

Navy Career Counselor Brief

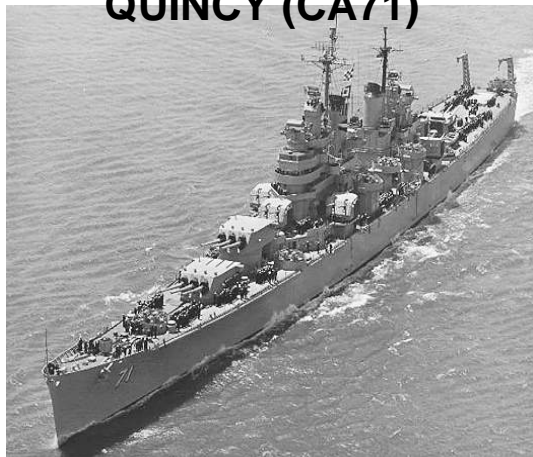


CAPT Ken Barrett
Diversity Directorate
Chief of Naval Personnel (N134)
16 June 2009

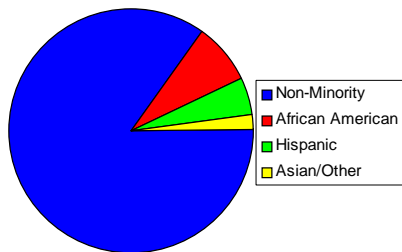


Our Navy is all about Change

QUINCY (CA71)



Commissioned: **Dec 1943**
Complement: **1,142**
Sensor Range: **60 miles**
Weapons Range: **18 miles**
Battlespace Awareness: **60 miles**

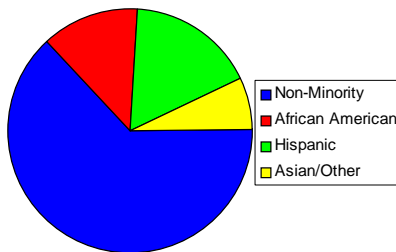


Workforce 1950

CAPE ST GEORGE (CG71)

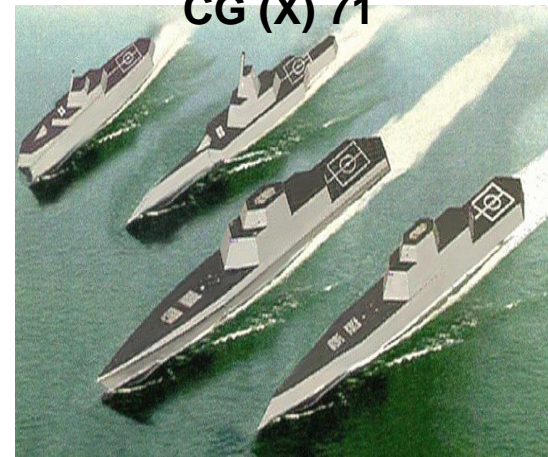


Commissioned: **June 1993**
Complement: **~380**
Sensor Range: **256 miles**
Weapons Range: **800+ miles**
Battlespace Awareness: **Theater Wide**

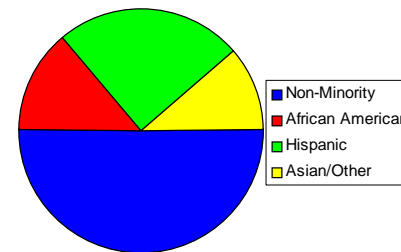


Workforce 2020

CG (X) 71



IOC: 2023
Complement: **↓ ≈ 150**
Sensor Range: **500+ miles**
Weapons Range: **1000+ miles**
Battlespace Awareness: **Global GIG**
Training demand **↑↑** Capability **↑↑**



Workforce 2050

Need fewer people, more talent, and better access to that talent.



A Changing Navy

More Varied, More Demanding

Not a smaller Navy...



More demands

- GWOT Support Assignments
- Language, Regional Expertise and Culture
- Navy Expeditionary Combat Enterprise (NECE)

Wide range of missions

- Theater Air and Missile Defense
- Riverine Operations
- Theater Security Cooperation
- Multi-dimensional warfare scenarios in politically sensitive regions
- Humanitarian Assistance/Disaster Relief

...a Diverse Navy





Tomorrow's Challenges for Leaders Today

Striking the Balance between Competing Demand Signals

Adding Depth

Increased complexity within traditional mission sets:



- Theater Air and Missile Defense
- SOF and BISOG growth
- Surface Ship CONOPS
- Evolving Carrier Airwing

Adding Breadth

Demand for our leaders to attain new competencies:

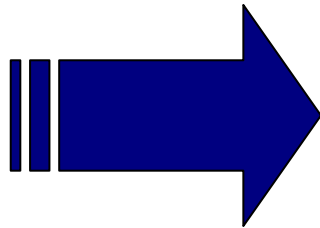


- IA Readiness
- Theater Security Cooperation driving Language, Regional Expertise and Culture and associated irregular warfare
- Riverine Warfare

Challenge for the future: remain capable of traditional Navy missions while enhancing our ability to conduct non-traditional missions...



Requiring New Skills



U.S. Navy Corpsman Saves Iraqi Village from Blindness
Medic Identifies Contagious Eye Disease



- **Training and developing the Sailor to meet the warfighting demands of the 21st century requires a different Training and Education Strategy that:**
 - Supports the total force
 - Enhances warfighting proficiency
 - Strengthens joint, multi-national and interagency operations
 - Addresses enduring, emergent and future requirements
 - Exploits learning strategies and best practices



Expanding role of women

Women's role in the Navy is expanding

Yesterday



Today





Diversity Vision

Why?



CHIEF OF NAVAL OPERATIONS

“When our Nation looks at it’s Navy, it should see itself reflected back”

CNO ADM Roughead



Why

“The vast **TALENT, DIVERSITY, AND EXPERIENCE** of our citizens will continue to be our strength, and will ensure our

“Further we want an Officer Corps that is reflective of the Enlisted Force it leads.”

CNO ADM Roughead

Why

“We **MUST NOT BE LOCKED IN TIME...** we must anticipate and embrace the demographic changes of tomorrow and build a Navy that always reflects our Country’s make up.”

HOW?

G. ROUGHEAD
Admiral, U.S. Navy



Diversity CONOPS

From Words to Actions





Diversity Imperative

As a Nation...

Minorities/Women in the Workplace (70%)



- By 2050
 - Nation will be 54% minority
 - 1 in 3 residents will be Hispanic
 - 44% of children under 5 are minority



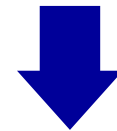
Talent Base is Shifting

- 58% of college grads were female
- 16% Increase of women with advanced degree in next decade




Demand for Work Flexibility

- >50% will spend 2+ days/week working outside the office by 2010
- Millennials and women want balance between personal and professional life



Recruitable Market (28%)

- High rate of medical disqualifiers- ADHD, Asthma, Allergies
- Over 29% are obese
- Propensity for military service trending up from historic lows in 2007 

As a Navy...

Midshipmen Diversity Growing

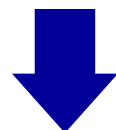


- 29% of NROTC 2008 freshmen are diverse
- 28.4% of USNA 2008 freshmen are diverse
- USNA Class of 2013 projected to be 35% diverse
Most diversity ever




Women in Expanding Roles

- Caps lifted in 2003
- Only service to require women to enter operational units upon commissioning
- Enlisted 15.3%, Officer 14.99% and growing



Female URL Retention

- 19% women vs. 40% men
- SWO female retention increasing from 15% to 20.5% 



Navy Single Parents

- 6,355 Women; 12,315 Men



Generational Shifts

“Go with the Bold Ones!”

