs and was primarily focused on the demographics of our Sailors.
- Our focus has since grown to encompass a much broader definition of diversity beyond the traditional demographic measures of race, gender and ethnicity.
- Sailors come from many walks of life and bring their own experiences and personalities to the Fleet, and we must seek out people with diverse backgrounds, critical thinking skills and mental agility.
- Navy's drive to build a more diverse workforce started with expanding our recruiting reach and introducing Navy to new places.
- By showing young men and women from across the country what Navy has to offer, Navy began to attract Sailors with diverse experiences, thoughts and perspectives.
- The next step in Navy's journey was to better develop, advance and retain its diverse and talented Sailors.
- Navy developed Sailor 2025, a dynamic set of over 45 initiatives, to help us attract and retain the very best Sailors in an increasingly competitive talent market.
- Today, Navy's inclusive culture allows our leaders to capitalize on Sailors' diversity, leveraging different perspectives and ideas to achieve maximum possible performance.
- By including all Sailors into One Navy Team, Navy can increase its lethality, readiness and ability to solve problems in innovative and unique ways, harnessing the exponential creative power of diversity.
- The following pages are a summary of how Navy's inclusive culture and diverse workforce have changed over the past 20 years, and where we are today.



CHIEF OF NAVAL OPERATIONS
September 27, 2016

One Navy Team

"A Design for Maintaining Maritime Superiority" speaks to the operational and warfighting advantage strengthened by developing high performing, fast learning teams. Leveraging our diversity - from around the country and around the world - is key to reaching our potential and maintaining our advantage against our adversaries.

Respect for the dignity of all in the Navy Team, as well as our many partners, is essential to conducting ourselves according to our core attributes of accountability, integrity, toughness and initiative, as the expression of our core values of honor, courage, and commitment.

In our Navy, we have individuals from many different cultures, ethnicities, and histories. We must recognize this advantage and include the broadest-possible spectrum of people and perspectives.

As well, we often work with organizations that have different cultures than ours. Expanding and strengthening our partnerships requires us to welcome these partners as far as possible into our trust and confidence. We must work hard to forge unity of effort as one team.

Generating success as a team means going beyond merely understanding the unique perspectives of different people and cultures - understanding is too passive. Achieving top performance is enhanced when leaders tap into the energy and capability of an actively inclusive team.

This is harder than it sounds. We all have built-in biases that unconsciously influence our choices and decisions. Putting measures in place to help us overcome these biases will help us first to form a diverse team and then to include that team to achieve the fullest advantage.

Trust is the foundation of strong teams - we cannot win tough fights without it. In our business, trust is earned by demonstrating competence and character. We welcome verification and validation of that trust. Including diverse views and perspectives, and appreciating everyone for what they bring to the team, helps us improve trust - and therefore performance - throughout all phases of naval operations. Creativity and new ideas are important in the beginning, when our plans are just forming, to ensure we don't miss something. During execution, we must communicate openly, trust each other, and hold each other accountable. Finally, we should listen intently to all contributions during rigorous post-event assessments. Different perspectives shine lights into our blind spots and illuminate things we wouldn't otherwise see. In this way, we will learn and improve faster.

Actively being inclusive and open to diverse perspectives will produce leaders and teams who learn and adapt to achieve maximum possible performance, and who achieve and maintain high standards, to be ready for decisive operations and combat. Let's get to it.


 J. M. RICHARDSON
 Admiral, U.S. Navy

Inclusive Culture

- Navy's inclusive culture is currently measured by multiple factors in the Defense Equal Opportunity Management Institute's (DEOMI) Organizational Climate Survey (DEOCS) Version 4.1, including job satisfaction, inclusion at work and Sailor engagement.
 - Of the Navy personnel surveyed from January through March 2018, 69% are satisfied with their jobs, 69% feel included and 76% feel engaged at work.
 - Navy Sailor engagement exceeds Gallup's 2017 estimate of U.S. employee engagement (33%) and is on par with engagement at the world's best organizations (70%).¹
- DEOMI defines engagement as "a persistent, positive and fulfilling state of mind characterized by mental resilience, dedication and immersion in the work role."
- An engaged Sailor is one who is fully absorbed by and enthusiastic about their work, and is motivated to go the extra mile.

