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2021

## Assessing Inclusion Behaviors and Impact of Inclusion within the Fleet

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Monterey, California: Naval Postgraduate School

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# Assessing Inclusion Behaviors and Impact of Inclusion in the Fleet



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## Background

- A key priority for Strengthening Naval Power is leveraging diversity and inclusion (D&I) within commands to enhance engagement and decision making and to give the Navy a warfighting advantage against adversaries.
- To support this strategic effort, Navy leaders require to understand the factors contributing to an inclusive and diverse command and to identify command practices that contribute to greater acceptance of diversity.



Enhance Navy diversity and inclusion is strategic priority

Participants (n=284 open-ended responses)	Definition	% participants mentioning:
Leadership	Leaders who promote D&I and reject divisional rhetoric	33.81%
Environment/Professionalism	Professional command environment free from overt discrimination	22.54%
Clear 2-way communication	Clear communication from leadership about policies, feedback	15.85%
Representation/Recognition	Visible diversity in highest levels of leadership; honoring cultural diversity	14.44%
Policies, Procedures, Regulations	Formal policies that promote D&I	9.15%
Recognizing biases/favoritism/accountability	Equal accountability, rejecting favoritism	7.75%

Factors that contribute to inclusive commands

## Research Objectives

The study utilizes quantitative and qualitative analysis of 619 survey responses from NPS officers and from social media Navy officer group to address the following objectives:

- develop metrics to assess behaviors of inclusion within the fleet;
- assess inclusion behaviors within the fleet using the developed metrics;
- determine the most impactful D&I competencies for building inclusion;
- identify command practices that contribute to greater acceptance of diversity.

## Main Findings and Recommendations

- Commands that tend to do better (or worse) on one aspect of D&I tend to do better (or worse) on most/all other aspects.
- Educating and developing Navy leaders who are adept at promoting inclusion throughout the command is one step the Navy can take to respond to themes surfaced by participants' responses to our survey.
  - Respondents looked to their leaders to set the norms and expectations for D&I in their respective commands.
  - Leaders who showed that they valued Sailors' unique experiences and knowledge and who engaged people across the command in decisions (where appropriate) were critical to respondents' sense of inclusion.

	Average ranking (1= highest):
Listening carefully & considering others' perspectives	2.67
Demonstrating respect for others' values & customs	3.36
Checking oneself for personal biases	4
Acknowledging cultural differences	4.15
Recognizing various communication styles and barriers	4.25
Ensuring equity of all team members in work assignments	4.55
Getting to know people from different backgrounds	5.02

Ranked Command Competencies

## Future Work

- Examine whether educating leaders about concrete, actionable D&I-promoting behaviors and practices carries a lasting impact for Sailors' perceptions of D&I in their commands
- Measure the impact of concrete practices on the broader D&I climate as an important next step toward prioritizing the Navy's D&I efforts over the short-, mid-, and long-term.



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**Topic Sponsor:** N1 - Manpower, Personnel, Training & Education, N17 - 21st Century Sailor office

NRP Project ID:  
NPS-21-N315-A