“It’s not just a job. It’s an adventure!”

“Accelerate your life!”

Boomers

Idealistic

Champions of social causes; seek to change their world

Individualistic

Non-conformists; 63% aspire to be different than other people

Self-Completing

61% feel they need to know themselves better

Acquisitive

Often believe the more they give away or let get away, the less special they are

Media Consumption

Passive

2% of Navy

Generation X

Cynical

Shaped by divorce, recession, commercial hype, & morally suspicious social leaders

Independent/Pragmatic

Take it upon themselves to plan, analyze and make solid decisions
-always hedging

Entrepreneurial

57% take what they can get in life

Diverse

Social choices reflect consumption pattern

Media Consumption

Digital Immigrants

55% of Navy

Millennial

Optimistic

Products of their close relationships with parents and extended families

Interdependent

Record number choosing to join large institutions and government agencies in search of team work and protection against risk.

Balanced

#1 goal: balance personal & professional life.

Sense of Urgency

Want responsibility quickly, need short-term goals

Media Consumption

Digital Natives

43% of Navy

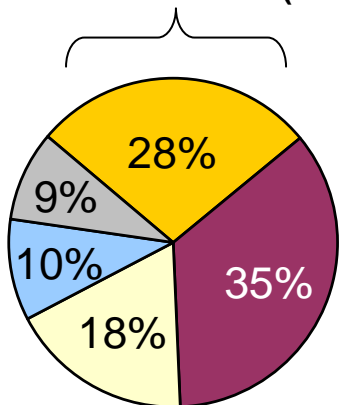


Diversity Imperative

Recruitable Market

Recruitable Market 17-24 years old

Recruitable market (8.82M)



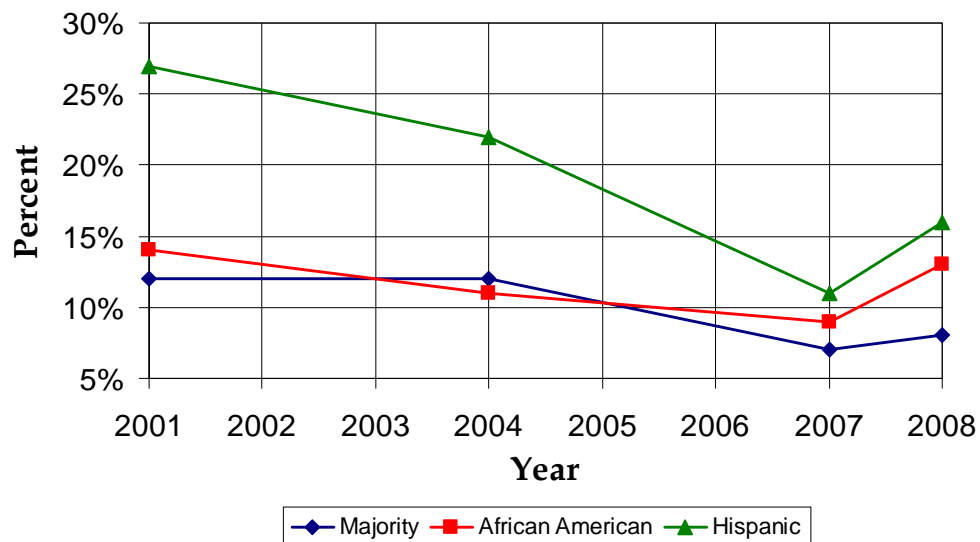
Estimated 2007 National Youth Population (31.5M)

- Qualified / Eligible
- Medical / Physical / Obesity
- Drug Usage
- Low Quality Non-HSDG
- AFQT Failures

New challenges affecting the recruitable market include: obesity, asthma, and ADHD.

Propensity

Youth Propensity (Ages 16-24)



June 2008 youth poll by Joint Advertising Market Research and Studies confirms significant upswing despite historical lows.

Targeting Diverse Markets Critical for Success

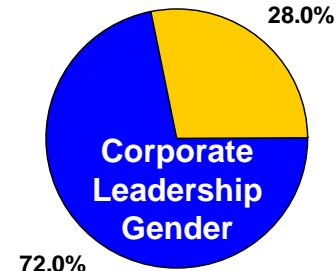
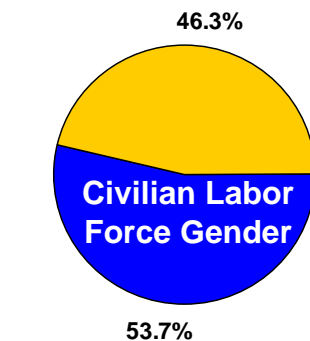
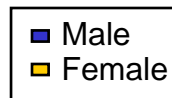
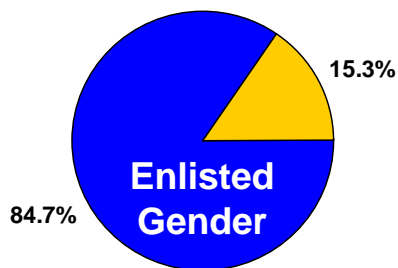
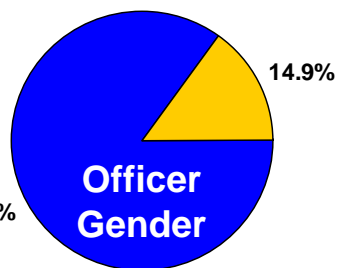
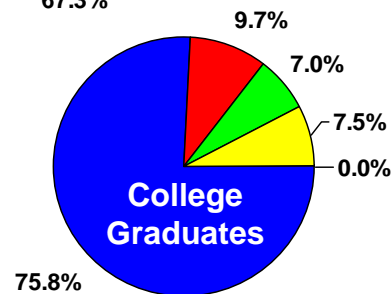
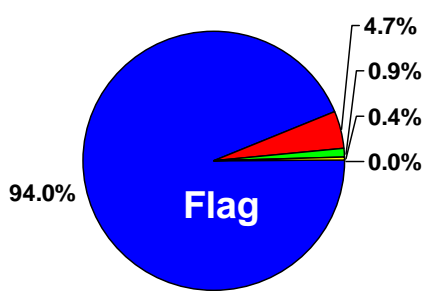
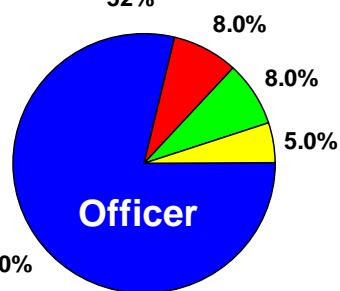
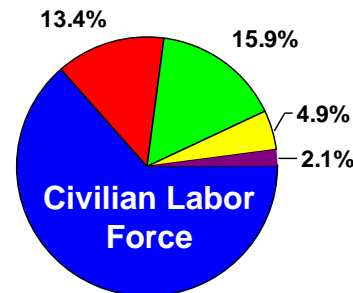
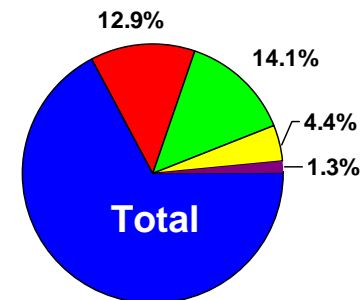
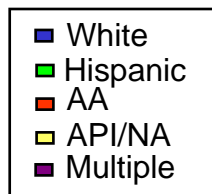
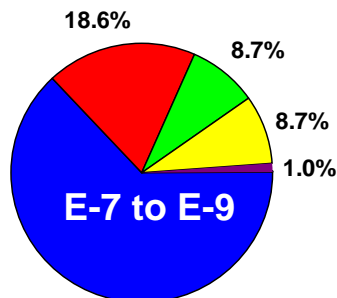
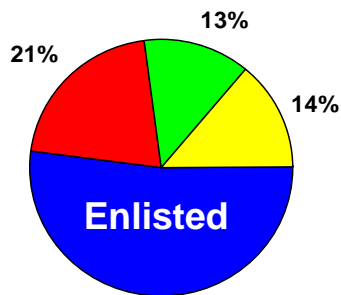


