OPNAV INSTRUCTION 5420.115A

From: Chief of Naval Operations

Subj: NAVY DIVERSITY, EQUITY AND INCLUSION POLICY

Ref: (a) Culture of Excellence Board of Governance Charter
    (b) Re-establishing Navy Leader Development Framework Briefs NAVADMIN 025/20
    (c) DoDI 1020.05 of 9 September 2020
    (d) SECNAVINST 5402.31A
    (e) Culture of Excellence NAVADMIN 254/19
    (f) 2018 Command Resilience Team Guide
    (g) Navy Leader Development Framework 3.0
    (h) 2020 Navy Inclusion and Diversity Goals and Objectives

Encl: (1) Navy Diversity, Equity and Inclusion Mission, Vision and Goals
      (2) Navy Diversity, Equity and Inclusion Governing Framework and Membership
      (3) Navy Diversity, Equity and Inclusion Heritage Observances and Special Observances
      (4) Navy Diversity, Equity and Inclusion Core Competencies and Definitions
      (5) Navy Community Leaders

1. Purpose.

   a. To establish Navy Diversity, Equity and Inclusion (DEI) policy, mission, vision, goals, define requirements and assign responsibility for implementation of Navy DEI framework in references (a) through (h).

   b. This instruction formalizes the Navy’s DEI framework, governance, stakeholder roles and responsibilities, mission, vision, goals, training, education and core competencies. Major changes to Navy DEI policy include the governance of Navy DEI under the Culture of Excellence (COE) framework and the deckplate execution and assessment of DEI policy leveraging the Command Resilience Team (CRT) construct. This is a complete revision and should be reviewed in its entirety.

2. Cancellation. OPNAVINST 5420.115 and NAVADMIN 051/20.
3. **Scope and Applicability.** This instruction applies to the Navy Team. All active-duty Navy personnel, both Regular and Reserve; midshipmen of the United States Naval Academy (USNA) and the Naval Reserve Officers Training Corps (NROTC); Reserve personnel when performing active or inactive duty for training or engaging in any activity directly related to the performance of a Department of Defense (DoD) Reserve duty or function; members of other Services when assigned or attached to a Navy unit; all Navy civilians; and all other Navy commands and activities.

4. **Policy.** Every Active and Reserve Sailor and civilian brings a unique set of skills to the team. Actively seeking out and leveraging these skills is key to reaching the maximum warfighting potential. DEI is a line of effort in the Chief of Naval Operations’ (CNO) COE Campaign, which empowers the Navy to achieve warfighting excellence by fostering psychological, physical and emotional toughness. Ensuring inclusion and connectedness among every Sailor, family member and Navy civilian promotes organizational trust and transparency throughout their Navy journey. By embracing DEI in day-to-day work and decisions at a fundamental level, Navy leaders harness the creative power of these differences, putting forward actions and strategies that accelerate and enable the Navy’s warfighting advantage.

5. **Methodology.** This new approach uses metrics to evaluate the effectiveness of DEI efforts in a manner that does not undermine merit-based processes. DEI are critical elements in a COE where continued improvement of the fleet must be a top-down and a bottom-up effort that requires every member of the Navy Team. The ability to apply Navy’s DEI Mission, Vision and Goals enclosure (1), to learn as an organization, as teams and as individuals, is what sets the Navy above the competition. Diversity alone does not lead to a competitive advantage. All members of the Navy Team must embed and sustain a culture of inclusion through strong leadership to achieve maximum possible performance, increase organizational lethality and expand the competitive space. This approach strengthens Navy’s commitment to achieving the warfighting advantage gained from a diverse and actively inclusive workplace culture.

6. **DEI Governing Framework:** To facilitate communication and execution of the COE campaign and DEI policies and programs from the deckplates up to the most senior leadership, the governing elements in subparagraphs 6(a) through 6(e) within the COE campaign convene throughout the year to ensure an honest assessment of implementation and integration of DEI policy. See enclosure (2) for specific membership.

   (a) **COE Governance Board (COE GB):** Per reference (a) the CNO chairs, semi-annually, this Four-Star GB, the decision-making body for Navy COE and DEI strategy, coordinating and aligning Navy policies and programs that promote excellence, team cohesion, personal accountability and Navy’s warrior ethos.

