



2009

Department of the Navy
**ANNUAL REPORT
ON DIVERSITY**

Our People...
Our Power... Our Strength



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EXECUTIVE SUMMARY

The *Annual Report on Diversity* presents the results of an annual review conducted for the Department of the Navy (DON) Force Management Oversight Council (FMOC). This review examines Navy, Marine Corps, and Civilian policies and programs involving diversity, equal opportunity (EO), and equal employment opportunity (EEO). This fourth *Annual Report on Diversity* highlights the continued progress made in 2009 in enhancing diversity and EO/EEO within the DON.

Established by the Assistant Secretary of the Navy for Manpower and Reserve Affairs in 2003, the FMOC, consisting of the top personnel leaders of the DON Secretariat, the Navy, and the Marine Corps, focuses on strategic human capital management and oversees manpower, personnel, training, and education policies for the Total Naval Force, including the diversity and EO/EEO initiatives carried out by the Navy, Marine Corps, and the DON Office of Civilian Human Resources (OCHR).

The DON Human Capital Strategy, approved by the Secretary of the Navy in 2007, describes how the DON is building and managing a more capable Total Naval Force—Navy, Marine Corps, active, reserve, government civilian, contractor, and volunteer—to meet the challenges of the 21st century. The Human Capital Strategy emphasizes the value of people and the increasing need to develop them as a key resource to support readiness and mission accomplishment. Fostering diversity promotes the value of people.

In 2009, the Navy's sustained diversity outreach program built connections with key influencers and a variety of people across the nation. Its accession efforts resulted in historic increases in minority admissions at the Naval Academy and in the Naval Reserve Officer Training Corps program. Other initiatives to reach the Navy's goal of being a Top 50 Employer included implementing a number of life-work programs; evolving the learning and development strategy to such focus areas as language, regional expertise, culture, and cyber warfare; and making the transition between active and reserve service more seamless, thereby giving both individuals and commanders greater flexibility.

Through its Diversity Management Program, the Marine Corps aimed to achieve equity among several diversity areas, such as building demographic representation, utilization, and balance. Initiatives included the Marine Corps Recruiting Command Diversity Council; sponsoring Educator Workshops to inform influencers about the Marine Corps; increasing minority officer staffing at the Naval Academy, Officer Candidate School, and The Basic School; and executing the Marine Corps Diversity Training Plan and the Campaign Plan to Maintain a Quality Officer Corps.

For the DON OCHR, the focus was on EEO program alignment and accountability, reducing the number of formal discrimination complaints, determining the reasons for the numbers associated with overcoming barriers and increasing supervisor and manager involvement in the determination process, and incorporating new reasonable accommodation tools to improve the people with disabilities program.

Besides spotlighting diversity, EO, and EEO throughout the DON, the 2009 *Annual Report on Diversity* features Navy, Marine Corps, and Civilian news articles on diversity enhancement efforts.

The DON *Annual Reports on Diversity* are available at www.donhcs.com.



“They came from all parts of our country, all walks of life, lowly and mighty, all bound together by a shared belief that ours was a great Nation, and one worth fighting for.”

—Honorable Ray Mabus, Secretary of the Navy



INTRODUCTION

Our Total Naval Force is unlike any other in the world, and for one simple reason: our people.

Our people are a unique group of equally exceptional individuals united to serve the Nation. In serving, each man and woman brings his or her own life experiences, values, ideas, and talents to the common effort and, by capitalizing on this rich diversity, they achieve remarkable results. Our people are our power and our strength.

To harness and enhance this tremendous pool of experience and capabilities, the Department of the Navy (DON) developed a Human Capital Strategy to build and manage a more agile, ready, and capable Total Naval Force. This diverse, high-quality workforce made up of multidisciplinary, enthusiastic, and effective personnel will meet the threats and challenges of the 21st century.

In 2003, the Force Management Oversight Council began conducting an annual review of Navy, Marine Corps, and Civilian policies and programs involving diversity, equal opportunity (EO), and equal employment opportunity (EEO). The progress achieved by the DON in diversity enhancement, inclusion, and EO/EEO during 2009 is reviewed in this fourth *Annual Report on Diversity*. As we review, we also confirm our commitment to fostering an environment that allows our people to grow and contribute to the best of their abilities.



“We know the power and strength that reside within the great American people and what they can do, as individuals and as a united body. Those things that make each of us different make all of us strong.”

—Honorable Juan M. Garcia, III,
Assistant Secretary of the Navy for Manpower and Reserve Affairs



DEPARTMENT OF THE NAVY DIVERSITY REPORT TO THE FORCE MANAGEMENT OVERSIGHT COUNCIL

UNITED STATES NAVY



“Our Nation is diverse; our Navy must be no less so. When we recognize and capitalize on the strength that diversity brings to the Navy, we are better able to develop new ideas and reach out to partners around the world. America’s greatest asset is not our assembly lines or weapons systems, or even our great ships, submarines, and airplanes... it’s our people.”

—Vice Admiral Harry B. Harris, Jr.,
Deputy Chief of Naval Operations for Communication Networks

Diversity makes the Navy stronger. The different experiences, backgrounds, and talents of almost 400,000 active duty and reserve component Sailors merge to allow the development and execution of new ideas, ensuring the Navy advances with the Nation in terms of demographics and technology. A sustained diversity outreach program paves the way for Navy leadership to build connections across the United States with educators, business leaders, government officials, and affinity groups geared toward science, technology, engineering, and mathematics to attract diverse talent to the Navy.

The Navy’s accession efforts have yielded historic increases in minority admissions at the Naval Academy and the Naval Reserve Officer Training Corps (NROTC) program. The incoming 2013 Naval Academy class is the most diverse in history, reaching 35 percent minority representation. The 2013 NROTC class also reached record high minority enrollment at 31 percent. Each year, the Navy’s outreach efforts extend to a variety of diverse populations. The Navy’s goal is to achieve its full potential by ensuring diversity is present throughout the ranks, including the most senior leadership.