Current Assessment

Navy vs Nation

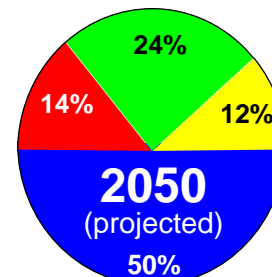
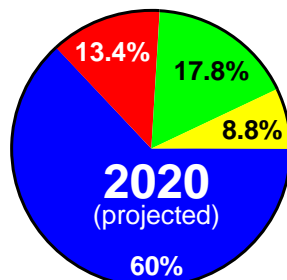
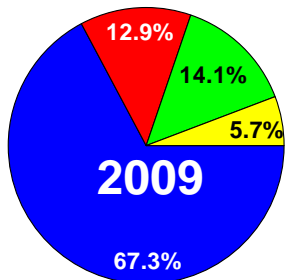
As a Navy...

As a Nation...

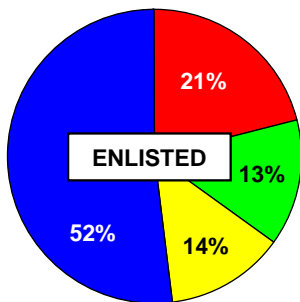




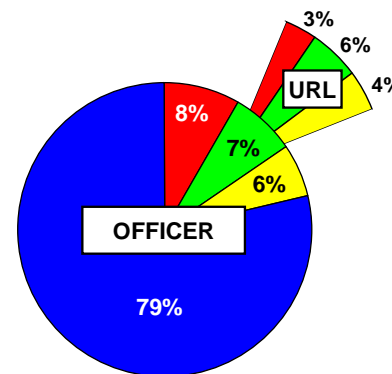
Leadership Gap



Workforce 2009 → **Workforce 2020** → **Workforce 2050**



2009
Enlisted/Officer
Differential



Minority Enlisted:

48%

Minority Officer:

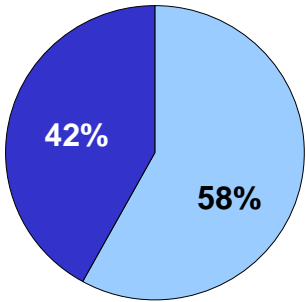
21%

27%

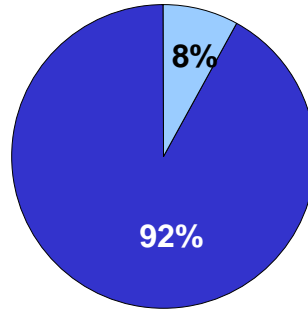


Navy URL Female Challenge

College Graduates

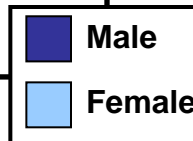


URL Officers

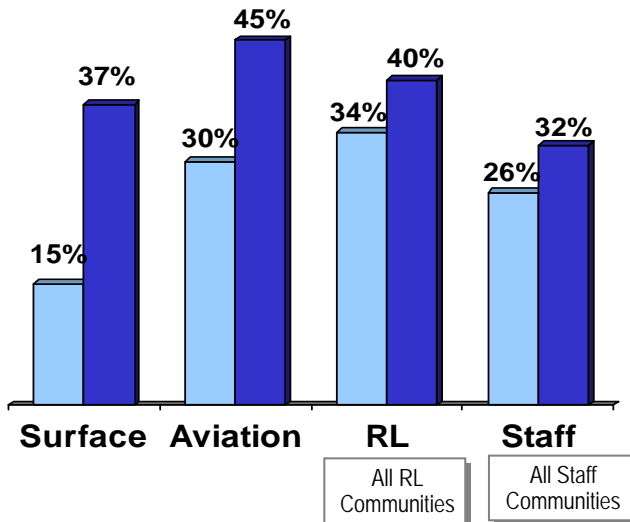


Source: US Dept. of Education Statistics (2006) and Hewlett (2005)

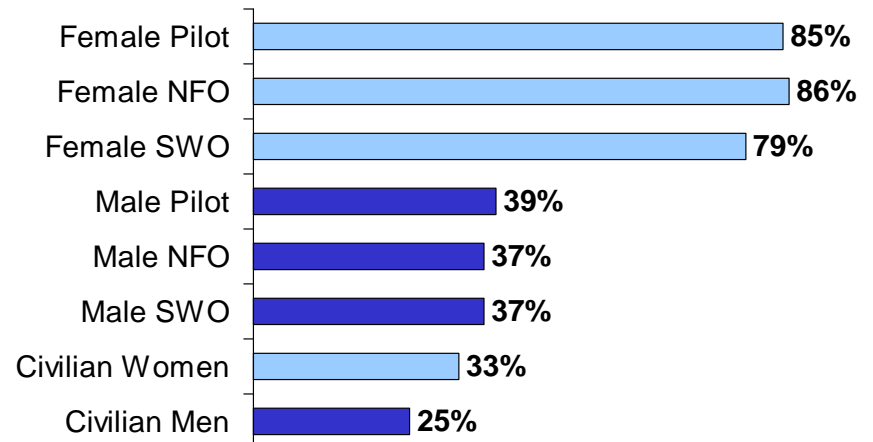
- 18% of all commissioned Ensigns were women in 2008
- 28% of all 2008 ROTC freshman are female
- 20.3% of USNA Class of 2012 is female
- Moving toward 30% female officer corps



