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Center for
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Development

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Leading the Way in Sailor Development – Strength Through Diversity

Message from the CO



There are indications that many leaders in the Navy have a self-limiting perspective of "diversity." Given the focus on protected categories in the Equal Opportunity program, this is understandable. But a fixation on these categories may cause one to miss the proverbial "forest for the trees." While diversity encompasses EO, it is certainly broader than removing barriers for minorities. A more "operationalized" view of diversity considers all of the different characteristics and traits of people that have the potential to enhance mission readiness and operational effectiveness. Diversity is much more closely linked to readiness than many realize. The best civilian corporations have figured this out. For them, diversity is no longer only about compliance or even "doing the right thing" from a social perspective – it is also about their profit margin and fiscal bottom line. Since the bottom line of the military is combat readiness, we would do well to learn the same lessons. The Marine Corps has a brilliant example of this in their Female Engagement Teams being used in Afghanistan. They have learned that small teams of females can accomplish what males cannot by using social engagement and "tea as a weapon." Challenge yourself to take your view of diversity to the next level. Ensure your team promotes the diverse ideas, thoughts and competencies of your people. Use diversity to help you think differently, broaden your perspective, and be more operationally ready and effective. Fly, and sail safe.

– CAPT Chuck Hollingsworth

Personal Development



Diversity allows our Navy to leverage the full range of talents, experiences and ideas of Sailors. Pressures created by Enlisted Retention Boards, Perform-To-Serve and longer deployments make this all the more important for an environment of collaboration, flexibility and fairness. To this end, CPPD offers the [Command Managed Equal Opportunity \(CMEO\) Managers](#) course, which provides prospective managers with tools for strengthening and supporting diversity. CPPD also maintains oversight of the Command Assessment Team (CAT) Guide (NAVEDTRA 7542A) and Equal Opportunity in the Navy (NAVEDTRA 14082) [correspondence courses](#), which provide CAT members with the knowledge to proactively assess their commands' climates using the Defense Equal Opportunity Management Institute (DEOMI) Organizational Climate Survey ([DEOCS](#)). Creating a culture where everyone can give their best effort ultimately leads to organizational effectiveness.

Professional Development



Commanding officers don't establish the diversity within their commands, but they do impact their command climate. Last year the Navy began to focus on enforcing a commander's tool called the [DEOMI](#) Organizational Climate Survey ([DEOCS](#)). The Navy's EO policy mandates that commanders conduct a command climate assessment 90 days upon command assumption and annually thereafter during their tour. The DEOCS provides the Command Assessment Team (CAT) with the perceptions of the command. Results are validated via the Triangulation Method (focus groups, records review and observations). Another resource for you and your CAT is the Equal Opportunity Advisor (EOA), which unlike the collateral duty of Command Managed Equal Opportunity (CMEO) Program Manager, is a full-time position and a resource for leaders in creating a climate of inclusion. EOAs are often at Echelon 1-2 commands, so consider asking your CMEO about support from area EOAs.

Voluntary Education



The rich diversity of today's Navy is a force multiplier for mission readiness and accomplishment. Part of the power behind our diversity is the equal playing field the military affords its members of all backgrounds through life-long training and education opportunities. To help leverage the power of our diversity, the Navy partners with [affinity groups](#), many of which have educational ties. One example is the [National Naval Officers Association](#), which actively supports the sea services in developing a diverse officer corps and also establishing and maintaining a positive image of the sea services in educational institutions. [STEM](#) (Science, Technology, Engineering and Math) organizations develop and mentor those educated professionals who are critical to meeting Navy mission. Education is fundamental to the success of our workforce and our powerful, diverse Navy.

CMC Corner

Wise leaders surround themselves with diverse perspectives to inform decisions. As the CO expounds in his column, diversity is more than legal compliance to an EO program. True diversity finds a way to promote and leverage the different backgrounds of our Sailors. After all, a farm boy from South Dakota and an inner city Bronx kid are going to view the world differently, even if they are both white. Likewise, a Sailor from East Los Angeles will tackle a problem in a different way than a wealthy, first-generation Nigerian – even if they are both black. As senior enlisted leaders, we should have a pulse on our Sailors to help identify and capitalize on the rich diversity that resides within our ranks. This effort meshes well with the Navy's desire to promote a culture of lifelong learning and continuous improvement. At the end of the day, we are recognizing and employing the value each and every Sailor brings to our service.

– CMDCM Stephan Fontenot

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Key Messages/BLUF

- ◆ Commanding officers don't control the amount of diversity within their commands, but they do have control over their command climate. A command climate of inclusion is a leadership issue and every Sailor's responsibility.
- ◆ Creating a culture in which all Sailors can give their best effort ultimately leads to organizational effectiveness and mission accomplishment.
- ◆ The Navy is committed to fair and equitable treatment of all hands, by all hands, at all times.

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