ATTRACTING DIVERSE TALENT

Being a Top 50 Employer drives our strategy as we distinguish ourselves as an employer of choice. As our Nation's demographics continue to change, we also must change. Our biggest diversity challenge is in the Unrestricted Line Officer Corps. We are implementing several life-work initiatives, including paternity leave, career intermission, virtual command, and telework programs, which have contributed to eight Top Employer awards.

The Navy is building an influencer base across the Nation and particularly in several key markets. The Navy has added Regional Outreach Coordinators in African-American, Hispanic, and Asian markets to ensure sustained engagement of influencers.

- ★ **CHICAGO:** Established Hyman G. Rickover Naval Academy. Vice Adm. Ann Rondeau, Deputy Commander, U.S. Transportation Command, participated in Chicago Mayor Richard M. Daley's Principal for a Day program in October 2008, and Adm. Kirkland Donald and Eleanor Rickover presided over the first commencement in June 2009. This groundbreaking initiative is the model for future Naval Academies in other target cities.
- ★ **ATLANTA:** Organized Chief of Naval Operations' visit to Morehouse College for the November 2009 Presidential Chat and Executive Lecture, two long-standing Morehouse events that allow students to interact with Fortune 100 and Fortune 500 executives to gain business wisdom and insights they do not have access to in the classroom. The Presidential Chat is a series of informal roundtable discussions where the Chief of Naval Operations met with 20–30 students to discuss business-related topics. At the Executive Lecture, business leaders offered remarks and fielded questions from approximately 100 students.
- ★ **HOUSTON:** Established partnership with Rep. Jackson Lee. In October 2008, Rear Adm. Earl Gay gave the keynote address at the Annual 18th Congressional District Academy Night/Salute to Naval Junior Reserve Officer Training Corps (NJROTC) at the University of Houston to increase awareness of opportunities available at the service academies and through ROTC units.
- ★ **LOS ANGELES:** Established relationship with Alexander Kim, Governor Arnold Schwarzenegger's top Asian and Pacific Islander leader who covers the Southern California region. Jane Gee, known as the "queen of mentorship" in the Asian and Pacific Islander community, facilitated the first luncheon meeting in April 2009. Discussion focused on U.S. Navy community outreach in California, how the Navy can best support the Los Angeles Asian and Pacific Islander and other ethnic communities, and continuing to engage and connect diverse California civic leaders with U.S. Navy enterprise diversity leaders.
- ★ **NEW YORK:** Established relationship with the Armory Track and Field Foundation 72nd Eastern States Championships (indoor track and field) in February 2009. More than 3,000 student athletes (75% diverse), parents, and influencers attended. The Armory hosts more than 125,000 student athletes each year and runs a scholar/athlete program that offers area youth onsite SAT preparation.

MAJOR DIVERSITY INITIATIVES

U.S. Naval Academy/ROTC Accessions:

More Diverse Applications

- ★ Realign recruiters to top diverse markets.
- ★ Partner with affinity groups (National Society of Black Engineers, Society of Hispanic Professional Engineers, Mexican American Engineers and Scientists, Society of Women Engineers) to provide applicants.
- ★ Use current ROTC and NJROTC units to find candidates.
- ★ The U.S. Naval Academy class of 2013 had the most diverse applications ever and a 57 percent increase over the class of 2012.

More Selections

- ★ Clear precepts to consider diversity as part of the whole-person concept.
- ★ Allow top 10 percent of class vice SAT scores (Florida, New York, Texas auto-select to State colleges).
- ★ Maximize Historically Black Colleges and Universities (HBCUs) White House program.
- ★ Offer SAT prep for NJROTC students.
- ★ Of 110 Alternative Scholarship Reservations awarded, 25 percent were for African-Americans, 20 percent Hispanic, and 10 percent Asian and Pacific Islander.

More Accepting the Offer

- ★ Develop an earlier selection process by scheduling half of the selection boards before the end of December.
- ★ Provide Immediate Selections Reservations.
- ★ The U.S. Naval Academy class of 2013 is 35 percent diverse.
- ★ The NROTC class of 2013 is 31 percent diverse.

More Completions

- ★ Deliver solid preparation programs and fully load Naval Academy Prep School and Naval Service Training Command East/West Coast prep pilots.
- ★ Provide mentoring and early interventions.

Task Force Life Work Efforts:

- ★ Twenty-one days of administrative leave for adoptive parents and ten days for paternity leave.
- ★ Career intermission pilot program allowing Sailors to exit active duty service for up to three years while maintaining all medical, dental, commissary, and Navy Exchange benefits as well as a small reserve stipend. Once in the program, their promotion clock will pause, allowing them to stay competitive. During this time, they remain on the Individual Ready Reserve list for accountability and administrative purposes. At the end of the career intermission period, the Sailor returns to active duty service with a 2-for-1 service obligation.





