



July 22, 2020

Necessary Conversations

Over the past several months, our country has witnessed historical events in terms of race relations, civil rights and intolerance, intensified by the death of Mr. George Floyd. There is no doubt that racial injustices have occurred in our nation's history and continue today. This impacts all of us. Millions of people are experiencing extraordinary levels of stress, heartbreak and trauma. Our Sailors, Navy civilians and families have serious questions and concerns, and rightfully so.

Discussing racial inequalities can be difficult, but these conversations are necessary to foster inclusion and connectedness in our Navy. In order for Sailors to heal and rebuild trust you must acknowledge the past, address the present, and advocate for change. This starts by providing Sailors with the environment to openly communicate with you. Your leadership is essential to ensure that we eradicate racism from our formations one command at a time. The onus is on you.

Tips for Engaging in Necessary Conversations

1. Plan it Out

Identify what is really happening, know that barriers exist and be an active listener to all perspectives. Before you begin the conversation, consider the following:

What journey did your Sailors walk that led to their beliefs?

What journey did I walk that shaped my beliefs?

Identify if, and understand why, your own beliefs may make you feel uncomfortable with this topic.

The goal is not to solve all the issues right then and there, but to listen and open the lines of communication in support of your Sailors. Consider leveraging experts at your command (Wardroom, CPO Mess, CRT, Chaplain, CMEO, trained facilitators, etc.)

2. Create a Comfortable Environment

When possible you want to select a place where people can feel relaxed and be willing to share. This can apply as much to the physical location as to the make-up of the group. Be cognizant of the level of openness junior Sailors might feel in a large discussion with their chain of command present, as opposed to a smaller group led by an LPO, for instance.

3. Be Authentic

Communicate that these can be difficult conversations, but they are important and need to take place. Acknowledge your own limitations and possible lack of understanding of the experiences of others. Set



the tone by conveying how much you value them and appreciate their willingness to share their stories and experiences with the team.

4. Set Some Guidelines

Make sure the group knows that everyone is allowed to voice their own perspective. Establish some ground rules up front that should be agreed upon by the group such as “Everyone will be respectful of one another’s point of view” or “Everyone is allowed to speak openly without interruption when it is their turn.” Ask that the group allow others to speak so that no one person dominates the conversation. Stress that the goal is to listen and hear each other.

5. Be Okay with Silence

Some groups will begin talking right away. Others will need some time to feel comfortable and think about what they want to say. Be okay with the silence for a time, but set the tone as a leader. Feel free to share a relevant personal experience, or one of a shipmate (without divulging any confidences) to open the flow of conversation. If they don’t begin speaking after a while, ask another question and wait. Someone will begin speaking. When the conversation winds down and no one else is speaking be sure to ask if anyone else has anything to say and wait to see if anyone responds. Remind the group that there are alternative ways to voice their concerns, i.e. CO Suggestion box, email and chain of command.

6. Keep the Discussion on Topic / Avoid Side Bar Conversations

If side bar conversations become a problem, tell the participants that it is difficult for you to focus on the speaker that has the floor with the other conversations taking place. Also let them know that as soon as the current speaker is finished, they can present what they are discussing to the group for a more inclusive discussion. If a topic of conversation has gone on too long or gone too far off topic, tell the group this item is going to be tabled and can be revisited at another time.

7. Continue the Work

Conversations regarding complex issues must be done in a continuous approach. This is not a one and done. Make a commitment and plan for continued conversations.

Example of Open Ended Questions to the Get the Conversation Started

1. How do you feel about the recent events around police brutality and social justice protests?
2. What has been your experience with race growing up in America?
3. What are ways you may have benefitted from or been discriminated against because of unconscious bias?
4. How can you be actively against racial discrimination? What are some actions we as individuals can take? What can you do to support your shipmates?
5. What would you like our Nation, Navy and command to look like going forward?