¹ Gallup, Inc. 2017 State of the American Workplace Report.



“Achieving top performance is enhanced when leaders tap into the energy and capability of an actively inclusive team.”

- CNO's One Navy Team

Your Navy Today

- **Where We Come From:**
 - Our Sailors come from across the nation: 42% from the South, 26% from the West, 17% from the Midwest and 14% from the Northeast.
 - 1% (3,277) of all Sailors entered the Navy from a country other than the U.S.
- **Where We Work:**
 - Navy Reservists bring diversity of experience and skill from their civilian jobs to the Fleet.
 - Navy Reservists' most common occupations are management (16%), business and financial operations (16%) and life, physical and social sciences (8%).
 - More than 4,000 Navy Reservists are federally employed, with the most common occupations listed as business and financial operations (22%), life, physical and social sciences (12%) and food preparation and service (11%).
 - In the Reserve force, officers are twice as likely to work for the federal government than enlisted Sailors.
- **What We Believe:**
 - Sailors are more willing to self-identify their religious preference, as indicated by a 22% decrease in unknown or no preference responses over the past 10 years.
 - Approximately 62% of Sailors self-identify with a Christian religion, compared to 38% 10 years ago.
 - Over the past 10 years, the religions with the greatest increase in Sailor self-identification were Buddhism (101%), Judaism (64%), Hinduism (52%) and Islam (48%).
- **What We Speak:**
 - 12% of active duty officers and 16% of active duty enlisted Sailors speak a second language. The five most commonly spoken second languages are Spanish, Tagalog, French, German and Chinese-Mandarin.
- **What We Study:**
 - 38% of active duty officers have more than a college degree and 8% of active duty enlisted Sailors have more than a high school degree, with the greatest representation from Asian (14%), female (11%) and Black (10%) enlisted Sailors.
- **How We Identify:**
 - Navy's active duty force is 34% racial minority, 19% female and 15% Hispanic.
 - Since 2007, Navy has become less homogeneous and more demographically diverse overall (6% more racially diverse, 27% more gender diverse and 15% more ethnically diverse).
 - Navy's enlisted force continues to be more diverse than the officer force in terms of race, gender and ethnicity, and is more diverse than the national population when it comes to race and ethnicity.²

Accessions

- **Just as Navy builds leaders from the ground up, our diversity also depends on our officer and enlisted accessions.**
- **Navy's accessions today show that the Navy of tomorrow will be more diverse than ever before.**
- **Enlisted Accessions:**
 - Enlisted female accessions comprised 25% of all accessions in FY-17.
 - Based on Armed Services Vocational Aptitude Battery Test (ASVAB) scores, the number of high-quality minority recruits has grown over the past 20 years: 60% increase in Black top recruits, 27% increase in Hispanic top recruits and 31% increase in Asian/Pacific Islander top recruits.
 - A-school academic performance remains strong, with no differences based on Sailor race or ethnicity.³
- **Officer Accessions:**
 - Women accounted for 28% of all FY17 Naval Reserve Officer Training Corps (NROTC) Navy Commissions — 82% more female commissions than 20 years ago.
 - Over *half* of this growth stems from increased *minority female* commissions.
 - Multiracial NROTC Navy commissions have gained momentum as well, almost doubling in the past five years alone.
 - Over the past five years, Officer Candidate School (OCS) female graduates increased by 55%, minority graduates increased by 99% and Hispanic graduates increased by almost 200%.
 - The U.S. Naval Academy's (USNA) Class of 2021 is 69% more gender diverse, 92% more racially diverse and 71% more ethnically diverse than the Class of 2001.
 - NROTC FY-17 commissions had the greatest female representation out of any other officer source, while OCS FY-17 graduates had the greatest minority and ethnic representation.



² When compared to 2010 U.S. Census.

³ 2017 Center for Naval Analyses (CNA) Study.

