1. Purpose. To establish policy, responsibilities, and authority to implement and execute a dynamic Navy Reserve diversity strategy, in accordance with the authority and requirements of references (a) through (g).

2. Background. The Navy has a long tradition and heritage that values diversity and promotes a culture of inclusion. The Reserve Component (RC) plays a vital role in the retention of skilled Sailors and is a valuable partner in embracing diversity. The Navy Reserve offers long term, flexible career opportunities to those who desire to serve, and the changing demographics of the Nation require the Navy to recruit and retain a diverse workforce. By 2020, projections indicate one third of the U.S. workforce will be minority; by 2050, one half. Attracting and retaining a diverse workforce is critical to achieving the Chief of Naval Operations' (CNO) vision of our Navy that more closely mirrors the diversity of the Nation. To achieve this vision, the Navy is focused on developing a mentoring culture, outreach, and instituting life/work balance initiatives to encourage a lifetime of service.
a. Definition. Diversity is all of the different characteristics and attributes of individual Sailors and civilians that enhance the mission readiness of the Navy.

b. Discussion. Diversity makes our Nation and our Navy strong. True diversity acknowledges and values all of our differences, including different skills, talents, and experiences. The Navy Reserve, as part of the Navy Total Force, contributes to our Navy retaining talented, diverse, and experienced Sailors. Located in all 50 states and the US territories of Guam and Puerto Rico, the Navy Reserve is uniquely positioned to support recruiting and retention efforts in pursuit of the CNO’s vision.

4. Policy

a. The Chief of Navy Reserve (CNR) and Commander, Navy Reserve Force (CNRF) are committed to the Navy’s diversity strategy as a Total Force approach with the following goals:

(1) Recruit and retain talent to support Total Force diversity.

(2) A diversity program helps to build a presence across the Nation.

(3) Ensure programs and processes are in place to enhance retention via Continuum of Service (COS) efforts.

(4) Engage Enterprises/Communities to incorporate RC diversity in accountability reviews.

(5) Develop and communicate a coherent, consistent, compelling diversity message for a Total Force.

b. The Navy Reserve supports this strategy by:

(1) Retaining talent to support Total Force diversity.

(2) Providing local community support to diversity outreach events as funding is available.

(3) Providing support and partnering with the Career Transition Office (CTO) to further COS initiatives.

(4) Developing partnerships with Enterprise/Community leaders to meet and address diversity challenges.
(5) Ensuring RC leadership engagement and participation in outreach events while utilizing a diversity tool kit.

(6) Placing a conscious emphasis on including persons of diverse backgrounds in the work and key decision making of our Force.

5. Responsibilities

a. Commander, Navy Reserve Force (CNRF) shall establish the overarching strategy and policy to implement the Chief of Navy Reserve’s diversity vision. The Office of the Chief of Navy Reserve (OCNR) (N951) will collaborate with Chief of Naval Personnel (N134) to review and recommend appropriate modifications to the Total Force diversity strategy.

b. Deputy Commander, Navy Reserve Force (DCNRF) shall execute the CNRF’s diversity strategy and facilitate RC support of Navy’s diversity program.

6. Action

a. CNRF shall:

(1) Assign a Full-Time Support (FTS)/Selected Reserve (SELRES) Flag representative from each community to address diversity challenges.

(2) Formalize Flag in-reach and outreach engagements by ensuring RC Flag representation at key diversity events.

(3) Ensure all RC Flags are provided with a diversity tool kit.

(4) Coordinate with OPNAV N134 STEM Coordinator to develop, plan, and execute Science, Technology, Engineering and Mathematics (STEM) programs with Reserve personnel.

b. Deputy Commander, Navy Reserve Force (DCNRF) shall:

(1) Exercise oversight of Force diversity activity.

(2) Assign a Force Diversity Officer.

(3) Monitor RC demographics to track and report Apply Board statistics.
(4) Facilitate Echelon IV, V, and VI engagement in diversity outreach events, mentoring opportunities and key employers, schools, and affinity groups.

(5) Address and identify resources for RC outreach participation and create a tracking/reporting line of accounting in Defense Travel System (DTS) and Navy Reserve Order Writing System (NROWS) for accurate accounting.

(6) Assign a Force STEM and Force Campaign Drug Free (CDF) Coordinator to support youth education outreach.

(7) Develop a diversity communications plan utilizing all available resources (e.g., TNR, LISTSERVE, Operational Support Officer Conference, and CHINFO publications).

(8) Identify and manage funding for Flag outreach participation.

c. CNRF Diversity Officer shall:

(1) Serve as CNRF’s advisor on diversity issues.

(2) Develop annual RC diversity engagement plan.

