

Navy Workforce Diversity



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Diversity Directorate

Chief of Naval Personnel (N134)

MORS Personnel and National Security Workshop

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Accountability Construct

CNO Message

- Enterprises and Community leads assess own diversity and personally brief CNO
- Determine variance and conduct root cause analysis
- Layout a three year plan for improvement
- Review annually and make course corrections

Key Areas

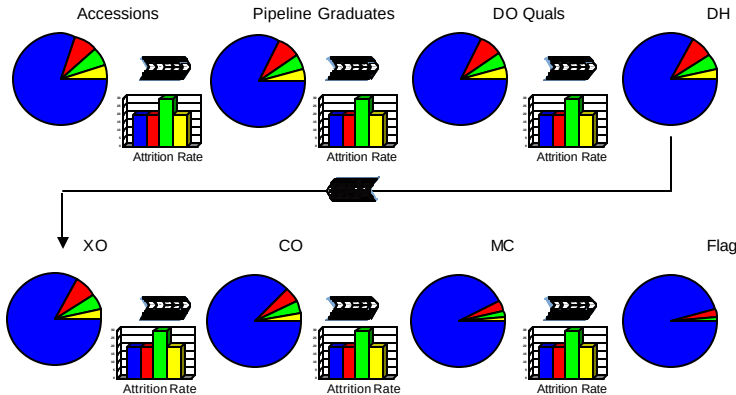
- Accessions
- Initial Assignments
- Key Milestone Attainment
- Key Assignment Diversity
- Retention Diversity
- Promotion Diversity
- Identify barriers and take action

Take a fix, establish the course, refine as needed

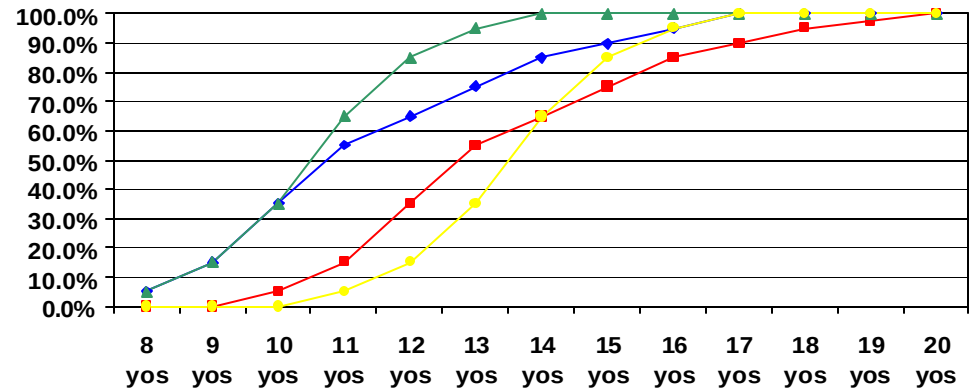


CNO Diversity Accountability Reviews

All Enterprises / Communities



Officer milestones



CPO diversity selection rate

Grade	White		Hispanic		AA		API / NATAM		Multiple	
	M	F	M	F	M	F	M	F	M	F
Navy Officers	70.7%	11.1%	4.6%	0.9%	5.8%	1.9%	3.3%	0.7%	0.8%	0.3%
All Navy Flags	90.7%	4.8%	0.9%	0.0%	3.1%	0.0%	0.4%	0.0%	0.0%	0.0%
O-10										
O-9										
O-8										
O-7										
All Navy O-6	81.9%	10.3%	2.1%	0.2%	2.9%	0.6%	1.4%	0.2%	0.3%	0.0%
O-6										
All Navy O-5	77.0%	10.2%	3.5%	0.5%	3.9%	1.4%	2.4%	0.5%	0.5%	0.1%
O-5										
All Navy O-4	72.4%	9.7%	4.7%	0.6%	6.3%	1.9%	3.1%	0.6%	0.4%	0.1%
O-4										
All Navy JO	67.1%	12.0%	5.1%	1.1%	6.4%	2.1%	3.8%	0.9%	1.1%	0.4%
O-1 to O-3										