Officer Retention



Childless Between Ages 28-55

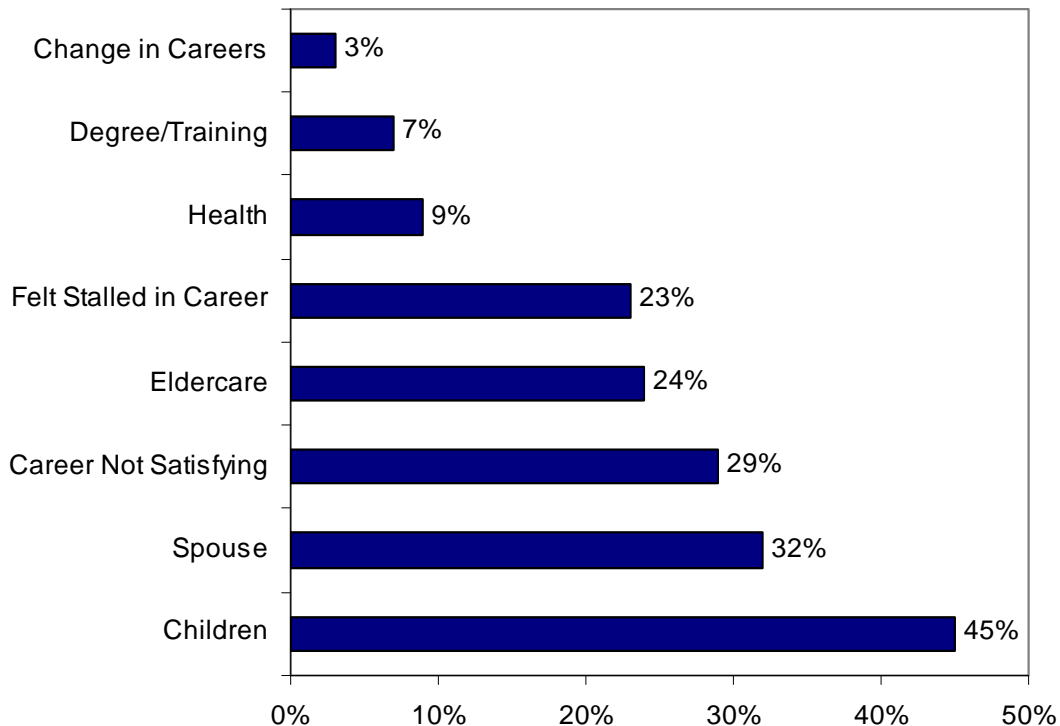


Sources: National Parenting Association (2002) and Officer Master File (2007/2008)



Talent Liquidity

Why Do People Leave?



Navy Demographics

2% Baby Boomers

55% Generation X

43% Millennials



How you can help close the Gap

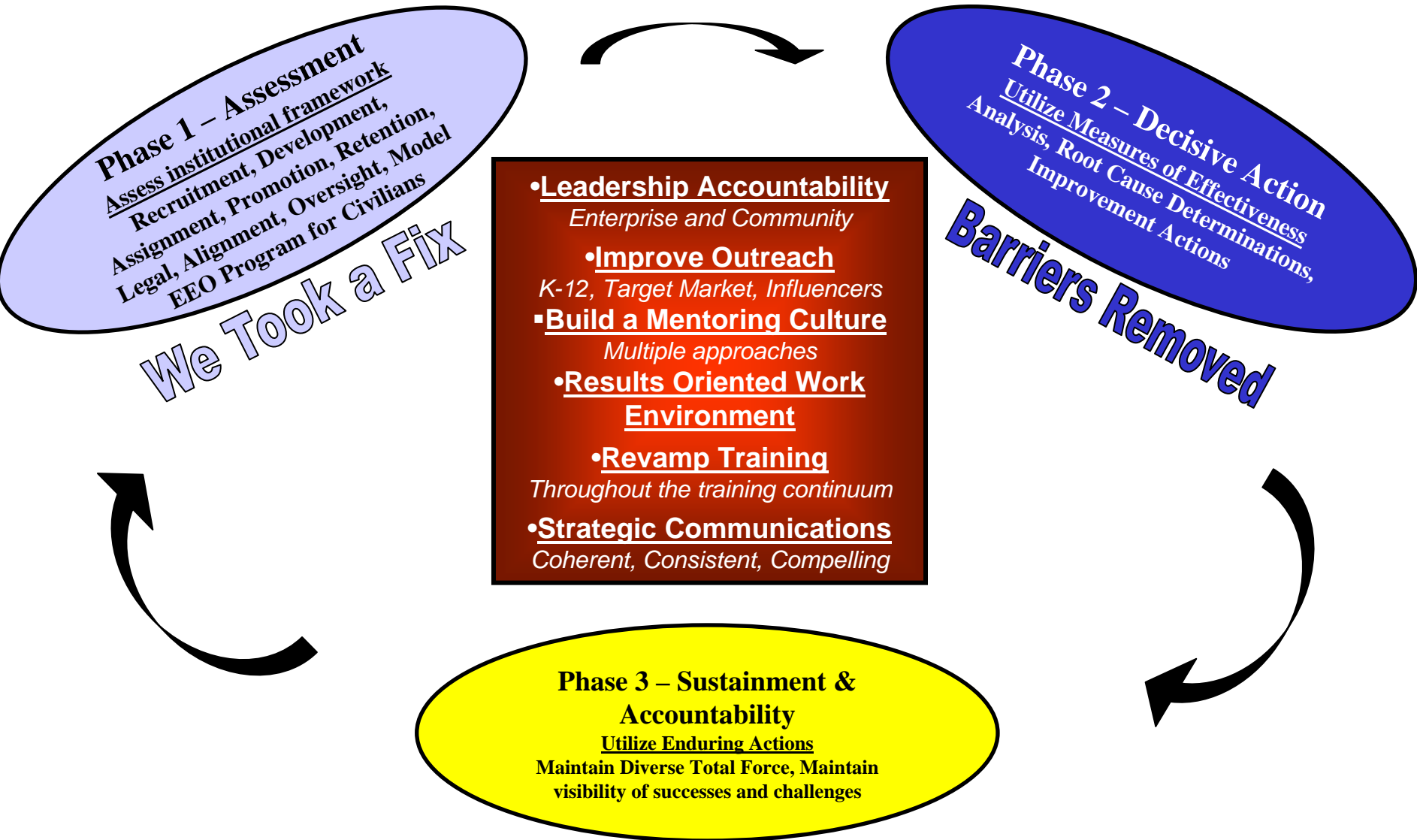
- Increased number of STA-21 packages
- Help retain our best
- Mentor, mentor, mentor
- Actively engage the community





Diversity CONOPS

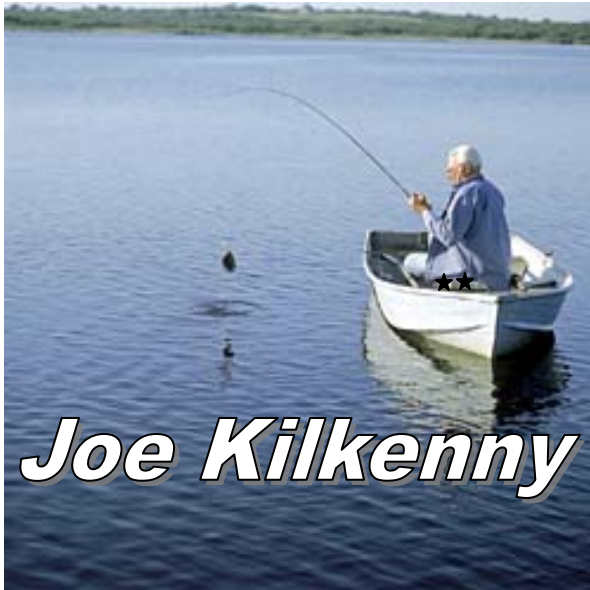
From Words to Actions





From Fishing to Trawling

Saturating the market



Recruiting in the past...

- **The Lone Ranger**
- **CNRC Recruiters doing all the work**
 - Targets of opportunity
 - Sporadic outreach

... recruiting today.