(3) Attend semi-annual fleet diversity council meetings and other Navy-sponsored venues that raise awareness of diversity.

(4) Collect RC diversity data and incorporate the RC in diversity and mentoring programs.

(5) Manage CNRF funding for diversity outreach events.

(6) Track and report RC diversity outreach participation and report data to CNR on an annual basis.

(7) Develop reporting metrics and provide annual report to CNR.

(8) Provide diversity briefings at all Reserve leadership courses.

(9) Develop a diversity tool kit.

d. Echelon III and IV Commanders shall:

(1) Assign a Diversity Officer.
(2) Promote an inclusive mentoring culture.

(3) Ensure leadership participation in diversity outreach events.

(4) Conduct and coordinate local outreach events.

e. Commanding Officers and Officers-in-Charge shall:

(1) Promote an inclusive mentoring culture.

(2) Conduct and coordinate local outreach events.

7. Reports

a. CNRF Diversity Officer shall submit a diversity report to OCNR N951 on an annual basis no later than 1 October.

b. CNRF Diversity Officer shall present OCNR N951 the CNO Diversity Accountability Review Brief at least 60 days in advance of the scheduled CNO brief.

c. Echelon III Commanders shall report to CNRF on a semi-annually basis regarding the execution of diversity activity and progress. A sample template is provided in enclosure (1).

d. Echelon IV Commanders shall brief DCNRF semi-annually on execution of diversity activity and progress.

e. Echelon IV Commanders shall provide semi-annual reports of diversity outreach participation events to CNRF.

f. CNRF shall provide annual demographic reports to OCNR N951.

Distribution:
Electronic only via COMNAVRESFOR website:
https://private.navyreserve.navy.mil
From: Command Name
To: Commander, Navy Reserve Forces Command (Attn: Force Diversity Officer)

Subj: SEMI-ANNUAL DIVERSITY REPORT FOR CALENDAR YEAR 20_

Ref: (a) COMNAVRESFORINST 5354.1

1. Accountability: (i.e., Diversity budget, diversity awards submitted, Commanding Officer's and Command Master Chief's attendance at affinity events, etc.)

2. Outreach: (i.e., School partnership agreements, youth clubs, organizations, national and regional affinity groups command is actively engaged with. Affinity conference/symposiums command members have attended, and level of engagement (speaking roles, contact hours, etc.)

3. Mentorship: (i.e., Training or activities the command has conducted to expand and encourage mentorship. Number and percentage of mentors/protégés actively participating in mentorship relationships.)

4. Communication: (i.e., Diversity related articles submitted to TNR, navy.mil, Base or Regional Newspapers, communicated across Navy Reserve Homeport, Facebook, ALNAVRES Listserv, among others. Internal initiatives to inform personnel on Navy and reserve diversity initiatives.)

5. Training: (i.e., Percentage of command completing annual diversity training broken down by method of completion, i.e., all-hands training, Navy Knowledge On-Line, General Military Training, etc. Percentage of command members completing diversity/mentorship training.)

6. Report metrics on audience(s) reached, and how long-term goals can be impacted by these metrics.

(Commanding Officer's Signature)

Enclosure (1)
DIVERSITY STRATEGIC VISION

1. The Navy Reserve, as a key component in the Navy Total Force, is committed to attracting and retaining diverse men and women who reflect the face of our Nation. Equally important is our commitment to achieve by 2037 the CNO’s vision of a Flag wardroom that more closely reflects the diversity of the Nation.

2. Diversity is a strategic imperative vital to the future of the Navy Reserve. It is more than equal opportunity, race, gender, or religion. By embracing diversity and inclusion, we recognize that each member brings different skills, talents, and experiences that will create an environment of excellence. Diversity of thought and ideas captures the vast talent vital to mission success and will make our Navy stronger.

3. With locations in all 50 states, and the territories of Guam and Puerto Rico, the Navy Reserve is uniquely positioned to support recruiting and retention efforts. We are able to facilitate engagements with the American public by leveraging our footprint across the Nation. This enables us to communicate unique opportunities to those who desire to serve their country, on either a full or part-time basis.

4. Additionally, the Reserve Component provides “Stay Navy” options to help retain operationally relevant and fully trained Sailors. Seamless transitions between Active and Reserve Components offer long term, flexible Navy career opportunities to all Sailors while enabling the Navy to meet mission requirements in a more cost effective manner.

5. By focusing on leadership, outreach, mentoring, and life/work initiatives, the Navy Reserve will help attract and retain a diverse workforce and shape the future of the Navy. We will continue to promote “Continuum of Service” solutions to attract the best and brightest while fostering an environment of equal opportunity for all - across all ranks, rates and communities.

D. J. DEBBINK