Going Forward

- Recognize that at this time there is no quick fix to systemic problems. The recent public protests are a catalyst for change. Be open to identifying and addressing anything that can be resolved at the local level.
- Listen to people's stories who have experienced racism. Actively listen and do not be defensive.
- Encourage shipmates to continue these conversations on their own. Sharing books, articles, movies, and podcasts can be good ways to keep the conversation going.
- Speak out against injustice and inequality. Live the Signature Behaviors. Do not be a bystander. Be anti-racist.
- Challenge yourself to act inclusively in all aspects of your life, both in private and public.
- Leaders, managers, and colleagues, acknowledge the needs of your individual Sailors.
- To our Civilians, Sailor, and families, we understand that mental health and the ability to seek proper care is fundamental to your well-being. If you or a peer is struggling and need assistance, reach out to these resources:
 - For free confidential, non-medical counseling: <https://www.militaryonesource.mil/confidential-help/non-medical-counseling/military-onesource/free-confidential-face-to-face-non-medical-counseling>
 - Chaplain support: <https://www.navy.mil/local/chaplaincorps/chaplaincare.asp>
 - Navy Suicide Prevention: https://www.public.navy.mil/BUPERS-NPC/support/21st_century_sailor/suicide_prevention/Pages/default.aspx

The importance of both inclusion and diversity cannot be overstated. It is imperative that we draw on the diverse resources, skills, capabilities, and talents of our people, and that we not think, act, and look the same. Equally, we must be inclusive – creating a culture where everyone feels they can provide their opinions, and is valued for who they are. We must live the Signature Behaviors we are proud to showcase in the Navy. The first step, however, is having these overdue conversations with one another.

Actively being inclusive and open to diverse perspectives will produce leaders and teams who learn and adapt to achieve maximum possible warfighting capability, and will achieve and maintain high standards, better preparing them for combat operations. The Navy must be at its best when the Nation needs it most. We will deliver this future Navy. We will apply time, effort and resources to grow our Nation's naval power and think differently to find every competitive advantage.

How You May Report Observations and Recommendations from Your Necessary Conversations

If you have observations and recommendations from your Necessary Conversations that you would like to share with the CNO's staff, please e-mail them to Ms. Debbi Rounds (deborah.m.rounds@navy.mil) and courtesy copy your Echelon II and/or III commands. We will compile your feedback and forward to the Center for Naval Analysis for compilation, assessment and 'red-teaming' potential solutions. Please submit your feedback as text (no attachments) with "Necessary Conversations Feedback" in the subject line.



Additional Resources

“Courageous Conversations: Race, Reconciliation & Readiness”: Courageous Conversations is a tool for leaders to build high performing teams in the 21st Century developed by Naval Education and Training Center. Each 7-10 minute clip leverages the forthright perspectives of two naval chaplains (one white, one black) on the topic of race, reconciliation & readiness. At the conclusion of the videos, sea service leaders will be inspired and equipped to build a One Navy Team by engaging in similar conversations at the command and deck plate level. Such discussions will give breathing room to this issue, and more importantly breathing room for countless Sailors whose voices have gone unheard. The videos strengthen the connective tissue of commands and offers a recommended discussion guide. The videos are available at:

Opening: Cultivating Courage - <https://www.dvidshub.net/video/760400/courageous-conversations-opening>

CC-1: Racism & Implicit Bias (In Our Nation) - <https://www.dvidshub.net/video/760403/courageous-conversations-episode-1>

CC-2: Naval Leadership & Culture - <https://www.dvidshub.net/video/760394/courageous-conversations-episode-2>

CC-3: Historical Racial Design (Brief History of Race Relations in the Navy) - <https://www.dvidshub.net/video/760394/courageous-conversations-episode-3>

CC-4: Racial Intelligence (The Power of Speaking to One’s Tribe) - <https://www.dvidshub.net/video/760394/courageous-conversations-episode-4>

CC-5: Reflections: The Importance of Knowing Oneself - <https://www.dvidshub.net/video/760394/courageous-conversations-episode-5>

CC-6: Rightness (Principles of Virtue; Excursus on Justice) - <https://www.dvidshub.net/video/760394/courageous-conversations-episode-6>