Retention Trends and Influencers

- **As we build the Navy the Nation Needs, every leader must be Brilliant on the Basics to foster an environment where Sailors and their families want to *Stay Navy*.**⁴
- **Minority junior officers retain better than their peers during the first 12 years of service.**
- **Enlisted retention rates have remained relatively steady over the past three years, about 45% for women and 52% for men.**
- **Women in the Navy:**
 - **Officer retention is better than ever:** Navy's 2016 1-year retention average for officers is higher than the previous 5-year and 3-year averages.
 - From 2012 to 2016, the Unrestricted Line (URL) officer gender retention gap closed by over 38%, with Surface Warfare officer (SWO) retention growing by 67% and Aviation Warfare officer retention improving more than 100%.
 - 2016 Staff and Restricted Line (RL) gender retention rates reached near parity (over 60% for men and women).
 - **Submarines:** Officers are retaining in the Submarine force at higher rates than originally expected, and the first female department head reported to a submarine in 2017.
 - **Aviation:** Female representation exceeds civilian airline industry for both officers (9% vs. 5%) and enlisted (19% vs. 8%).
- **Female Veterans:**⁵ When compared to women who have never served in the military:
 - Early-career veterans (ages 18-34) are more likely to be married, have a child in the household and be enrolled in college.
 - Mid-career (ages 35-44) and late-career veterans (ages 45-64) are more likely to be enrolled in college and have more bachelor's degrees.
 - Veterans are more likely to have full-time, year-round jobs, work in government and have higher median earnings.



Career Progression

- **Navy continuously examines its personnel policies and advancement and promotion processes for institutional barriers, ensuring that talented Sailors have the opportunity to succeed.**
- **Career Intermission Program (CIP) continues to expand and provide alternate career options for Navy service members.**
 - Since 2009, 174 Sailors have been selected to participate in CIP (57% female).
 - CIP attracts a wide variety of Sailors, with 18 designators and 38 ratings represented amongst participants.
 - 91% of participants *Stay Navy* beyond their CIP obligation.
- **Navy careers are becoming more compatible with family life for women in the Navy.**
 - A CNA study found that female O - 2 and O - 3s with children are more likely to retain and promote to O - 4 than their peers without children.
- **Study found no promotion barriers for minority officers.**
 - CNA determined that promotion rates for minority officers at the O - 4 and O - 5 boards are representative of the eligible minority officer population.
 - Selection diversity only begins to significantly decrease at the O - 6 board, due to less diversity in the population eligible for selection as Navy continues to build diversity across the force.
- **The Meritorious Advancement Program (MAP), a Sailor 2025 initiative, is one of three advancement paths (along with spring and fall advancement) for top-performing Sailors.**
 - MAP provides Commanding Officers the ability to meritoriously advance talented Sailors to pay grades E - 6 and below. It is designed to give COs greater authority to recognize superior performance and advance their very best Sailors.
 - MAP quotas increased by 66% from 2017 to 2018 and will account for about 15% of all E - 4 through E - 6 advancements in 2018.

Senior Leaders

- **Navy's senior leaders set the tone for the entire force.**
- **As the diversity of Navy's junior officers and enlisted Sailors increases, Navy's flag officer and senior enlisted diversity will also increase.**
- **Senior enlisted diversity (E - 7 to E - 9) exceeds flag officer diversity and continues to increase.**
 - 2017 Active Component senior enlisted: 33% racial minority, 12% female and 14% Hispanic.
 - Over the past 20 years, Navy's active duty senior enlisted population has become 65% more racially diverse, 71% more gender diverse and over 300% more ethnically diverse.

"World-class leadership is our
Navy's decisive advantage."

- Leader Development
Framework 2.0



⁴ NAVADMINs 095/18 and 100/18

⁵ U.S. Census Bureau "Characteristics of Female Veterans—An Analytic View Across Age-Cohorts: 2015." August 2017.



Senior Leaders (cont.)