Outreach Efforts:

- ★ In addition to recruiting and the immediate need to access the right talent from across our diverse Nation, we have to reach beyond the recruitable age to other audiences.
- ★ With sustained engagement, we are able to cultivate robust relationships with groups and individuals, and mine opportunities for exposure to the young people who will become our future.
- ★ We engage with affinity groups within the Navy and Federal Government, as well as with external groups:
 - STEM (science, technology, engineering, and mathematics) education focus.
 - Mentoring and professional growth.
 - Maintaining visibility at these events enables us to attain desirable effects for both Navy awareness and approval. Our STEM efforts seek to increase the numbers of qualified youth who will arrive in the talent pools in the years to come.
 - These efforts contribute to internal and external perceptions of the Navy as an employer of choice.
- ★ We are cultivating relationships with other influencers:
 - Leaders to Sea and other opportunities for embarks.
 - Blue Angel back seat rides.
 - Office calls with business leaders.
 - Congressional Black Caucus, Congressional Women’s Caucus, Congressional Hispanic Caucus.
- ★ We are reaching youth at younger ages and providing direct support to organizations:
 - Expanding NJROTC programs; incorporating Sea Cadets and NJROTC in outreach activities.
 - Starbase Atlantis – math and science program that incorporates aviation and space opportunities and has reached more than 15,000 fifth graders through the 15 programs currently established.
 - Black Family Technology Program – collaboration with Career Communications Group, in which the Navy seeks to encourage black families and other underrepresented communities to think about STEM education. It provides a chance for youth, parents, teachers, and community leaders to talk about technology, participate in hands-on activities, and gain exposure to the Navy.
 - Patriot Technology Training Center – African-American STEM youth program and the largest junior chapter of the National Society of Black Engineers.
 - MANA – leadership development organization for young Hispanic women.
 - NAVOPS Deep Submergence – inner city school program that simulates submarine operations and helps students learn about related technology.
 - National Flight Academy – one-week program at Naval Aviation Museum designed to motivate middle and high school students to study math and science.



EQUAL OPPORTUNITY

EO is a fundamental element of the Navy's Diversity Program. EO enables Sailors to honor and support Navy core values, accept responsibility for their actions, and expect others to do the same. EO keeps the mission of the Navy first and allows all to be proud to be in the service of our country. Experts have concluded that separating compliance from diversity is essential to ensuring both EO and diversity benefit with a clearer focus and greater emphasis on each. The Navy has accomplished this goal with separate but intrinsically aligned offices of diversity and EO.

Command Managed Equal Opportunity (CMEO) Program

The CMEO program is a tool for Commanding Officers to accomplish the following:

- ★ Promulgate Navy EO policy.
- ★ Ensure all hands receive proper EO training.
- ★ Assess the command EO climate.
- ★ Recommend solutions on EO issues.

Through the CMEO process, Commanders maintain a positive command climate, thereby significantly improving mission readiness and enhancing mission effectiveness. CMEO Managers assist Commanding Officers by:

- ★ Monitoring the EO climate within the command.
- ★ Ensuring merit, ability, performance, and potential are the factors that affect promotion, training, and duty assignments.
- ★ Managing the investigation and resolution of EO/sexual harassment concerns.
- ★ Providing education on EO, sexual harassment, and other issues that could affect command climate.

Proactive EO Advisor:

- ★ One-stop accountability for EO program.
- ★ Command's internal subject matter expert on EO.
- ★ Professionally trained resource dedicated to assessing command climate and minimizing the incidence of EO conflicts.
- ★ Oversight of Equal Opportunity Advisors (EOAs)/CMEO Officers and services at various echelons.
- ★ Internal capacity for EO orientation, update, and developmental training.
- ★ EOAs qualified to serve as command champions for diversity initiatives.

EO Symposium:

- ★ More than 250 participants.
- ★ Separate breakout sessions for EOAs and CMEO Officers concentrating on building EO skills.
- ★ Presentations by civilian diversity leaders, including Luke Visconti, chief executive officer of DiversityInc.



NAVY DIVERSITY OFFICER



Monica E. Emerson joined the U.S. Department of the Navy as Navy Diversity Officer in 2009. Appointed as the Highly Qualified Expert by Secretary of the Navy Ray Mabus, she is the principal advisor to the Chief of Naval Personnel on all matters relating to internal and external diversity, and provides authoritative vision, expertise, and leadership to diversity strategy, policy, planning, and activities. In addition, she is responsible for reviewing market analyses and prioritizing diversity engagements across the Nation. She serves as a liaison with diversity leaders from other military services, the Department of Defense, and other government agencies, as well as HBCUs, Hispanic-serving institutions, tribal colleges, and other diverse affiliation groups and organizations.

CONCLUSION

Adm. Gary Roughead, Chief of Naval Operations has said, “I am committed to ensuring that we, as a Navy, are going to be one of the best places for a young person to start a career. We must all think and work as an organization to attract, recruit, and retain our Nation’s best and brightest now and in the future.” We have come a long way in the last year, especially in attracting diverse talent into the Navy, but we still know there is a lot to be done. We will continue to expand our outreach efforts into diverse markets at all levels. We will continue to poll our organization through surveys and accountability reviews by which we measure the diversity health of the Navy, the strength of our EO program, and the ability of our members to maintain life-work balance.



“Diversity throughout our Navy remains a top priority. In order to remain an effective Naval Force, now and in the future, we must recruit, develop, and retain the best and brightest personnel our Nation has to offer. Our people are our best representatives and advocates. Accordingly, I encourage commanders to seek out and support engagement opportunities with affinity groups and enable attendance and participation of your junior officers and enlisted leaders.”

—Admiral Patrick M. Walsh,
Vice Chief of Naval Operations



UNITED STATES MARINE CORPS



“There are men and women from every race and creed and color and every State in the Union [in Iraq and Afghanistan]. And they’re fighting for what they strongly believe in, and that’s our freedom...”

—General James T. Conway,
34th Commandant of the Marine Corps

POSTURING THE MARINE CORPS FOR THE FUTURE

Diversity engenders innovation, and innovation is a key component of the Marine Corps’ continued success. The Marine Corps is becoming more diverse, and therefore is in a position to maximize flexible and innovative approaches to problem solving wherever we serve.