- **Pooling resources and efforts**

- CNRC - recruiting
- NOSC - reserves
- PNS/NROTC
- BUMED - medical
- NRD - recruiting
- NSTC - training
- JROTC
- CHINFO – public affairs

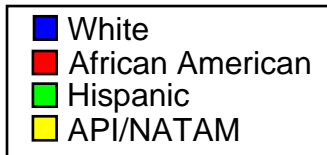
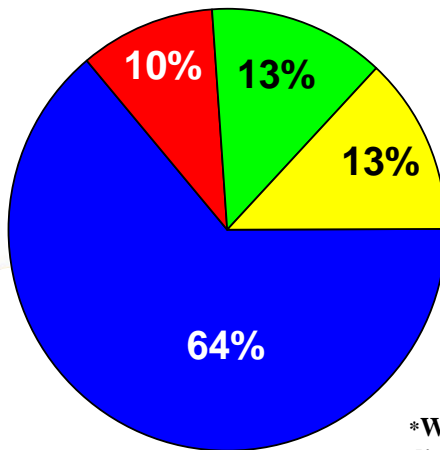




Bridging the Leadership Gap

Applications for future flag pool

Targeting
2007
Applications



Will be our
2037
Flag Pool

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

Recruiting Trends	USNA <i>Plebe Class</i>			NROTC <i>New Enrollment</i>		
	2006	2007	2008	2006	2007	2008
African American	77	60	83	24	58	89
Hispanic	125	132	131	40	60	70
API/Other	83	99	137	98	127	119
Non-Minority	930	903	896	581	734	680
% DIVERSE	23.5%	24.4%	28.2%	21.8%	25.0%	29.0%

- 28% increase in diverse NROTC scholarships offered
- Tripled HBCU scholarship offers from 2006
- Most diverse USNA Plebe class in history
- Most diverse NROTC class in history

Progress, but still more to do!



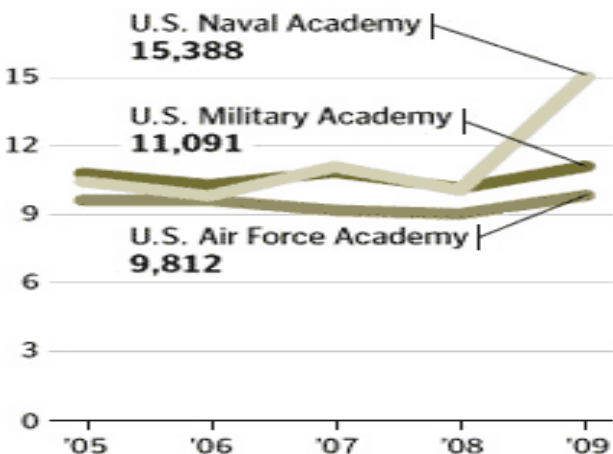
USNA Outreach Efforts

USNA Applicant Surge

Applicant Surge

Applications to the U.S. Naval Academy increased by about 50 percent this year.

U.S. military academy applications
By year, in thousands



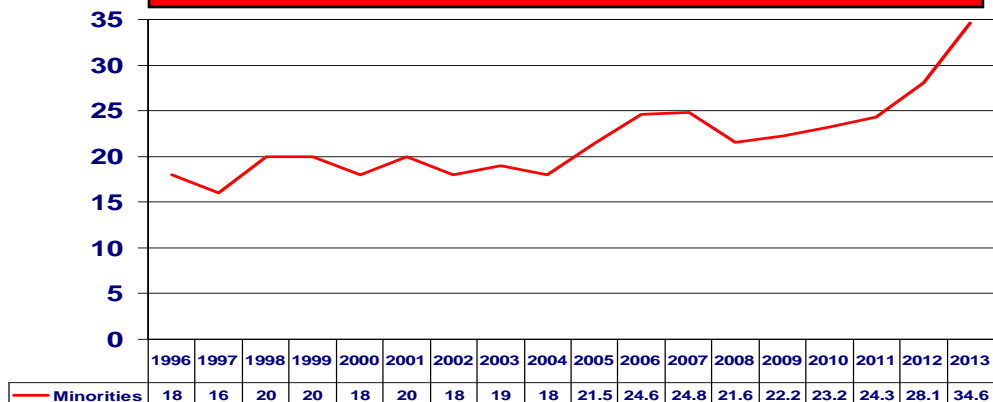
* Estimates: Naval Academy is as of Tuesday, Military Academy is as of Monday and Air Force Academy is as of March 9.

Sources: Public affairs offices of U.S. Naval, U.S. Military and U.S. Air Force academies

By Tobey — The Washington Post

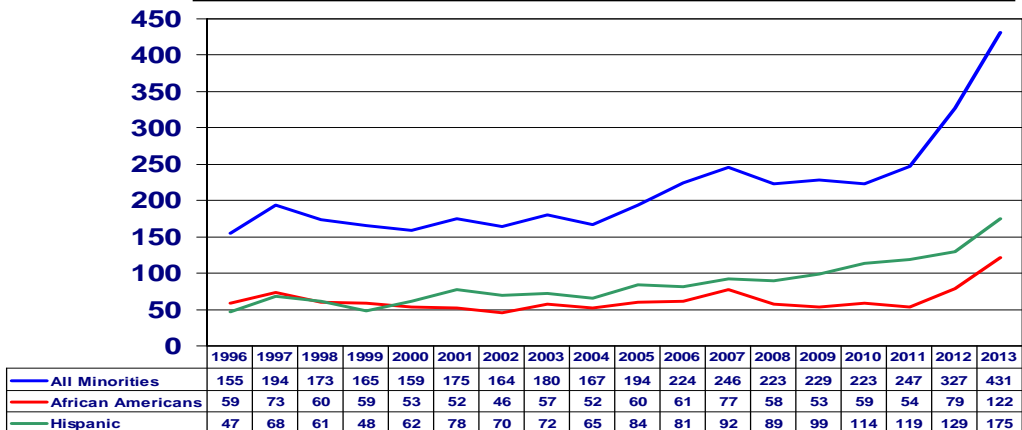
SOURCE: Public affairs offices of U.S. Naval, U.S. Military and U.S. Air Force academies | By Tobey - The Washington Post - April 16, 2009