- **Flag officer diversity is building steadily.**
 - Over the past 20 years, Navy's active duty senior leadership (O - 7 to O - 10) has become increasingly diverse — 50% more racially diverse, 150% more gender diverse and 500% more ethnically diverse.
 - 2017 active duty flag officers: 9% racial minority, 10% female and 3% Hispanic.
 - Today's active duty O - 1 to O - 3 population is 20% racial minority, 21% female and 9% Hispanic — an encouraging indicator that Navy's senior leadership will be even more diverse in 20 years.
- **Navy's flag officers come from across the Navy: 68% (URL), 13% (RL) and 19% Staff.**
 - Non-URL representation has increased steadily (4% points) over the past 20 years, contributing to greater flag officer diversity in terms of demographics, experiences and skills.



Way Ahead

- **The next frontier for Navy I&D is mitigating the negative effects of bias through a five-year bias mitigation strategy across four lines of effort for the entire Navy Team: Active, Reserve and Civilian.**
- **Biased decisions and behaviors can create negative outcomes in the Navy, with decreased readiness due to loss of talent being the most significant outcome.**
- **Navy's Leader Development Framework 2.0 outlines how Navy will identify and develop diverse leaders of character and competence by reinvigorating Navy's culture of advocacy, mentoring and coaching and challenging Navy leaders to take an active role in developing the leaders of tomorrow.**
- **As always, Navy will continue to focus on improving its demographic representation and assessing its I&D progress through leading and lagging indicators, and undertaking course corrections as needed to keep our inclusive culture and diverse workforce heading in the right direction.**



Navy's Office of Inclusion and Diversity

- **The mission of Navy's Office of Inclusion and Diversity (OPNAV N1D) is to shape Navy policy, strategy, and program execution, strengthen Navy's diverse and inclusive culture, and use best practices, collaboration and data-driven decisions, ensuring Sailors have the opportunity to succeed and contribute to mission success. The strategy of OPNAV N1D is to:**
 - Institutionalize inclusive leadership
 - Operationalize inclusion
 - Conduct routine and rigorous self-assessments
 - Implement best practices and pursue continuous improvement
- **Navy Definitions:**
 - **Diversity:** All the different characteristics and attributes of the Navy's total force, which are consistent with our core values, integral to overall readiness and mission accomplishment, and reflective of the Nation we serve.
 - **Inclusion:** Active role that all leaders take in valuing and integrating each individual's perspectives, ideas and contributions into the way an organization functions and makes decisions.



Additional Resources

Navy Demographics:
http://www.navy.mil/strategic/Navy_Demographics_Report.pdf

Navy's Commander's I&D Toolkit:
<http://www.public.navy.mil/bupers-npc/support/inclusion/Pages/Commander's-Toolkit.aspx>

The Office of Diversity Management and Equal Opportunity:
<https://diversity.defense.gov/>

Department of the Navy Diversity and Inclusion Roadmap:
<http://nnoa.org/wp-content/uploads/2017/02/DoN-Diversity-and-Inclusion-Roadmap.pdf>

Questions or feedback?
 Please contact
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Navy's Inclusion and Diversity Strategic Principles and Objectives

Inclusive Leaders: Embed and sustain a culture of inclusion through strong leadership

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| <ul style="list-style-type: none"> • View Inclusion and Diversity as integral to mission effectiveness and decision making • Focus leader development on inclusive excellence • Mitigate negative effects of bias • Identify and remove any institutional barriers | <ul style="list-style-type: none"> • Emphasize teamwork and collaboration for operational and warfighting advantage • Benchmark best practices and collaborate with others • Employ effective assessments and institutional accountability |
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Diverse Workforce: Attract, recruit, develop and retain talent

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| <ul style="list-style-type: none"> • Continue strong coalitions with key influencers • Strengthen engagement partnerships and align efforts • Establish a dynamic, sustainable level of Navy leaders that reflects the diverse U.S. population • Exercise strategic assignments at all levels | <ul style="list-style-type: none"> • Foster deliberate and effective mentoring and career advocacy • Develop innovative and adaptable talent to confront the forces we face • Improve employee engagement • Increase retention of talent |
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