What the Marine Corps does today to manage diversity directly affects our preparedness for future conflicts. Major stakeholders have initiated actions to create a beneficial environment for developing and supporting a more diverse and inclusive Marine Corps. The Marine Corps Diversity Management Program emphasizes a balance among diversity concepts; the Marine Corps Equal Opportunity and Diversity Management Branch seeks to effectively manage Marines who come from all walks of life. While building demographic representation is important to the Marine Corps, utilization and inclusion must also be integrated into Marine Corps structural operations in order to retain and develop a strong, multi-capable, and diverse talent pool for accomplishing future missions.

“What we do today will ensure success in the decades to come, but only if we plan and prepare with forethought and prudence.”

—General James T. Conway, 34th Commandant of the Marine Corps,
Commandant’s Planning Guidance



MARINE CORPS RECRUITING COMMAND (MCRC)

Advertising. Research and strategy will be implemented by MCRC to continue to build a strong understanding of African-American and Hispanic officer and enlisted prospects, particularly their mindset and propensity to serve. MCRC also is working to further understand the role of African-American and Hispanic influencers, especially the role of parents in prospects’ decision-making and how their perspectives on the military, enlistment, and related issues affect decisions to join our Corps. Four areas of research have been identified as critical for study in FY 2010: Hispanic males in college; African-American males in college; African-American/Hispanic influencers; and African-American/Hispanic geographic analysis of recruitment

areas. Research results will be used to develop a multimedia advertising campaign featuring African-American and Hispanic Marines for targeted print publications, television commercials, radio spots, and online advertising to increase accessions for both officer and enlisted programs.

Enhanced Area Canvassing. MCRC participated in high-profile community events that provided the Marine Corps with opportunities to network, recruit, and build and enhance relationships with key members of the African-American and Hispanic communities. To generate recruiting and contracting leads, MCRC participated in events sponsored by organizations with an affinity for the Marine Corps to sustain those relationships with an eye toward raising awareness and correcting myths about service in the Marine Corps within African-American and Hispanic communities.

Personnel Assignments. MCRC works with the Officer Assignments Branch to ensure minority and female officers are assigned to Officer Selection Officer billets in geographic areas with particular demographics.

Officer Programs Promotion. MCRC promotes Marine Corps officer programs by sponsoring educator workshops and supporting various national conferences and job fairs. These diversity efforts inform and have a positive impact on those who influence officer prospects by explaining how the Marine Corps develops Marines and showcases opportunities available to potential officers.



MANPOWER AND RESERVE AFFAIRS

Manpower Plans and Policy

Equal Opportunity and Diversity Management (MPE) Branch

In March 2009, MPE trained six staff members and 43 EOAs and EO Representatives on diversity awareness and management concepts. The training completed the first phases of the Marine Corps Diversity Training Plan. The newly trained Marines are currently working at Headquarters Marine Corps and various commands throughout the Marine Corps. Most are leading command-level equal opportunity and diversity awareness projects.

The Marine Corps is developing a diversity metrics function within existing Manpower Performance Indicators. This new functionality will show gains and losses due to promotions into and out of selected pay grades. The career management lifecycle will be evaluated by accession, military occupation specialty selection, assignments, school selection, command selection, retention, and attrition. This enhanced functionality will enable the Marine Corps to gain current, detailed, and actionable information to identify potential trends within the Total Force.

MPE is working with Combat Camera (AR-4) to provide photo and video products that showcase the diversity of the Corps. These materials will support the diversity training curriculum and future communications efforts.

With the support of our general officers, senior executives, and Marines, MPE continues to attend numerous Office of the Secretary of Defense selected affinity group conferences and award presentations. MPE will continue to work with MCRC and commands throughout the Corps to provide a strong presence at conferences and events.

MPE's future engagement with and support of affinity groups will be evaluated continuously to ensure alignment with Marine Corps Equal Opportunity and Diversity Management program goals.



Heroes & Heritage Student Leadership Summit and Awards Reception

The Heroes & Heritage Student Leadership Summit and Awards Reception, held in March at the University of the Incarnate Word in San Antonio, Texas, promotes higher standards of youth education and provides direction for students to become America's future leaders. This event introduced more than 300 talented and diverse students from San Antonio high schools and colleges to employment opportunities within the Department of Defense.

The Marine Corps participated in several events, including the luncheon where remarks were given by Senior Marine Representative Brigadier General Angela Salinas, then Commanding General of Marine Corps Recruit Depot San Diego and Western Recruiting Region and currently Director, Manpower Management Division at Headquarters Marine Corps. Brigadier General Salinas spoke about the importance of education and service to country through military service, and later received the Salute to American Women Award.

Women's Leadership Symposium

Navy and Coast Guard personnel welcomed Marines to the 22nd Annual Women's Leadership Symposium in June. The symposium's goal is to foster education and career development and provide networking and mentoring opportunities for active and reserve members of the Naval Services. The 2009 event marked the Marine Corps' first participation in the Women's Leadership Symposium. More than 50 Marines from throughout the operational forces attended, including Brigadier General Angela Salinas.

PUBLIC AFFAIRS

Marine Corps News. The Marine Corps News Branch produced several articles and other editorial content showcasing the diverse nature of our Corps. The news items are available at www.usmc.mil and were featured in *MARINES* magazine.

USMC Band Outreach. The USMC Band Outreach program was active not only with a concert schedule for colleges and universities, but also through a program designed for elementary through high schools. Coordination with MCRC and the Marine Forces Reserve enabled the outreach program to make broad contacts in many communities.



Community Relations/Marine Corps Field Bands. Community Relations Branch is working with MPE and MCRC to provide input to the Band Board to determine the events that will be supported during the 2010 season. This collaboration will allow Marine Corps field bands to better support recruiting and diversity outreach events.