Class of 2013 projected to be 35% diverse



Minority Admission Percentages

Projected 88% increase from Class of 2009 to 2013



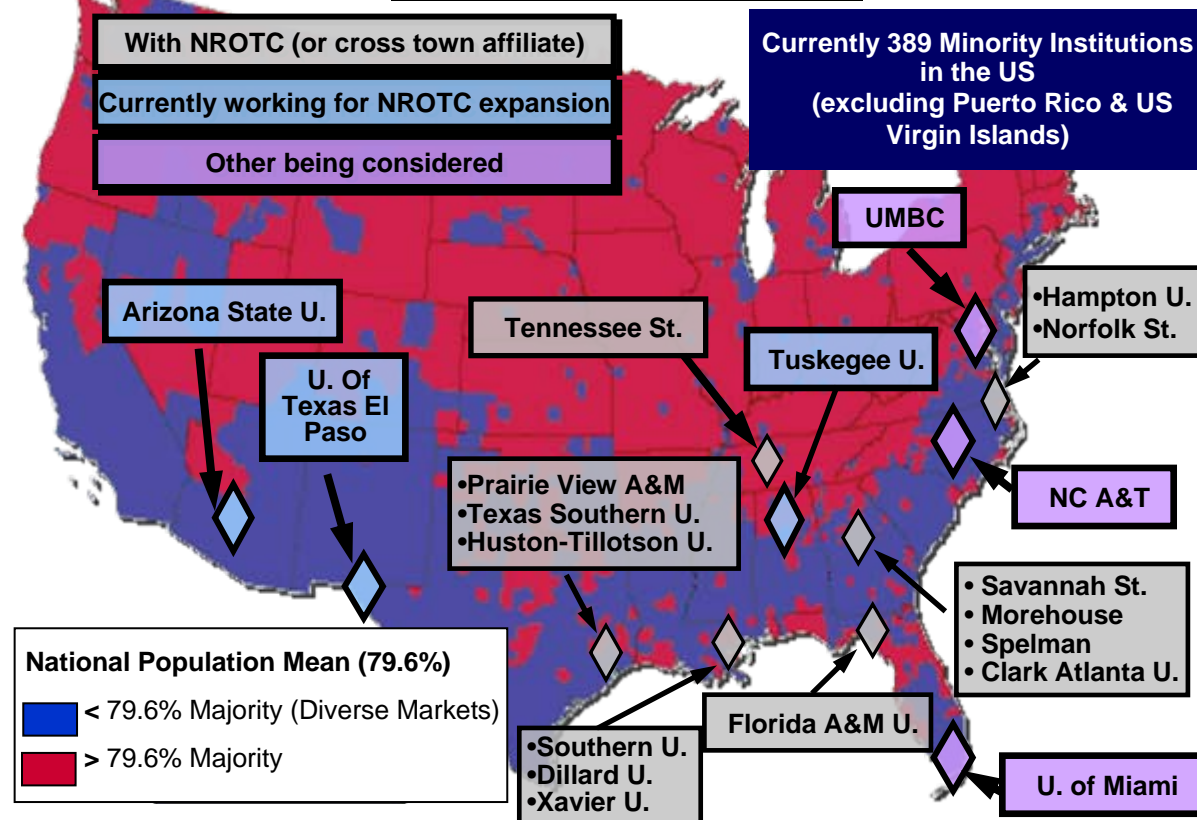
Minority Commissions



NROTC Expansion Targeted Markets

- Adding Units in Diverse Markets (*Tuskegee – Fall 2009, Arizona State – Fall 2010, UTEP – in planning*)
- Increased loading at HBCU/MI
- Sideload 2/3-yr scholarships (*applying the 2037 benchmark*)
- Recommendation letters from affinity groups to “plus-up” in selection

LEVERAGING OUR CURRENT HBCU/MI'S AND ADDING MORE



Redefine the Battlespace—Position Navy for Success



Life Work Integration

Responding to Challenges

TOP 50 COMPANIES KNOW:

Parenting is a Priority

Flexibility is the Key

Demand for Balance

WHAT WE'RE DOING:

- ✓ 12 mo. Operational Deferment
- ✓ 21 days Adoption Leave
- ✓ 10 days Paternity Leave
- ✓ 75% funded IVF program
- ✓ Military Telework Instruction
- ✓ Compressed Work Schedules
- ✓ Menu of Retention Incentives
- ✓ Tuition Assistance Flexibility
- ✓ GSA Detailing = Predictability
- ✓ Career Intermission Program
- ✓ Social Enterprise Fellowships
- ✓ Part Time Work

RECOGNITION:

Work Life Legacy Award
Families and Work Institute

Work Life Excellence Award
Working Mother Media

Most Admired Employer
US Black Engineer and Hispanic Engineer Technology Magazine

Best Diversity Company
Diversity/Careers in Engineering and IT

American Society for Training and Development
Excellence in Practice

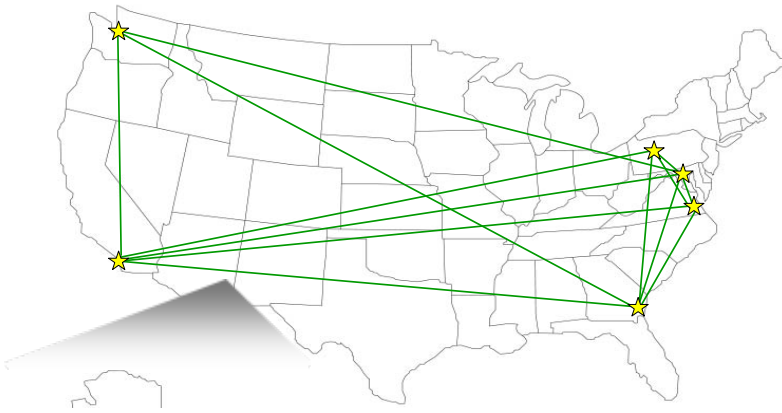


Life Work Integration

Responding to life/work balance desires

Virtual Command Pilot

- Sailors work virtually from distant locations
- Collaborative tools (DKO) facilitate communication
- Administratively supported by the local command



Current Locations:

Pittsburgh
Kings Bay
Bremerton

Career Intermission Pilot Program (CIPP)

- 20 officers and 20 enlisted per year through 2012
- Transition from AC to IRR for up to 3 years
- Retain full benefits
- Receive a monthly stipend = 1/15th of basic pay
- Provide PCS move to/from residence to selected CONUS residence during program participation
- Exempt from promotion consideration while in IRR
- IRR time does not count for retirement eligibility, computation of retired pay
- On return to AC, an officer's DOR will be adjusted and an enlisted member becomes eligible by reason of time in grade for promotion
- 2 for 1 OBLISERVE required
- **First Selection Board held 27 May 2009**
- Selection results announced by 30 June 2009