   (b) **COE Executive Steering Council (COE ESC):** Per reference (a), this is a Flag and SES-level body with representatives from major Echelon 2 commands and CNO Staff Directorates as required. The COE ESC is led by the 21st Century Sailor Office (OPNAV N17)
and convenes quarterly or as required to advise and make recommendations to the COE GB as well as direct the COE Executive Working Group (COE EWG) in the development and execution of the COE Campaign Plan.

(c) **DEI Council**: Council of senior Navy leaders and key workforce stakeholders chaired semi-annually by Vice Chief of Naval Operations (VCNO) to coordinate, align and discuss Navy policies and programs to recruit, develop and retain the most talented individuals, while improving operational performance. When relevant, the DEI Council leverages recognized DEI leaders from corporate America, academia, the government and within the Navy to challenge and improve Navy’s DEI strategy.

(d) **Navy Leader Development Framework (NLDF)**: Outlines the requirement for semi-annual briefings to CNO and VCNO from each Systems Command (SYSCOM), Type Command (TYCOM) and Community Leader on leader development programs and COE performance metrics. NLDF briefs provide a collaborative forum to improve understanding of community leader development efforts, demographics, challenges and workforce strategies to strengthen Navy’s inclusive culture and align policies and practices across the Navy.

(e) **COE EWG**: Monthly forum composed of representatives consistent with the COE ESC membership and others as required to provide subject matter expertise and input to the development and execution of the COE campaign.

(f) **COE WG**: Monthly teleconference meetings of DEI representatives designed to ensure appropriate resources, including education and engagement up and down the chain of command, are available to execute and implement DEI Mission, Vision and Goals.

(g) **CRT**: Designed for commanders to better understand factors impacting all command personnel through collaboration, command climate assessment and deckplate leadership engagement.

7. **DEI Engagement Cycle**: The strategic goals and objectives behind DEI Engagement are to increase Navy recruitment, development and retention of top talent. This plan follows a four-component cycle: development of annual engagement objectives, collaboration in production of annual DEI Engagement and Resource Plan, coordination of Senior Leader DEI Engagement Calendar and engagement assessments through return on investment (ROI) analysis.

(a) **Develop Annual Objectives**: No later than April 30, OPNAV N17 must develop and disseminate annual engagement objectives informed by the DEI Council and designed to support DEI engagement planning throughout the next fiscal year.

(b) **Produce DEI Engagement and Resource Plan**: Consolidated list of engagements developed by COE WG to increase Navy DEI effectiveness through coordinated effort,
minimum redundancy and funding optimization throughout the Fleet. Will be completed and published each year no later than 31 July.

(c) **Coordinate Senior Leader DEI Engagement Calendar**: Calendar managed by OPNAV N17, designed to strategically schedule CNO, VCNO, CNP and other senior Navy leader’s attendance at key DEI engagement events. Senior Leader Calendar must be finalized by 31 July each year and socialized with Senior Leader Staffs no later than 15 August.

(d) **Engagement Assessment and Analysis**: Upon completion of all DEI engagements, analysis must be completed to determine ROI. Utilize the ROI analysis tool provided by OPNAV N17, this data will be collected and outcomes will be used to determine which engagements must remain part of the DEI Engagement and Resource Plan.

8. **Responsibilities**

   a. **CNO**.

      (1) Serve as the Navy COE GB Chair.

      (2) Convene NLDF briefings with TYCOM, SYSCOM and Community Leaders per reference (b).

      (3) Conduct key engagements in support of the DEI Senior Leader Engagement Calendar.

      (4) Prescribe procedures to ensure a diverse pool of candidates are considered for selection by boards or selecting officials for assignments which lead to positions in senior leadership, such as general or flag officer front office, personal staff; or other career enhancing positions.

   b. **VCNO**.

      (1) Serve as the Navy DEI Council Chair.

      (2) Convene NLDF briefings with TYCOM, SYSCOM and Community Leaders per reference (b).