OFFICER REQUIREMENTS REVIEW BOARD (ORRB)

The Campaign Plan to Maintain a Quality Officer Corps

The ORRB was established to direct the mission of developing and maintaining a quality officer corps. Marine Corps diversity objectives delineate the action areas for each stakeholder. Since the publication of the Campaign Plan to Maintain a Quality Officer Corps, the Marine Corps has implemented several initiatives through the ORRB. The ORRB is composed of colonels from major Marine Corps entities (Manpower and Reserve Affairs, MCRC, Training and Education Command, Public Affairs, and Legal).

As the engine that drives the Campaign Plan, the ORRB reviews policies and procedures for recruiting, training, retaining, promoting, and mentoring the Marine Corps cadre of officers. The ORRB convenes bi-annually to review processes, discuss issues, and develop “way ahead” goals and initiatives.

Reports and proposals from the ORRB are sent to the Commandant of the Marine Corps for comment and approval. The ORRB submitted its fourth report to the Commandant during 2009.

MARINE CORPS CLIMATE ASSESSMENT SURVEY (MCCAS)

MCCAS measures perceptions of Marines and command climate. The MPE Branch periodically conducts the survey to monitor trends and identify areas of vulnerability requiring corrective action.

MCCAS features questions about organizational climate and discrimination, which give Marine Corps leadership insight into equal opportunity and diversity management trends. In addition, the Marine Corps as a whole identifies areas to monitor, with emphasis on the reinforcement of Corps values. The Commandant of the Marine Corps is briefed on MCCAS findings, and commands are briefed on command-specific results through tailored presentations.

The next survey will be conducted in the spring of 2010 and will include new questions on diversity management efforts.



FUTURE PLANS

The Marine Corps will continue to develop its diversity management program with an emphasis on strategic planning and coordination with stakeholders and supporting agencies. In addition to developing a strategic plan for diversity, future plans involve gaining more senior leader sponsorship through an Executive Steering Committee, expanding diversity training initiatives, and widening the ORRB role.

Semper Fidelis





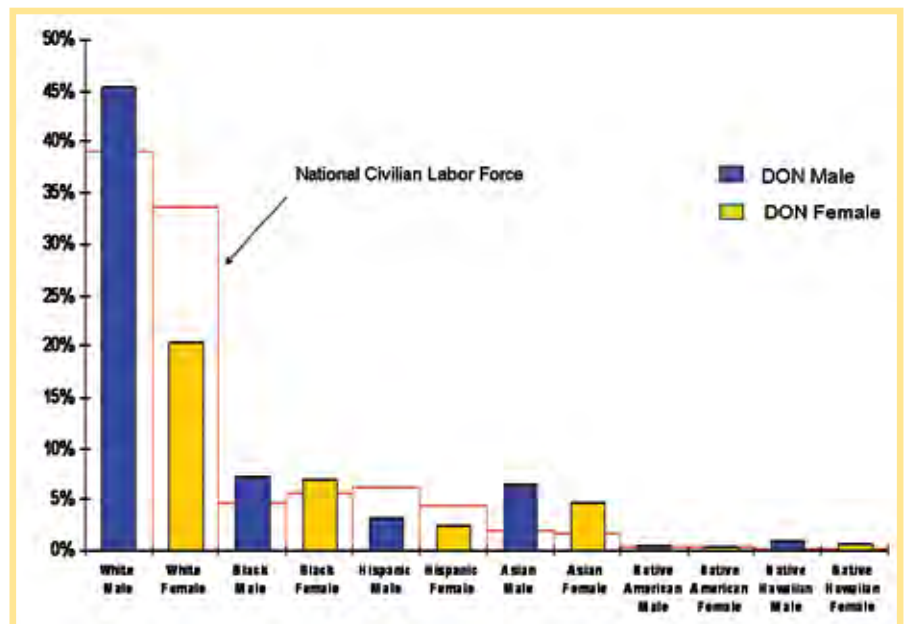
DEPARTMENT OF THE NAVY CIVILIAN WORKFORCE

Equality of Opportunity... A Strategic Human Capital Imperative

The DON is the Nation's sea power, a ready guardian of peace at home and around the world. Our mission is to defend our Nation against current and future challenges across the globe. Without a doubt, the civilian force is a critical asset for ensuring we continue to strengthen our Naval capabilities. To maintain readiness and a productive workforce that is fully engaged in our numerous significant operations, the DON must integrate equality of opportunity principles into all levels of our strategic business, organizational, and human capital management objectives.

A Diverse Workforce

Assessment of the FY 2008 workforce profile indicates that the DON continues to make progress toward meeting the congressionally mandated goal of making the Federal government a model workplace that is free of discrimination. Results of trend analyses for Hispanic males and females indicate a slight increase in their participation rates in the overall workforce. Likewise, trend analyses for White females indicate that they also realized a numerical increase in their overall participation rate. Nevertheless, these groups continue to participate at a low level compared to their representation in the national civilian labor force. The Asian population remains high compared to the national civilian labor force; however, there appear to be barriers to full participation in the DON high grades (General Schedule 14/15 and equivalent) and Senior Executive Service (SES) levels.



THE DON EEO PROGRAM ALIGNMENT

Accountability

An EEO program structure designed for success and compliance must be effectively managed, hold managers and supervisors accountable, and ensure ongoing self-analysis. Ongoing validation visits to major commands continue to have the desired results in obtaining commitment from senior leadership and increasing stakeholder accountability for achieving a model EEO program. To raise the DON's metric for success (described below), the head of each command was required to issue a memorandum announcing the start of the command's FY 2008 EEO program assessment and to identify roles and responsibilities for its accomplishment and the resulting status report.