Overall diversity

	Male	Female	African American	API / NATAM	Hispanic	White / Other	Total
O-5 to O-6							
EA	30	1	0	1	0	0	31
COS	10	1	0	0	0	0	11
Command							
War College							
O-3 to O-4							
PG School							
AIDE	24	6	3	2	0	0	30
FLAG LT	8	1	0	1	0	0	9
E-7 to E-9							
SEA							
CMC	8	1	0	1	0	0	9
E-4 to E-6							
Flag Writer	30	1	0	1	0	0	31

Key assignment diversity



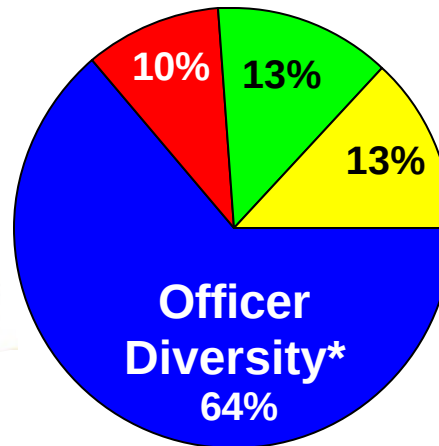
Accountability Review Findings

	Successes	Challenges
Surface Force	▪ More females than any URL ▪ Most diverse JOs ▪ Diverse promotion rates on par with majority ▪ Divers enlisted community	▪ Females retain at half the rate as males ▪ Critical mass (20%) ▪ Mentoring ▪ Career flexibility ("And" vs "Or")
Aviation Force	▪ Highest URL female retention (30% vs 15%) ▪ Reserve cross flow has led to Flag selects	▪ Low diverse accessions ▪ Low diverse TACAIR requests ▪ Lack of role models in TACAIR ▪ Clustering within particular squadrons ▪ Initial assignments
Submarine Force	▪ Improved officer diversity (11.4% to 12.4%) ▪ NUPOC diverse accessions increased 24%	▪ Lowest diversity ▪ Large year group gaps (no Flag eligibles) ▪ Technical requirements vs available talent



Bridging the Leadership Gap

Targeting
2007
Applications



■ White
■ African American
■ Hispanic
■ API/NATAM



Will be our
2037
Diversity
Flag Pool

** What might be expected by aggressively promoting diversity through targeted recruiting and mentoring*

Increased Input From Primary Commissioning Sources						
	USNA			ROTC		
	2006	2012*	?	2006	2012*	?
African-American	49	82	+33	27	88	+61
Hispanic	58	104	+46	34	111	+77
API / NATAM	67	100	+33	62	107	+45

**projected graduates*

295

The class of 2012 will join the flag pool in 2037 (25 YCS)



Moving the Needles

Naval Academy, ROTC, and Navy Recruiting

More Diverse Applications

Applications

- Realign recruiters to top diverse markets
- Partner with affinity groups to provide applicants (NSBE, SHPE, MAES, SWE)
- Use current ROTC and NJROTC units to find candidates
- **USNA class of 2013 most diverse applications ever, 57% increase over class of 2012**

More Selections

Selections

- Clear precepts to consider diversity as part of the whole person concept
- Allow top 10% of class vice SAT scores (NY, TX, FL auto-select to state colleges)
- Maximize HBCU White House program
- **110 ASR Scholarship Enrollment 63% minorities: AA 22; Hisp 12; API 6**

More Accepting Our Offers

Accepting the Offer

- Earlier selection process—half of boards before Christmas
- Immediate selections reservations
- Working to sweeten the package with “needs based” Room & Board for HBCU and MI
- **USNA class of 2013 is 34.6% diverse, NROTC is 33% diverse**

