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NARR/REF A IS NAVADMIN 254/19 CULTURE OF EXCELLENCE. REF B IS NAVADMIN 051/20 NAVY INCLUSION AND DIVERSITY POLICY UPDATE. REF C IS SECDEF MEMORANDUM ACTIONS FOR IMPROVING DIVERSITY AND INCLUSION IN THE DEPARTMENT OF DEFENSE. REF D IS 12-STAR MESSAGE PROMULGATION OF SIGNATURE BEHAVIORS OF THE 21ST CENTURY SAILOR NAVY CORE VALUES, NAVY ETHOS, AND CORE ATTRIBUTES IN ACTION, VERSION 2.0//  
SUBJ/NAVY INCLUSION AND DIVERSITY//

RMKS/1. I hope you have had the opportunity to view my second video, It Starts with Us, encouraging a dialogue about race relations and inclusion within the Navy. We have been working to build a better Navy through the Culture of Excellence approach announced in references (a) and (b). One very important aspect of this approach is recognizing that we come from all walks of life, with different and valuable experiences and perspectives. Our differences make our Navy, our connection to each other and our families and communities even stronger.

2. Our efforts are taking us in the right direction, but clearly not enough has been done to face the challenges of today. Three weeks ago, I asked you to listen. Now, I am strongly encouraging every Navy leader uniform and civilian, active and reserve - to start a dialogue at each of your commands. As a Navy, we must seize this opportunity to engage in conversations about race relations and inclusion within our force. Now is the time to have open and honest conversations across our Navy. We need to identify what is really happening, understand where barriers exist and listen to all perspectives on how we can bring our unique skillsets together to tackle these issues. This is not the problem of one group of people. This is our Navy, and we need a greater understanding of the experiences that make us One Navy Team and build trust and connection in our teams.

3. In addition to these conversations at every command and at every level, we are standing up Task Force (TF) One Navy reflecting the

diversity of race, ethnicity, gender, age, and ranks from across our Navy to identify barriers and corrective actions to eliminate inequalities between groups of people. TF One Navy will leverage outreach focus groups from both within and outside the Navy representing diversity of race, ethnicity, gender, age, and rank to ensure a diversity of experience and perspectives. Additionally, in line with reference (c), the Secretary of Defense is setting up a Department of Defense (DoD) Board on Diversity and Inclusion to address DoD-wide issues of diversity, equity, inclusion and belonging within the DoD. While we have been committed to Inclusion and Diversity for many years, current events shine a light on the need for us to do more and to do it more quickly.

4. At the command level, we need to:

a. Start a dialogue with your superiors, peers and teams and listen to their personal stories and experiences. If we have not directly experienced racism, sexism, ageism, or other forms of discrimination, it is often difficult to realize they exist. However, they do exist in our Navy and country, and it is our responsibility to eliminate them.

b. Keep the conversation going. Practice inclusion every day by integrating Sailor and civilian perspectives in early stages of problem-solving and idea generation. In each meeting you have and problem you tackle, include all perspectives to gather varied points of view that will help you make the best decision.

c. Leverage your Command Resilience Team to understand what is happening in your command. Look at your most recent command climate assessment with fresh eyes. Surveys may show you some of the problem areas in your command that you can address in your conversations.

d. Advocate and model the leadership style that motivates people to speak up, be empathetic listeners, stand up for each other, learn and grow. Ensure doors are open for conversations and opportunities are available for professional development throughout the command.

e. Share lessons learned and best practices on leveraging diverse populations with your or your upper echelons designated Inclusion and Diversity Representative.

f. Increase your knowledge and awareness of Inclusion and Diversity Heritage Celebrations and Special Observances by supporting programs, exhibits, publications and participation in community military and civilian sponsored events throughout the year.

5. I need every Sailor to:

a. Speak up and share your experiences about what you and your families are feeling, what you think the major issues are and how you would fix it if you were in charge. Identify areas where there are barriers to certain groups of people in the Navy feeling like they truly belong on the team. Have pride in being an integral part

of the greatest Navy in the world and have confidence that we will continue to lead on issues that impact all of us.

b. Be an ally for those who do not feel like they can speak up. Listen to and understand others lived experiences and recognize that your perspective is one of many valuable perspectives.

c. Live the Signature Behaviors 24/7/365 delineated in reference (d). These behaviors include:

- (1) Treat every person with respect.
- (2) Take responsibility for my actions.
- (3) Hold others accountable for their actions.
- (4) Intervene when necessary.
- (5) Be a leader and encourage leadership in others.
- (6) Grow personally and professionally every day.
- (7) Embrace the diversity of ideas, experiences and

backgrounds of individuals.

(8) Uphold the highest degree of integrity in professional and personal life.

(9) Exercise discipline in conduct and performance.

(10) Contribute to team success through actions and attitude.

6. As Sailors, and as a Navy, we cannot tolerate racism or discrimination of any kind. We must listen to each other, understand the perspectives of others and identify and eliminate individual and systemic racism and discrimination within our force. We must live the Signature Behaviors and the first step is having conversations with one another, controlling what you and I can control and make recommendations to leadership on other changes to help effect positive change.

7. The following resources are available to assist:

a. I&D goals and objectives available at [https://www.public.navy.mil/bupers-npc/support/21st\\_Century\\_Sailor/inclusion/Documents/Updated%20Glossy.pdf](https://www.public.navy.mil/bupers-npc/support/21st_Century_Sailor/inclusion/Documents/Updated%20Glossy.pdf)

b. Commanders I&D toolkit: Commanders Toolkit is available under the Inclusions and Diversity tab at:

[https://www.public.navy.mil/bupers-npc/support/21st\\_Century\\_Sailor/inclusion/Pages/default.aspx](https://www.public.navy.mil/bupers-npc/support/21st_Century_Sailor/inclusion/Pages/default.aspx)

c. DEOMI Implicit Bias Training [https://www.deocs.net/public/A2S-4\\_1/Inclusion/documents/Implicit-Bias-5June2020-SS.pdf](https://www.deocs.net/public/A2S-4_1/Inclusion/documents/Implicit-Bias-5June2020-SS.pdf)

d. DEOMI Assessment to Solutions (A2S) provides helpful information, videos, tools and resources (presentations on implicit bias, inclusion and diversity at work, racist behaviors and prevention strategies) at <https://www.deocs.net>.

e. The Signature Behaviors infographic is available at: <https://www.cpf.navy.mil/downloads/2020/02/signature-behaviors.pdf>  
<https://www.public.navy.mil/usff/Documents/signature-behaviors-f.pdf>  
[https://www.c6f.navy.mil/Portals/22/Documents/Signature%20Behaviors\\_](https://www.c6f.navy.mil/Portals/22/Documents/Signature%20Behaviors_)

f. It Starts With Us video is available at  
<https://www.dvidshub.net/video/757420/starts-with-us>  
8. Released by Vice Admiral John B. Nowell, Jr, N1.//  
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