Scorecards

The overall success of the DON EEO program depends on the collective efforts of all major commands to implement compliant programs. The annual assessment of the DON EEO program was conducted at the end of the reporting period at all levels of the organization. Three major scorecards were issued as a result of the assessment. Overall, each command's program was reviewed based on the key elements of commitment, accountability, and efficiency. A DON review of the command's FY 2008 Annual EEO Program Status Report was also conducted and scored, with comments for future program improvement and compliance with regulatory requirements. Feedback on previous fiscal year report submissions has resulted in a noticeable improvement in the quality of major commands' assessment reports. Another measure outlines the timeliness of the servicing EEO Offices in processing discrimination complaints, resulting in more focused efforts toward developing training to improve timeliness of DON processing of complaints.

Major Commands

To address alignment at all levels, DON Headquarters (HQ) EEO Program Office has positioned itself as a critical partner during strategic personnel planning, management, and decision-making. DON HQ is a key advisor on the selection of a Command Deputy EEO Officer and Deputy EEO Officer, and develops EEO competencies and understanding of the DON EEO program through ongoing training, guidance, and communication to EEO practitioners, managers, and supervisors. With the goal of implementing a model EEO program, DON HQ issued specific guidance to commands and activities on accelerating analysis to pinpoint specific barriers to EEO and requiring involvement from supervisors and managers in these efforts. Continuing to provide oversight and guidance for the processing of pre-complaints and formal complaints is another major ongoing effort to ensure program alignment and process consistency.

Employment of People with Disabilities

An analysis that compared the number of accessions for Individuals with Targeted Disabilities (IWTDD) to their separation rate identified a continuing trend of a higher rate of separations for the last three fiscal years. The result is a net loss of IWTDD each year and a progressively lower participation rate for IWTDD from FY 2006 to the end of FY 2008. This trigger for a potential barrier is the single most consistent, significant issue across the entire DON organization. The DON hired an IWTDD Program Manager who will ensure the DON is in compliance with affirmative action program requirements for IWTDD.

DON EEO Awards

The DON leverages diversity and equality of opportunity as an integral part of competent leadership. At the SES Leadership Seminar in Arlington, Virginia, with DON senior executives looking on, the Deputy Assistant Secretary of the Navy (Civilian Human Resources) honored several individuals and a command with prestigious awards acknowledging how they value, practice, and incorporate equality of opportunity principles into human capital management.



2009 Nathaniel Stinson EEO Program Achievement Award for Leadership

- ★ Vice Admiral Adam M. Robinson, Jr., Surgeon General, Bureau of Medicine
- ★ Vice Admiral David J. Venlet, Commander, Naval Air Systems Command
- ★ Captain Michael W. Byman, Commander, Naval Undersea Warfare Center Newport
- ★ Dr. Paul Lefebvre, Technical Director, Naval Undersea Warfare Center Newport

2009 Nathaniel Stinson Command EEO Program Achievement Award

- ★ Naval Education Training Center

2009 Department of Defense Outstanding Employee with a Disability Award – DON Awardee

- ★ William Russell, Puget Sound Naval Shipyard & Intermediate Maintenance Facility

DON EEO Initiatives

The DON civilian community will enter FY 2010 with more aggressive initiatives to secure the DON as an employer of choice that is inclusive and integrates EEO principles into all aspects of human capital strategies.

- ★ EEO Program Management will provide more oversight and accountability through validation visits and scorecards, as well as more in-depth barrier analysis at the command/activity level, emphasizing the critical role of supervisors and managers in fostering a work environment that offers equality of opportunity to all employees. Commands will be involved in barrier analysis and will be required to report outcomes related to EEO initiatives.
- ★ We will accelerate efforts to increase the participation of individuals with disabilities within the DON workforce by fostering strategic partnerships among the DON EEO Program Office, major commands, and subordinate activities to ensure the DON meets the Equal Employment Opportunity Commission 2 percent challenge.
- ★ We will address the potential barrier of a glass ceiling for Asian and Pacific Islanders at YA-3 (and equivalent) and higher level positions.
- ★ Collaboration between Human Resources and EEO professionals will continue to ensure that all guidance to managers and supervisors results in an inclusive, discrimination-free workplace. Redesigning the Federal Equal Opportunity Recruitment Program and the Disabled Veterans Affirmative Action Program reflects this strong collaboration.
- ★ Launch of the EEO Institute will usher in communication and education opportunities for managers, supervisors, and EEO practitioners to reinforce roles and responsibilities and enhance technical competencies.
- ★ We will implement new corporate tools to facilitate data and trend analysis and monitor and track reasonable accommodations.

DON RECRUITING

Never have demands on the Navy's workforce been so complex, intense, and difficult. Technological and scientific advances mandate that the Navy expand and elevate its methods to attract new and trained employees and to retain critical members of the current workforce. Benchmark methods to attract diverse candidates and hiring methods

for acquiring and developing a high-quality workforce at the GS-5, GS-7, and GS-9 entry levels are critical. Accepting these challenges are directly related to the Navy's ability to continue to build technical expertise and management skills to maintain the quality of our services efficiently and effectively.

2009 Recruitment Initiatives

Workforce planning is a major component of strategic human capital management. The workforce plan includes strategies for addressing talent management and recruitment objectives. The DON and components developed marketing strategies in conjunction with workforce planning. The following are highlights of essential strategies and marketing tools applied during the reporting period:

- ★ Improved the recruiting page on the Web site to communicate more effectively with applicants.
- ★ Selected job posting Web sites to reach desired talent representing a diverse applicant pool.
- ★ Improved and streamlined job announcements to ensure the information was clear and understandable to applicants.
- ★ Surveyed the workforce to gauge satisfaction with agency management and recruiting strategies; obtained suggestions on ways to attract high-quality and diverse applicants.
- ★ Coordinated Navy-wide recruitment activities to maximize communication with recruitment teams and avoid duplication of efforts.
- ★ Established relationships with community colleges, 4-year colleges and universities, and professional organizations to draw from a cross-section of society (including HBCUs, Hispanic-serving institutions, women's colleges, and schools with international programs).
- ★ Developed effective relationships with university career placement offices, faculty, and alumni organizations and kept them informed of internship opportunities and vacancy announcements.
- ★ Participated in speaking engagements at middle and high schools to educate students about the Navy's mission and careers and to expand the next generation of applicants.