      (3) Conduct key engagements in support of the DEI Senior Leader Engagement Calendar.

   c. **Chief of Naval Personnel and Deputy Chief of Naval Operations for Manpower, Personnel, Training and Education (CNP/DCNO N1)**.

      (1) Serve as Chief DEI Officer.
(2) Plan and execute the DEI Council.

(3) Attend NLDF briefings with CNO and VCNO.

(4) Conduct key engagements in support of the DEI Senior Leader Engagement Calendar.

(5) Develop and implement policies that position the Navy as the Service and employer of choice.

(6) Communicate DEI Mission, Vision and Goals and support managers at all levels of the organization in their execution.

(7) Develop and resource a Navy specific DEI strategic plan that follows the same 5-year interval as the DoD Diversity and Inclusion (D&I) strategic plan.

(8) Designate an office of primary responsibility and ensure it is appropriately staffed and resourced to provide an effective mentoring program.

(9) Establish requirements to measure and assess the effectiveness of DEI programs and compliance with the DoD D&I strategic plan.

(10) Create career development programs, resources and tools to inform career decisions from recruitment to retirement.

(11) Institute a system to assess career management processes and practices to increase transparency and accountability.

(12) Develop actionable, measurable mission statements that prioritize DEI.

(13) Collect data in per reference (c), Section 5.3 and 5.4.

(14) Establish a DEI strategic communications program to support DEI initiatives through public statement in support of DEI and creating a culture where DEI is an institutional priority.

(15) Submit to Office for Diversity, Equity and Inclusion an annual assessment of the effectiveness of DEI programs, including standards, metrics and programmatic performance measures.

d. Master Chief Petty Officer of the Navy (MCPON).

(1) Advise senior leaders and Navy Chief DEI Officer on status, progress and any barriers regarding Navy programs to recruit and retain top talent.
(2) Conduct key engagements in support of the DEI strategy.

e. Director, 21st Century Sailor Office (OPNAV N17).

(1) Serve as Senior DEI advisor to CNO, VCNO, CNP/DCNO N1, the COE GB, the Civilian Advisory Board and the DEI Council.

(2) Leads the COE ESC.

(3) Leverage data analytics, the behavior learning continuum and policies, programs, practices and processes to enhance culture and force readiness.

(4) Develop, maintain and update the Navy’s COE strategic guidance.

(5) Collaborate with affinity groups, associations and families to improve Navy retention rates.

(6) Collaborate with training and education stakeholders to ensure Navy curricula includes relevant DEI core competencies.

(7) Per reference (d), represent DCNO (MPT&E) as the Historically Black Colleges and Universities and Minority Serving Institutions Administering Office.

(8) Define, develop, participate and present DEI concepts at each MyNavy HR Career Development Symposium (CDS).

(9) Develop and distribute COE performance metrics to appropriate Navy leaders for use during NLDF briefings.

(10) Prescribe procedures to ensure that DEI practitioners collaborate on barrier analysis efforts and promote resulting solutions to remove barriers, as established by law and DoD policy, that may exclude or disadvantage personnel.

f. Special Assistant for DEI, OPNAV N17.

(1) Serve as Navy DEI representative and advisor to CNP and OPNAV N17. Provide direction, guidance, support and leadership for the execution of DEI in the Fleet.

(2) Develop and implement accountability standards for promoting, supporting and reinforcing DEI policies, programs, practices and processes.
(3) Develop results-oriented measures of effectiveness to assess performance of DEI policies and programs. Utilize metrics, benchmarks and best practices to identify high return efforts.

(4) Develop and implement recruitment and retention strategies for underrepresented groups.

(5) Collaborate with affinity Groups to enhance ongoing recruiting efforts and increase Navy Total Force retention rates.

(6) Work with accession sources to develop strategies that target diverse pools of workforce talent.

(7) Ensure effective execution of DEI governance framework and assessment mechanisms for the Navy Team. Collaborate with Navy Reserve component and Civilian Advisory Board on all DEI matters.

(8) Collaborate with stakeholders to ensure lines of effort (as designated by OPNAV N17) are accomplished and Navy institutionalizes bias awareness and mitigation.

(9) Schedule and prepare agenda for DEI Council.