First participants off-ramp summer/fall 2009



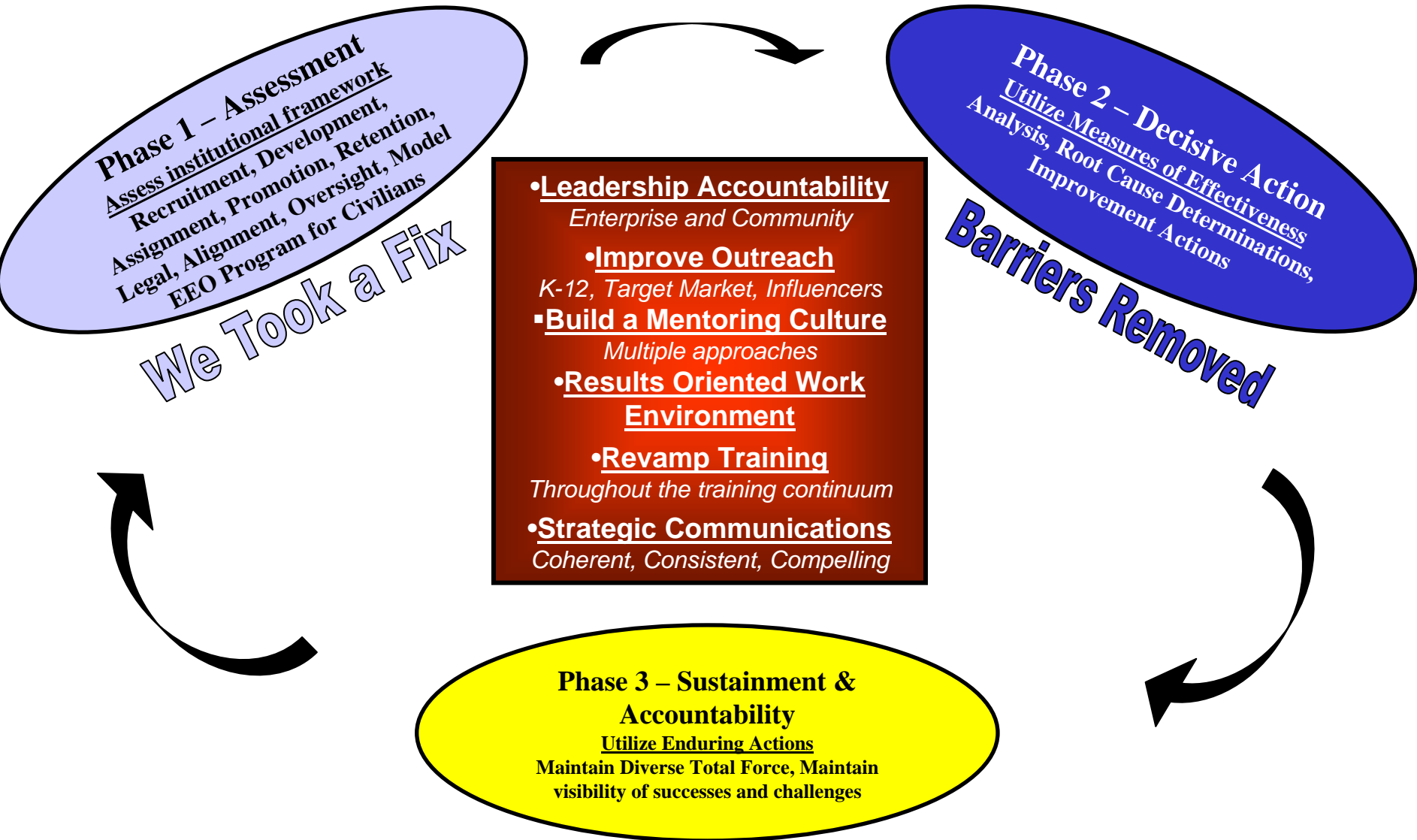
Leading Change from the Waterfront

- **USS DONALD COOK (DDG 75): 4 Day Work Week**
 - Working hours 0700 to 1600 daily
 - Khaki call 1530, Quarters 1545
 - Divos and LCPOs allow each member one day per week off
- **USS KLAKRING (FFG 46): Family Call**
 - Thursday liberty expires at 0900 vice 0645
 - Sailors can assist with kids, give their spouse a morning off, run errands, train for marathon, etc
- **JAG Telecommuting**
 - Test at OJAG Headquarters & 2 Navy Legal Services Offices
- **North Island Gym**
 - Free child play area
 - Free personal trainer
- **USS RUSSELL (DDG 59): Deployment Liberty**
 - Inport turnover at 1100 with 1145 watch relief
 - Sailors can enjoy their hotel rooms until standard 1000 check out instead of checking out a 0500
 - Results in more rested watch standards
- **Preserve Holiday Routine at Sea**



Diversity CONOPS

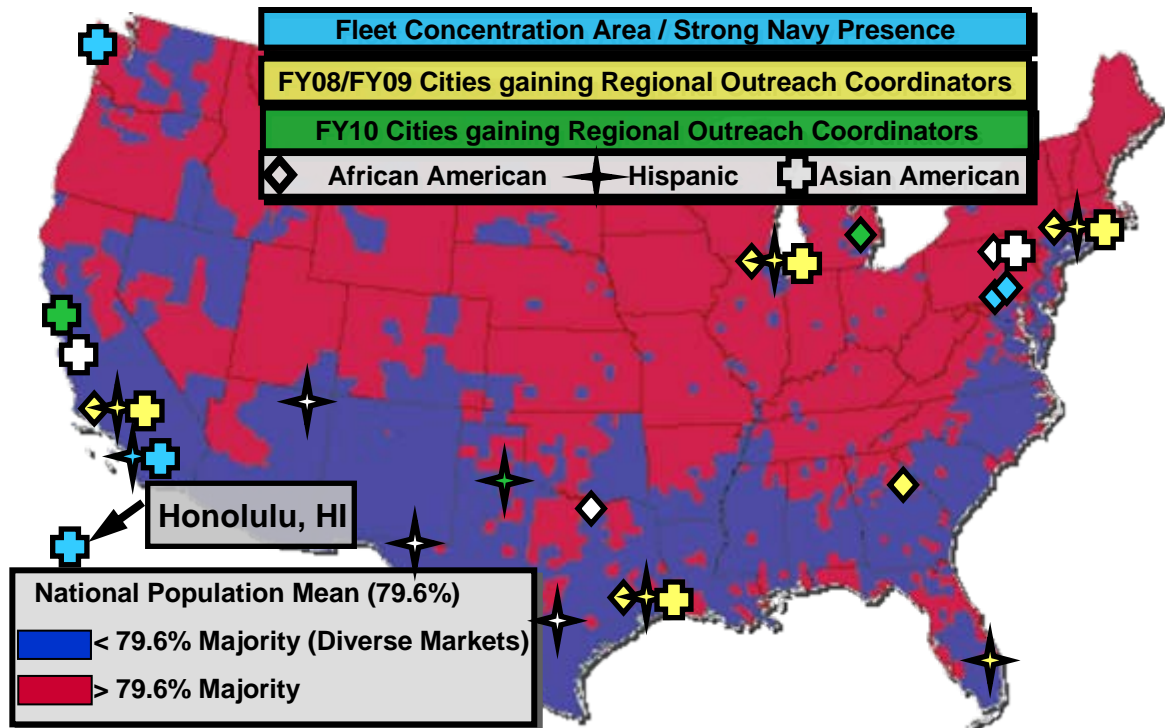
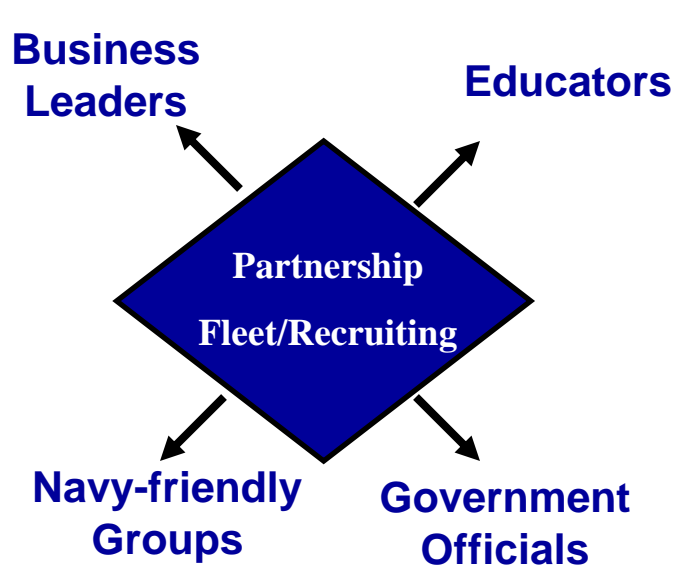
From Words to Actions





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



Diversity Outreach

Affinity Groups

- 100% contact at national level
- Expand outreach to regional chapters
- Have groups refer top talent

Influencers

- Promote Navy Awareness
 - Leaders to sea, carrier embarks, Blue Angels back seat rides
- Build advocacy groups in the communities

Youth Market

- Promote college prep and STEM field
 - NAVOPS deep submergence program
 - Patriot Technology/Black Family Technology

From episodic to sustained engagement

Make the Connection

- Women
- African American
- Hispanics
- Native American
- Affinity Groups (NNOA, ANSO)

Attain “Effects”

- Access “Centers of Influence”
- Create pipelines (youth to Navy)
- Improve public relations
- Increase awareness
- Access untapped talent pools

Reach Objective

- Recruitable market sees Navy as a “Top 50 employer”
- Influencers refer that market to Navy

Building credibility over time



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



What your Flag is telling the CNO

Accountability Reviews

Surface Force

Aviation Force

Submarine Force

Successes

Challenges

- 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”)

- 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

- 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



Navy a Top 50 Employer

Most Admired Employer
BlackEngineer.com
A CCGMAG Website

ASTD ★ **Awards**
Excellence in Workplace Learning and Performance

 **Work Life Legacy Award**
Families and Work Institute


TOP 25 AWARD RECIPIENT
11th Nationally recognized Top Diversity Council

 Most Admired Employer
Hispanic Engineer & Information Technology

 **WORKING MOTHER 100 BEST COMPANIES 2008**
WORK LIFE CONGRESS

 **THE TELEWORKER**
MAY 2009 • A PUBLICATION OF TELEWORK EXCHANGE • WWW.TELEWORKEXCHANGE.COM

Best Diversity Company
Diversity/Careers
in Engineering & Information Technology
Technical Workforce and Supplier Diversity

A recognized leader, but more to do



What can you do for the Navy?