Support and Implement the White House Initiative on Educational Excellence for Hispanic Americans

- ★ The DON collaborated with commands, activities, senior executives, and line managers to create aggressive recruitment strategies to implement the provisions of the White House initiative. These recruitment strategies are designed to increase the employment of Hispanic Americans within the DON to 8 percent.
- ★ In the San Diego area, DON representatives attended local career fairs and recruitment events sponsored by community organizations serving minorities. Universities and colleges were targeted for recruitment activities. Information and resumes were forwarded to all service commands.



DON Human Resource Officers Are Involved in Diversity/Community Outreach Events

Current initiatives in community outreach events:

- ★ Collaborated with the Office of Personnel Management and used new templates that reduced the traditional length and complexity of job announcements.
- ★ Centralized repository of qualified applicants for the acquisition community. For example, contract specialists were drawn from the centralized pool of qualified applicants.
- ★ Reviewed the human resources policies regarding regular and alternative workforce schedules, part-time work, and job sharing to ensure all flexibility options were considered in recruiting veterans and other workforce members.
- ★ Human Resource Service Centers, Human Resource Offices, and recruitment specialists educated and trained managers and supervisors on various hiring programs and resources available to them for recruiting, training, and retaining current employees.



WORKFORCE DEVELOPMENT

Ensuring Fair and Equitable Opportunities for Workforce Development

The DON is committed to building the skills and competencies of its workforce to support our mission in the most productive and efficient manner. The DON must ensure its civilian workforce is able to meet current and projected performance requirements essential to military readiness. To that end, the DON is currently developing Secretary of the Navy policy to ensure fair and equitable opportunities for workforce development. The DON is committed to providing individuals with the tools and information they need to manage their careers. The DON sponsors training opportunities such as Understanding Employee Development to help individuals better plan their career development.

Promoting the Defense Senior Leader Development Program

The DON continues to promote leadership development at all levels. Individuals are encouraged to establish relationships with senior officials, as well as others within their respective organizations and activities. The premier Defense Senior Leader Development Program features a competency-based approach to the deliberate development of senior civilian leaders with the enterprise-wide perspective to direct organizations and programs and achieve results in the Joint, interagency, and multinational environments.

Supporting the DON Advisory Council on Hispanic Employment and the African American Ad Hoc Committee

The DON Advisory Council on Hispanic Employment continues to energize efforts to increase participation of Hispanics in the DON workforce. Co-chaired by the Deputy Assistant Secretary of the Navy (Civilian Human Resources), this group sponsors critical events annually. This year, the council sponsored a Leadership Training Seminar for civilian and military employees. The seminar addressed leadership and career development challenges that employees often face as their careers progress. Attendees participated in career coaching sessions with members of the SES. The DON also supports the African American Ad Hoc Committee, which is composed of African-American SES members and provides networking and mentoring opportunities to mid-level employees. The committee sponsors and staffs an annual Executive Development Seminar that outlines the requirements and personal experience needed for mapping a path to senior positions. The seminar focuses on Executive Core Qualifications (ECQs) and interviewing skills.



ECQs

ECQs define the competencies needed to create a Federal corporate culture that drives for results, serves customers, and builds successful teams and coalitions within and outside the organization. ECQs are required for entry to SES and are used by many departments and agencies in selection, performance management, and leadership development for management and executive positions. Although required for SES, leadership competencies should be developed at all levels. The DON workforce is encouraged to participate in Defense Connect Online sessions sponsored by OCHR to assist with writing ECQs.

Portal Development for Increased Communication with Our Customers

The DON Human Resources portal provides our customers with information to support community development, communicate the DON mission and program policies, and promote strategic workforce planning and recruitment.

CONCLUSION

The DON will continue to leverage equality of opportunity as an integral part of competent leadership and in all aspects of employment to ensure we sustain an inclusive environment. Equality of opportunity is a strategic imperative to attract, develop, and retain a top-quality workforce that can deliver results and ensure accomplishment of the DON mission.



“We ensure that the right people are in the right place at the right time to support the mission of the Department of the Navy.”

—Patricia C. Adams, Deputy Assistant Secretary of the Navy
(Civilian Human Resources)

DEPARTMENT OF THE NAVY 2009 DIVERSITY ENHANCEMENT EFFORTS

UNITED STATES NAVY



Most Diverse Group of Plebes at Naval Academy

The 2009 plebe class will help close the diversity gap between enlisted sailors and officers. Currently, about 48 percent of enlisted men and women are minorities, while only 21 percent of officers are.

Academy officials have expanded efforts to recruit future officers in urban areas with large minority populations and other environments where attracting students has been a challenge. Officials understand that future recruits may be more inclined to persevere through four years of demanding academics, physical activity, and leadership training if their superiors are more representative of their own diverse groups.

In 2009, the Academy's Hispanic graduation rate was 86 percent and the African-American graduation rate was 77 percent. Of 1,065 graduates, 229 were minorities, up slightly from 223 in 2008. Graduates go on to serve in varying capacities, including naval aviation, special warfare, and medical corps.

Vice Chief of Naval Operations Adm. Patrick Walsh (shown here) talked to U.S. Naval Academy cheerleaders and band members during a pep rally in the Pentagon prior to an Army-Navy game.