(10) Share information with DEI Practitioners during COE WG teleconference. Capture and distribute metrics, benchmarks and best practices to enable regional evaluation of DEI activities, lessons learned and measures of effectiveness.


(12) Establish DEI training requirements for DEI practitioners which include courses developed by the Defense Equal Opportunity Management Institute (DEOMI).

(13) Hold DEI Practitioner Syncs (meetings with DEI Practitioners) as required to share best practices, resources and information regarding DEI.

g. **Echelon 2 Commanders.**

(1) Designate a DEI Practitioner in writing to function as the primary DEI advisor and representative to both the COE WG. Designees must be in the paygrade of E-7 and above or GS-12 and above.

(2) Oversee subordinate commands for implementation of Navy’s DEI Mission, Vision and Goals and associated policies.
(3) Participate in the DEI Council.

h. **Echelon 3 Commanders, Type Commands, System Commands and Community Leaders.**

   (1) Designate a DEI Practitioner in writing to function as the primary DEI advisor and representative to the COE WG. Designees must be in the paygrade of E-7 and above or GS-12 and above.

   (2) Participate in the DEI Council.

   (3) Oversee subordinate commands for implementation of Navy’s DEI Mission, Vision and Goals and associated policies.

   (4) Support and encourage DEI Practitioner training. DEI Practitioner training is essential for warfighting success. When practical, initial training will be face-to-face and continuing education will be available online.

   (5) Advocate and act as a role model for transformational leadership styles that motivate personnel by empowering them. Ensure opportunities are available for professional development throughout the ranks.

   (6) Ensure subordinate units have designated CRT personnel in writing. Ensure representative(s) are working with COE WG personnel and OPNAV N17 in the coordination, development, education, training and assessment of DEI programs.

   (7) Ensure a diverse pool of candidates are considered for selection by boards or selecting officials to assignments leading to senior level positions, such as general or flag officer front office, personal staff; or other career enhancing positions.

   (8) Prescribe procedures to ensure that DEI practitioners collaborate on barrier analysis efforts and promote resulting solutions to remove barriers, as established by law and DoD policy, that may exclude or disadvantage personnel.

   i. **Community Leader.**

      (1) As listed in Enclosure (5), each Community Leader will create strategies and a continuum to develop leaders up to the Command Senior Enlisted Leader (CSEL) and major command levels for enlisted and officer leaders, respectively. Each community leader will brief their leader development continuum to the CNO or VCNO semiannually.

      (2) Coordinate DEI updates during NLDF briefs using COE DEI performance data provided by OPNAV N17.
(3) Develop and implement quarterly community-centric DEI Engagement and Resource Plan and submit to OPNAV N17 for consolidation and optimization of resources.

j. Judge Advocate General of the Navy.

(1) Ensure Navy judge advocates receive training on legal issues presented by Navy DEI policies and initiatives to enable them to provide legal advice to commanders and commanding officers who must implement those policies and initiatives at all levels in the chain of command.

(2) Develop the policy and procedures to track and publish statistics on NJP actions to assess any disproportionate impacts to underrepresented communities.

k. USNA.

(1) Collaborate in the oversight and execution of COE DEI Mission, Vision and Goals.

(2) Invite OPNAV N17 to participate in review of Officer Core Competency manual.

(3) Develop and implement strategies to target and access a diverse pool of talent.

(4) Participate in the development of curriculum in support of the NLDF.

(5) Ensure USNA deliberately evaluates its procedures to ensure equitable consideration of all midshipmen, faculty, staff and applicants.

(6) Identify and analyze barriers that exist for Midshipmen academic, professional development and service selection opportunities and faculty and staff advancement while remaining cognizant of the USNA mission.

l. Naval War College (NWC) and Naval Leadership and Ethics Center (NLEC).

(1) Assist OPNAV N17 in development of world-class Navy Team DEI leadership development concepts that enable the highest order of organizational thinking and performance.

(2) Collaborate with OPNAV N17 in further development of DEI core competencies under the “adult development” construct, where the fundamental principles of complete inclusivity is the path to authentic learning and a knowledge creating organization.