More Completing

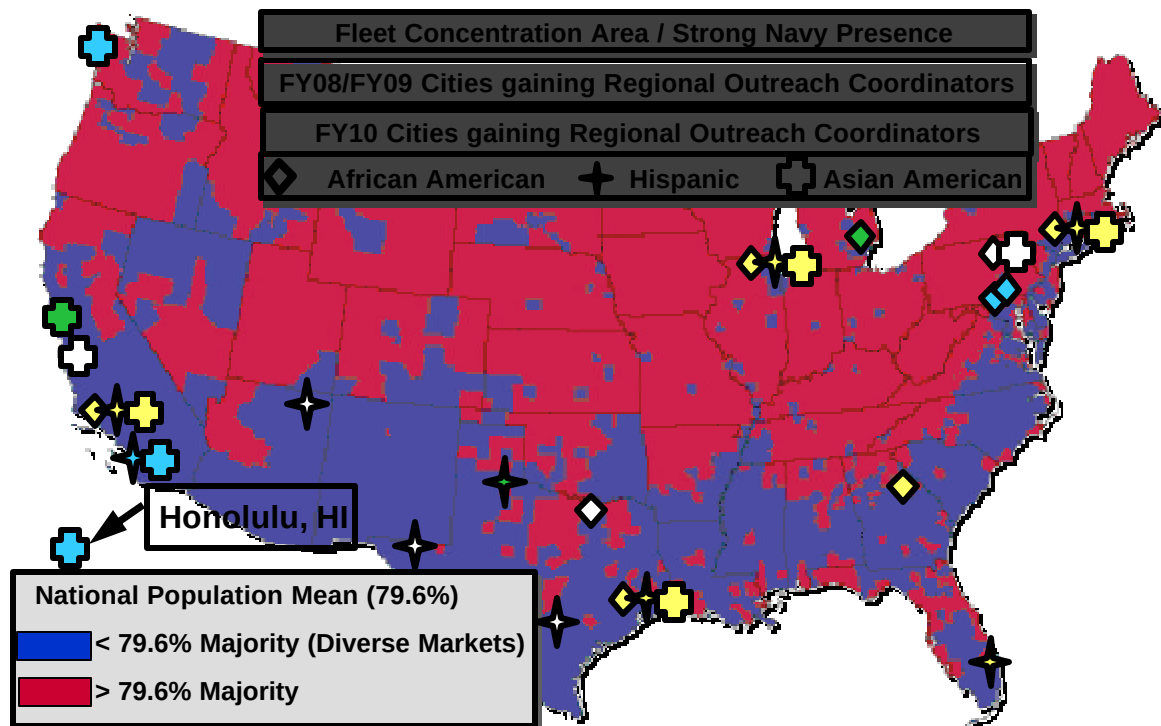
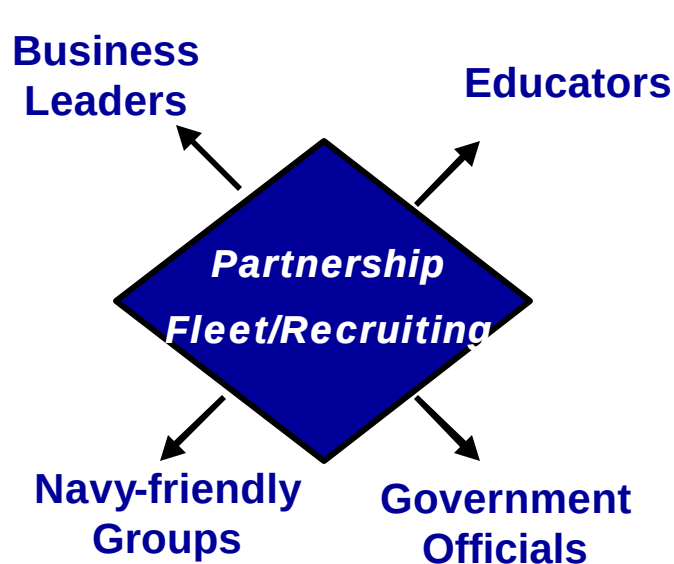
Completions

- Solid prep programs—fully load NAPS, NSTC East/West Coast prep pilots
- Mentoring—early interventions
- **Projected 88% increase minority commissions from class of 2009 to 2013**



Target the Market

- Outreach officers in key cities to build the network
- Priority trifecta markets: New York, Chicago, Los Angeles, Houston (all 4 in top 10 metropolitan areas in African American, Hispanic and Asian populations)
- Other priority markets: Miami, Atlanta, Dallas, Detroit, San Francisco, Philadelphia



Build an influencer base that we can leverage