CC-7: Reconciliation (Historical Models to Build Cohesion) - <https://www.dvidshub.net/video/760394/courageous-conversations-episode-7>

CC-8: Readiness (Readiness for the Fight Tonight) - <https://www.dvidshub.net/video/760394/courageous-conversations-episode-8>

Closing: Conclusion: Pulling It All Together - <https://www.dvidshub.net/video/760404/courageous-conversations-final>

US Department of Justice Community Relations Guide: The Community Relations Service (CRS) is a U.S. Department of Justice component created by the Civil Rights Act of 1964 to help resolve community racial conflict through non-coercive, third party intervention. CRS is called upon to assist communities to resolve disputes arising from biases of race, color, and national origin. As a result, agency conciliators have developed extensive experience in issues associated with racial and ethnic conflict. CRS provides a wide range of informal assistance that attempts to keep communications open among affected parties and to facilitate a mutually acceptable resolution of racial conflict. Facilitating Community Dialogues on Race is one of the creative ways in which CRS opens lines of communication and helps the community resolve its own racial problems. [Justice.gov/archive/crs/pubs/dialogueguide.htm](https://www.justice.gov/archive/crs/pubs/dialogueguide.htm)



NAVY NAVADMIN (188/20) ON INCLUSION AND DIVERSITY

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NARR/REF A IS NAVADMIN 254/19 CULTURE OF EXCELLENCE.
REF B IS NAVADMIN 051/20 NAVY INCLUSION AND DIVERSITY POLICY UPDATE.
REF C IS SECDEF MEMORANDUM ACTIONS FOR IMPROVING DIVERSITY AND INCLUSION IN THE DEPARTMENT OF DEFENSE.
REF D IS 12-STAR MESSAGE PROMULGATION OF SIGNATURE BEHAVIORS OF THE 21ST CENTURY SAILOR NAVY CORE VALUES, NAVY ETHOS, AND CORE ATTRIBUTES IN ACTION, VERSION 2.0//

SUBJ/NAVY INCLUSION AND DIVERSITY (CORRECTED COPY)//

RMKS/1. I hope you have had the opportunity to view my second video, *It Starts with Us*, encouraging a dialogue about race relations and inclusion within the Navy. We have been working to build a better Navy through the Culture of Excellence approach announced in references (a) and (b). One very important aspect of this approach is recognizing that we come from all walks of life, with different and valuable experiences and perspectives. Our differences make our Navy, our connection to each other and our families and communities even stronger.

2. Our efforts are taking us in the right direction, but clearly not enough has been done to face the challenges of today. Three weeks ago, I asked you to listen. Now, I am strongly encouraging every Navy leader, uniform and civilian, active and reserve - to start a dialogue at each of your commands. As a Navy, we must seize this opportunity to engage in conversations about race relations and inclusion within our force. Now is the time to have open and honest conversations across our Navy. We need to identify what is really happening, understand where barriers exist and listen to all perspectives on how we can bring our unique skillsets together to tackle these issues. This is not the problem of one group of people. This is our Navy, and we need a greater understanding of the experiences that make us One Navy Team and build trust and connection in our teams.

3. In addition to these conversations at every command and at every level, we are standing up Task Force (TF) One Navy reflecting the diversity of race,



ethnicity, gender, age, and ranks from across our Navy to identify barriers and corrective actions to eliminate inequalities between groups of people. TF One Navy will leverage outreach focus groups from both within and outside the Navy representing diversity of race, ethnicity, gender, age, and rank to ensure a diversity of experience and perspectives. Additionally, in line with reference (c), the Secretary of Defense is setting up a Department of Defense (DoD) Board on Diversity and Inclusion to address DoD-wide issues of diversity, equity, inclusion and belonging within the DoD. While we have been committed to Inclusion and Diversity for many years, current events shine a light on the need for us to do more and to do it more quickly.