(4) Invite OPNAV N17 to assist with relevant course curricula review.
(5) NWC: Incorporate DEI training into Navy Officer Professional Military Education training.

m. Naval Education and Training Command (NETC).

   (1) Develop and implement Navy’s DEI training and education strategy from entry to executive levels per the Officer and Enlisted Leader Development Paths outlined in the NLDF version 3.0.

   (2) Review course curricula through the Human Performance Requirements Review process to ensure incorporation of relevant DEI content.

   (3) Require evaluation of all curricula to ensure that DEI Core Competencies are included.

   (4) Provide an outline of officer accession applicant standards. Review and update as necessary to ensure a constant flow of highly competitive and diverse candidates.

   (5) Review course curricula through the Human Performance Requirements Review process to ensure incorporation of relevant DEI content.

   (6) Institute a plan for outreach and recruiting efforts to underrepresented locations and demographics to diversify the available pool of qualified candidates.


   (1) Include DEI learning topics in the MyNavy HR CDS.

   (2) Provide funding and coordinate registration for Sailors to attend key affinity group national conferences.

   (3) Plan and execute MyNavy HR, incorporating DEI into the agenda.

   (4) Collaborate with OPNAV N17 on all recruiting and retention in reach opportunities.

   (5) Ensure a diverse pool of candidates are considered for selection by boards or selecting officials to assignments leading to senior level positions, such as general or flag officer front office, personal staff; or other career enhancing positions.

o. Naval Service Training Command (NSTC).

   (1) Increase retention and commissioning rates at Historically Black Colleges and Universities and Minority Serving Institutions.
(2) Pursue diversity recruiting opportunities to strengthen the NROTC program on college campuses.


(1) Plan and execute the Navy’s marketing and advertising activities incorporating COE DEI Mission, Vision and Goals.

(2) Execute outreach events to pursue and maintain positive relationships with external affinity groups.

(3) Investigate and present to OPNAV N17 updated recruiting plans to influence diversity in accessions.

q. DEI Practitioners.

(1) Assigned to Echelon 2 and 3, TYCOMS, SYSCOMS and Community Leaders or as depicted in enclosure (2). DEI Practitioners serve as the principal DEI advisor for organizations and all subordinate units and must:

   (a) Be designated in writing.

   (b) Be in the paygrade of E-7 and above or GS-12 and above.

(2) Serve as principal DEI advisor for organization and all subordinate units. COE working group will facilitate and leverage exchange of DEI information, expertise, lessons learned and best practices across the Navy Team. DEI Practitioners and DEI representatives for each subordinate unit must be designated in writing and on the Command Collateral Duties List.

(3) Ensure collaboration with OPNAV N17 in the coordination, leadership development, education, training and assessment of DEI programs including programs for each subordinate unit(s).

(4) In collaboration with OPNAV N17, develop meaningful content that supports command DEI strategy and Navy’s DEI Mission, Vision and Goals, responds to current events or addresses an identified need.

(5) Embody DEI Mission, Vision and Goals and foster an inclusive environment.

(6) Act as DEI information conduit between OPNAV N17, command leaders and subordinate units. Collaborate with subordinate command CRTs, ensure DEI is practiced on the deckplates and ensure CRTs receive resources needed for an effective DEI program.
(7) Assist commanders in preparation for DEI Council and NLDF briefings, if applicable.

(8) Attend monthly COE WG calls hosted by OPNAV N17.

(9) Cultivate and share DEI best practices.

(10) Submit DEI Engagement and Resource Plan inputs on behalf of organization and subordinate units to OPNAV N17 no later than July 31st of each year.

(11) Conduct ROI assessment on each event included on DEI Engagement and Resource Plan. Provide event assessment to OPNAV N17 within 10 days of event completion.

(12) Attend DEI Practitioner Syncs as required by Special Assistant for DEI, OPNAV N17.

r. Commander, Commanding Officer and Officer in Charge.

(1) The power of diversity is born out of an inclusive team. Leverage the command triad to enhance team performance by creating an inclusive command environment and climate that deliberately leverages diverse perspectives in decision making.

(2) Share DEI best practices and lessons learned with immediate superior in command for Community Leaders to incorporate into NLDF briefings.