Navy Represented at Japanese American Gala

Members of the Navy recognized the contributions Japanese Americans have made to the United States when they attended the National Japanese American Memorial Foundation's sixth annual awards gala held April 17 in Washington, DC. The event highlighted the experiences and sacrifices of more than 120,000 Japanese nationals and Japanese Americans while confined to internment camps during World War II, and served as a reminder of the frailty of human rights.

Gala attendees were urged to visit the National Japanese American Memorial to Patriotism, which pays tribute to the Japanese American experience and educates people about the history of

Japanese American patriotism to the Nation. The memorial, which was commissioned in 1992 and is located on Capitol Hill, has become an important component of the collective American history.

Vice Adm. Harry B. Harris, Jr., Deputy Chief of Naval Operations for Communication Networks (shown here), speaks with former Secretary of Transportation Norman Y. Mineta during the National Japanese American Memorial Foundation annual awards gala. Harris is the highest ranking Japanese American naval officer.

UNITED STATES MARINE CORPS



The Lioness Program

The quarterly magazine *Continental Marine* featured the Lioness Program in a 2009 issue. Active for five years, the Lioness program has been instrumental in assessing potential threats from female combatants and addressing cultural characteristics of the region, making it a vital component to operations in Iraq and Afghanistan. The magazine article highlighted the work of the Marines and other servicewomen involved in this program and their contributions to operations within potentially volatile situations.



African-American History Month Outreach and Observance

In February 2009, Marines and other Department of Defense entities engaged officials, community leaders, and students representing HBCUs at an event held at Alabama A&M University. The outreach and observance program, which included recognition of service members in celebration of African-American History Month, raised attendee awareness of the many military and civilian career opportunities within the Department of Defense and the Federal government. A session for middle and high school students discussed appointments to the Service Academies and entry into the ROTC program, and furthered the goal of bringing the Pentagon to the people.

NAACP Armed Services and Veterans Affairs Awards Dinner

The Marine Corps was the lead service for the 35th Annual Armed Services and Veterans Affairs Awards Dinner held by the National Association for the Advancement of Colored People (NAACP) in July. The Commandant of the Marine Corps, General James Conway, was the keynote speaker at the dinner, with Sergeant Major of the Marine Corps Carlton Kent joining him. The Montford Point Marines also attended as guests of the Marine Corps. The dinner was held in conjunction with the NAACP 100th Annual Convention.



DEPARTMENT OF THE NAVY CIVILIAN WORKFORCE

Society of Hispanic Professional Engineers (SHPE) Leadership Council

NAVAIR senior leadership met with the SHPE Leadership Council in June 2009 to exchange information on NAVAIR recruiting of Hispanic engineers and share ideas for future collaboration.

NAVAIR leaders have reinstated the Hispanic American Association to assist NAVAIR in meeting the goals of the Hispanic Employment Plan by supporting the Command where needed in the areas of employee recruitment, retention, and career and leadership development. Among those who attended were (front) Mairim Ramos Lebron, Baltimore Chapter Alumni President; Stacy Dees, SHPE Sales Team Lead; Dora Abreu, Region 4 Vice President; Annette Jimenez, SHPE National Treasurer; Diana Goamez, SHPE Past National President; (back) Louis Conde, former student liaison for national SHPE board and now a NAVAIR employee; Johann Soto, NAVAIR Avionics Engineer serving as Hispanic Recruiter Champion; Jesse McCurdy, NAVAIR Deputy Assistant Commander for Research and Engineering; and Antonio Migulez, Director Research and Engineering Group, Aircraft Division NAWCAD 4.0.



Outreach Expands Applicant Pool

Emphasis on promoting the DON as an employer of choice continued throughout 2009 as the Navy established and sustained relationships with numerous veterans organizations. Briefings to these organizations covered DON and other Federal opportunities, the benefits veterans qualify for as government employees, and application requirements and instructions.

In addition, the Warfare Centers held four outreach events that drew students from 25 colleges and universities. Students learned about the Wounded Warrior Program, which provides medical support to service members and offers strong professional development for those who later transition out of the military; the Student Educational

Employment Program, which targets students from diverse universities; and other DON initiatives that ensure employees from diverse backgrounds participate in formal career development and mentoring programs. After Warfare Division recruiters conducted 340 interviews, 95 students were invited to attend onsite follow-up visits, where project managers reviewed students' resumes and had the authority to make on-the-spot job offers. Sixty-seven promising applicants, of whom nearly 30 percent were diverse candidates, received offers to join the DON.





CONCLUSION

America was built on the fundamental principle that every person can go as far or do as well as his or her talents allow, regardless of ethnicity, origin, gender, or any other factor that makes a person unique.

This profound principle has allowed an incredibly rich collage of individuals to strive for personal success and build a strong and powerful Nation.

The Department of the Navy wholeheartedly adheres to this principle of inclusion and enabling all who serve to realize their full potential; but we also realize that in the 21st century, inclusion is not enough. To meet the many challenges our Nation faces, we must optimize the benefits we receive from the rich variety of cultures and experiences that our people bring with them.

By harnessing the minds, hearts, and hands of all our people with sound policies and strategies of engagement, we can leverage our diversity to reach the greatest potential of each person and of our Total Force.



“..I’ve admired the spirit of your service. Because it’s not the strength of our arms or the power of our technology that gives the United States our military dominance. It’s our people. It’s our Sailors and Marines, Soldiers and Airmen, and Coast Guardsmen who perform brilliantly in every mission we give them.”

—President Barack Obama
United States Naval Academy Graduation and Commissioning
22 May 2009





**OFFICE OF THE ASSISTANT SECRETARY OF THE NAVY
FOR MANPOWER AND RESERVE AFFAIRS**

1000 Navy Pentagon
Washington, DC 20350-1000
www.donhq.navy.mil/mra