What we've talked about...

- **Our environment where we compete**
- **What we want to look like**
- **Barriers/constraints**
- **What we have learned**
- **What we are doing**
- **Where we stand**

What you can do...

- **Increase number of diverse officer packages**
- **Make mentoring and “Brilliant on the basics” a priority**
- **Recognize your Sailors through Affinity Group nominations**
- **Know the tools available and get the word out**
- **Ask for help/use the Enterprise/Community Diversity Leads**

What else should we be doing or stop doing?



Back Up



Considerations

Legal

- **Set application targets**
- **Recruiter incentives**
- **Use diversity requirements as a “plus factor”**
- **Ensure diverse applicants are considered for key positions**
- **Modify precepts**
- **Expand outreach**
- **Mentor**

Not Legal

- **Set hard diversity recruiting goals / quotas**
- **Create separate admission tracks based on diversity**
- **Change selection standards**
- **Provide bonuses solely based on diversity**
- **Establish hard promotion quotas / soft quotas / goals**

“ The Michigan Case”

Gratz & Grutter v. Bollinger:

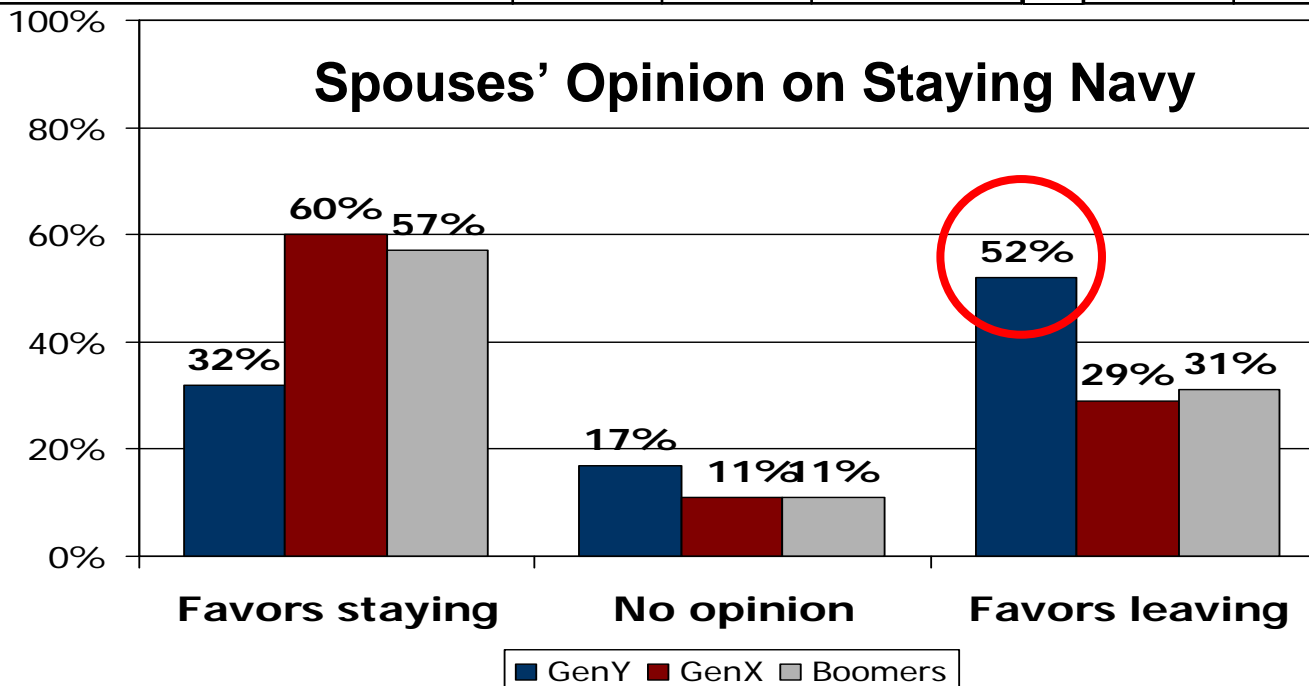
- Race may be used as a “plus’ factor
- A quota system that reserves a fixed number of slots for favored minority group members is unconstitutional
- Can not insulate minority groups from competition
- Other bases of diversity unrelated to race/ethnicity may be freely considered (world travel, language skills, employment)
- Unconstitutional to apply automatic diversity-based point allocation to minority candidates



Why a Focus on Work/Life Balance?

Data Indicates Millennials are Driven by Balance

<i>Influences on retention intentions:</i>	Enlisted			Officers		
	Gen Y	Gen X	Boomers	Gen Y	Gen X	Boomers
Influence to LEAVE:						
Balance of work and personal time	56%	47%	29%	68%	59%	48%
Impact of being in Navy on family	49%	46%	33%	72%	67%	48%
Impact of deployments on family	55%	57%	61%	73%	72%	56%





Impact of Policy Changes on Retention Sabbatical & Operational Deferment

How would an “Off-On Ramp” or Sabbatical influence your desire to “Stay Navy?”

	Enlisted		Officer	
	Women	Men	Women	Men
Motivate me to remain in the Navy	38	34	54	30
Have no impact on my motivation to remain in the Navy	53	57	42	65
Motivate me to leave the Navy	8	9	3	5

How does the Navy’s change in operational deferment policy from 4 to 12 months influence your desire to “Stay Navy?”

	Enlisted		Officer	
	Women	Men	Women	Men
Motivates me to remain in the Navy	49	12	48	10
Has no impact on my motivation to remain in the Navy	49	76	50	80
Motivates me to leave the Navy	2	13	2	10



USNA/NROTC

More Diverse Applications

Applications

- Realign recruiters to top diverse markets
- Partner with affinity groups to provide applicants (NSBE, SHPE, MAES, SWE)
- Set aggressive targets
- Use current ROTC and NJROTC units to find candidates

More Selections

Selections

- Clear precepts to “plus-up” 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
- SAT prep for NJROTC students

More Accepting Our Offers

Accepting the Offer

- Earlier selection process—half of boards before Christmas
- Immediate selections reservations
- Working to sweeten the package with Room & Board for HBCU and MI

More Completing

Completions

- Solid prep programs—fully load NAPS, NSTC East/West Coast prep pilots
- Mentoring—early interventions



Top 5 Barriers

Barriers

- **Leadership Accountability**
- **Access to / Visibility of Key Positions**
- **Lack of Good Mentorship**
- **Work / Life Balance**
- **Small Number of Minorities and Women in Technical Ratings**

Solutions

- ✓ **CNO Accountability Reviews**
 - **Diverse Flag leader gap**
- ✓ **Key advisors**
 - **3 CNO diversity advisors**
 - **1 CNP advisor (HQE)**
- ✓ **Full situational awareness on key assignments**
 - **Direct leadership involvement**
- ✓ **eMentoring Pilot and Brilliant on the Basics, Diversity Retention/Mentoring Summit**
- ✓ **Task Force Life Work**
- ✓ **Full court press to support diverse affinity groups—internal and external**