(3) Ensure ongoing DEI collaboration with COE WG and DEI Practitioners from other commands.

(4) Ensure command is involved in the collaboration, training, education, assessment and leadership development of DEI Mission, Vision and Goals.

(5) Advocate and model leadership that motivates personnel, sets the tone of a deliberately developmental organization and a culture of learning. Ensure opportunities are available for professional development throughout the command. Continuously set the example by living out the Navy’s Signature Behaviors and Core Values.

(6) Implement tools from the Commander’s DEI toolkit to ensure effective decision-making. Commander’s DEI toolkit is located at https://www.mynavyhr.navy.mil/Support-Services/21st-Century-Sailor/Inclusion-Diversity/Commanders-Toolkit/.

(7) Include Sailor and civilian perspectives in early stages of problem-solving and idea generation.
(8) All Commanders, COs and Officers in Charge are strongly encouraged to increase their command’s knowledge and awareness of DEI Heritage Celebrations and Special Observances by supporting programs, exhibits, publications and participation in community military and civilian sponsored events throughout the year.

(9) COs of units are responsible for DEI and have the option to appoint a DEI representative to assist with the program administration.

s. Command DEI Representative.

(1) Serve as principal DEI advisor for the command.

(2) Ensure collaboration with DEI Practitioners in the coordination, leadership development, education, training and assessment of DEI programs.

(3) Embody DEI Mission, Vision and Goals and foster an inclusive environment.

(4) Act as DEI information conduit between the DEI Practitioner and command leaders.

(5) Ensure DEI is practiced on the deckplates and ensure CRTs receive resources needed for an effective DEI program.

(6) Cultivate and share DEI best practices.


a. Records created as a result of this instruction, regardless of format or media, must be maintained and dispositioned per the records disposition schedules located on the Department of the Navy (DON) Assistant for Administration, Directives and Records Management Division portal page at [https://portal.secnav.navy.mil/orgs/DUSNM/DONAA/DRM/Records-and-Information-Management/Approved%20Record%20Schedules/Forms/AllItems.aspx](https://portal.secnav.navy.mil/orgs/DUSNM/DONAA/DRM/Records-and-Information-Management/Approved%20Record%20Schedules/Forms/AllItems.aspx).

b. For questions concerning the management of records related to this instruction or the records disposition schedules, please contact the local records manager or the OPNAV Records Management Program (DNS-16).
10. **Review and Effective Date.** Per OPNAVINST 5215.17A, OPNAV N17 will review this instruction annually around the anniversary of its issuance date to ensure applicability, currency and consistency with Federal, Department of Defense, Secretary of the Navy and Navy policy and statutory authority using OPNAV 5215/40 Review of Instruction. This instruction will be in effect for 10 years, unless revised or cancelled in the interim and will be reissued by the 10-year anniversary date if it is still required, unless it meets one of the exceptions in OPNAVINST 5215.17A, paragraph 9. Otherwise, if the instruction is no longer required, it will be processed for cancellation as soon as the need for cancellation is known following the guidance in OPNAV Manual 5215.1 of May 2016.


![Signature]

JOHN B. NOWELL, JR.
Deputy Chief of Naval Operations
(Manpower, Personnel, Training and Education)

Releaseability and distribution:
This instruction is cleared for public release and is available electronically only via DON Issuances website, [https://www.secnav.navy.mil/doni/default.aspx](https://www.secnav.navy.mil/doni/default.aspx).
NAVY DIVERSITY, EQUITY AND INCLUSION MISSION, VISION AND GOALS

1. **Mission:** Promote DEI values to enhance operational readiness and support warfighting excellence.

2. **Vision:** To enable Navy to achieve warfighting excellence by creating a culture that ensures an inclusive environment and leverages the strength of our diversity. We will ensure diversity thrives and carves the path toward readiness sustained by equity.

3. **Goals.**
   a. **Diversity:** Attract, recruit and retain a skilled and diverse workforce.
   b. **Equity:** Ensure access to resources and opportunities for each Sailor to be successful.
   c. **Inclusion:** Develop and retain our talent to enhance our warfighting advantage.
   d. The Navy will achieve these goals through policy and governance, empowering our leaders, educating our Sailors and building and maintaining our Culture of Excellence.
   e. **Policy and Governance:** Navy policy will continue to strive to identify and dismantle barriers while creating sustainable opportunities for all Sailors in an effort to make the Navy a preferred employer of choice. Governance via the DEI Council will provide oversight, align stakeholders and drive action and accountability on our path to achieving our goals.
   f. **Empower Our Leaders:** Community Leaders now have access to data that provides them with the demographic makeup of their community, promotion rates, career progression, retention and other important metrics. Analyzing this data allows leaders to make data driven decisions and update policy to improve processes for all our Sailors. Our Community Leaders will benefit from survey data and other tools that will provide them insight into our Sailors’ motivations, career goals, job satisfaction, connectedness, family life and work-life balance.
   g. **Educate Our Sailors:** Sailors at every level will live DEI core competencies and be able to apply them across all commands, up and down their chains of command and laterally amongst their peers. DEI is for the benefit of all Sailors and will produce more high performing and cohesive teams.
   h. **Build and Maintain Our Culture of Excellence:** DEI will support Culture of Excellence’s commitment of building a more lethal warfighting force by increasing individual Sailor toughness and resilience while improving Sailors’ trust in each other, their commands and the Navy. As a line of effort under Culture of Excellence, Effect’s-Based Diversity, Equity and Inclusion efforts will help create a diverse workforce that is representative of the eligible U.S. Labor Force and is free from bias and discrimination.
# NAVY DIVERSITY, EQUITY AND INCLUSION GOVERNING FRAMEWORK AND MEMBERSHIP

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*Unit Command Resilience Team includes Executive Officer, Department Head, Leading Chief Petty Officer, Command Career Counselor, Sexual Assault Prevention and Response, Drug and Alcohol Programs Advisor, Command Managed Equal Opportunity, DEI Representative and other unit stakeholders.*
NAVY DIVERSITY, EQUITY AND INCLUSION HERITAGE OBSERVANCES AND SPECIAL OBSERVANCES

All commands are strongly encouraged to increase their knowledge and awareness of DEI Heritage Celebrations and Special Observances by supporting programs, exhibits, publications and participation in community military and civilian sponsored events throughout the year. Commands should refer to the DEOMI Human Relations Toolkit for Special Observances for each scheduled observance. Nothing precludes an organization from creating their own theme or using previously published themes. Organizations are not required to limit their special observances to just those reflected here. Organizations are reminded that special observances are conducted to recognize the continuous achievements of all Americans to American culture and to increase awareness, mutual respect and understanding. They are designed to enhance cross-cultural and cross-gender awareness and promote harmony among all military members, their families and the DoD civilian workforce.

1. DoD themes are issued by the DEOMI. More information, guidance and resources on DEI Heritage Celebrations and National Observances can be found on the DEOMI website at https://www.defenseculture.mil/Human-Relations-Toolkit/Special-Observances/.

2. Articles, presentations and other supporting information can be found at the Naval History Command's website at http://www.history.navy.mil/.

3. Information on awards, data, driving documents, commander’s toolkit, mentorship, resources and links and what senior leaders are really thinking can be viewed on the Navy DEI website at https://mynavyhr.navy.afpims.mil/Support-Services/21st-Century-Sailor/Inclusion-Diversity/.

4. Point of contact for additional information on DEI special observances are DEI Practitioners. DEI Practitioners can be reached through the chain of command.
NAVY DIVERSITY, EQUITY AND INCLUSION CORE COMPETENCIES AND DEFINITIONS

1. Navy members are introduced to COE DEI 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. The competencies start off basic and build in complexity as a Sailor progresses throughout their career. While variations in the approach meet the unique needs of each workforce within their different communities, leaders must ensure consistency between DEI competencies taught through professional military education and community specific training.

   a. Integration of COE DEI 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. DEI 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 DEI development. The Navy’s DEI Core Competencies are:

      (1) Acknowledge Cultural Differences;
      (2) Listen Carefully and Consider Others’ Perspective;
      (3) Assess Self-Awareness and Personal Biases;
      (4) Recognize Various Communication Styles and Barriers;
      (5) Demonstrate Respect for Others’ Values and Customs;
      (6) Understand Impact of Diversity on Group Dynamics;
      (7) Demonstrate Inclusion through Communication;
      (8) Understand Organizational and Social Norms;
      (9) Create an Inclusive Environment for all members;
      (10) Ensure Equity of All Team Members in Work Assignment;
      (11) Mitigate Negative Effects of Bias;
      (12) Consider Multi-Cultural Contexts in Communications;
(13) Respond to Emotional and Psychological Needs of Others;

(14) Foster Talent and Professional Development;

(15) Adapt to Various Groups and Cultures;

(16) Assess and Understand Complex DEI Dynamics in Unit Culture;

(17) Model and Champion Inclusion for All Sailors;

(18) Communicate Philosophy for Leveraging Diversity;

(19) Recognize DEI Issues in Mentoring and Coaching;

(20) Expect Feedback on DEI Issues; and

(21) Manage Complex Group Dynamics and Ambiguity.

2. Definitions.

a. **Affinity Groups**: A group of people who share interests, issues and a common bond or background and offer support to each other. These groups can be formed between friends or people from the same community, workplace or organization. Affinity groups can represent a narrow or broad dimension of diversity and are most commonly associated with race, ethnicity, age, religion, gender, disability, sexual orientation, gender identity and family or veteran status. DoD recognized affinity groups for civilian employees are known as employee resource groups. External affinity groups are non-Federal entities.

b. **Barrier Analysis**: An examination of policies, procedures, practices or conditions that may be limiting opportunities for members of certain groups.

c. **Bias**: Is a tendency, inclination or prejudice (pre-judging) toward or against something or someone. Everyone has biases. Some biases are positive and helpful. Some, especially when we are unaware of them, can be harmful and destructive. Additionally, biases are often based on stereotypes, rather than actual knowledge of an individual or circumstance.

d. **Community Leader**: Listed in enclosure (5), will create strategies and a continuum to develop leaders up to the CSEL and major command levels for enlisted and officer leaders, respectively. Each community leader will brief their leader development continuum to the Chief of Naval Operations (CNO) or Vice Chief of Naval Operations (VCNO) semiannually.

e. **COE**: The COE is a Navy-wide approach owned by the Chief of Naval Operations that empowers the Fleet 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.

f. **Diversity**: 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. (DoDI 1020.05)

g. **Equity**: The consistent and systematic fair, just and impartial treatment of all individuals, including individuals who belong to underserved communities.

h. **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. Inclusion is the process of valuing and integrating each individual’s perspectives, ideas and contributions into the way an organization functions and makes decisions; enabling diverse workforce members to contribute to their full potential in collaborative pursuit of organizational objectives.

i. **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.

j. **Minority**: The smaller part of a group. According to Equal Employment Opportunity Commission 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, but a minority group is much more than that and can be any number of factors that people use to group themselves.

k. **Resilience**: The capacity to withstand, recover, grow and adapt in the face of stressors and changing demands.

l. **Strategic Communications**: Using institutional communications to create, strengthen or preserve among key audiences, opinions favorable to the attainment of institutional goals. It can also be described as the orchestration of actions, images and words to achieve a desired effect.

m. **Transformational Leadership**: The ability to motivate others through positive actions, energy and passion, to reach a common goal.

n. **Underrepresented**: A situation in which the number of members of a group employed by DoD Component constitutes a lower percentage of the total number of eligible employees within the employment category than the percentage within the civilian labor force of the United States.
NAVY COMMUNITY LEADERS

1. Surface Warfare Community: Commander, Naval Surface Forces.
2. Submarine Community: Commander, Naval Submarine Forces.
3. Special Warfare Community: Commander, Naval Special Warfare Command.
5. Aviation Community: Commander, Naval Air Forces.
6. Human Resources Community: Senior Human Resources Flag Officer.
11. Information Warfare Community: Commander, Naval Information Forces.
12. Medical Community: Surgeon General of the Navy.
15. Chaplain Corps: Chief of Chaplains.
17. Reserve Component: Chief of Navy Reserve (N095).