4. At the command level, we need to:

a. Start a dialogue with your superiors, peers and teams and listen to their personal stories and experiences. If we have not directly experienced racism, sexism, ageism, or other forms of discrimination, it is often difficult to realize they exist. However, they do exist in our Navy and country, and it is our responsibility to eliminate them.

b. Keep the conversation going. Practice inclusion every day by integrating Sailor and civilian perspectives in early stages of problem-solving and idea generation. In each meeting you have and problem you tackle, include all perspectives to gather varied points of view that will help you make the best decision.

c. Leverage your Command Resilience Team to understand what is happening in your command. Look at your most recent command climate assessment with fresh eyes. Surveys may show you some of the problem areas in your command that you can address in your conversations.

d. Advocate and model the leadership style that motivates people to speak up, be empathetic listeners, stand up for each other, learn and grow. Ensure doors are open for conversations and opportunities are available for professional development throughout the command.

e. Share lessons learned and best practices on leveraging diverse populations with your or your upper echelons designated Inclusion and Diversity Representative.

f. Increase your knowledge and awareness of Inclusion and Diversity Heritage Celebrations and Special Observances by supporting programs, exhibits, publications and participation in community military and civilian sponsored events throughout the year.

5. I need every Sailor to:

a. Speak up and share your experiences about what you and your families are feeling, what you think the major issues are and how you would fix it if you were in charge. Identify areas where there are barriers to certain groups of people in the Navy feeling like they truly belong on the team. Have pride in being an integral part of the greatest Navy in the world and have confidence that we will continue to lead on issues that impact all of us.

b. Be an ally for those who do not feel like they can speak up. Listen to and understand others lived experiences and recognize that your perspective is one of many valuable perspectives.

c. Live the Signature Behaviors 24/7/365 delineated in reference (d). These behaviors include:

- (1) Treat every person with respect.
- (2) Take responsibility for my actions.
- (3) Hold others accountable for their actions.



- (4) Intervene when necessary.
- (5) Be a leader and encourage leadership in others.
- (6) Grow personally and professionally every day.
- (7) Embrace the diversity of ideas, experiences and backgrounds of individuals.
- (8) Uphold the highest degree of integrity in professional and personal life.
- (9) Exercise discipline in conduct and performance.
- (10) Contribute to team success through actions and attitude.

6. As Sailors, and as a Navy, we cannot tolerate racism or discrimination of any kind. We must listen to each other, understand the perspectives of others and identify and eliminate individual and systemic racism and discrimination within our force. We must live the Signature Behaviors and the first step is having conversations with one another, controlling what you and I can control and make recommendations to leadership on other changes to help effect positive change.

7. The following resources are available to assist:

- a. I&D goals and objectives available at https://www.public.navy.mil/bupers-npc/support/21st_Century_Sailor/inclusion/Documents/Updated%20Glossy.pdf
- b. Commanders I&D toolkit: Commanders Toolkit is available under the Inclusions and Diversity tab at: https://www.public.navy.mil/bupers-npc/support/21st_Century_Sailor/inclusion/Pages/default.aspx
- c. DEOMI Implicit Bias Training https://www.deocs.net/public/A2S-4_1/Inclusion/documents/Implicit-Bias-5June2020-SS.pdf
- d. DEOMI Assessment to Solutions (A2S) provides helpful information, videos, tools and resources (presentations on implicit bias, inclusion and diversity at work, racist behaviors and prevention strategies) at <https://www.deocs.net>.
- e. The Signature Behaviors infographic is available at: <https://www.cpf.navy.mil/downloads/2020/02/signature-behaviors.pdf>
<https://www.public.navy.mil/usff/Documents/signature-behaviors-f.pdf>
https://www.c6f.navy.mil/Portals/22/Documents/Signature%20Behaviors_FINAL.pdf
- f. It Starts With Us video is available at <https://www.dvidshub.net/video/757420/starts-with-us>

8. Released by Admiral Mike Gilday, Chief of Naval Operations.//

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CNO Gilday Message to Fleet on Race Relations in the Navy

USNI News

June 26, 2020

Shipmates, CNO Gilday here. Three weeks ago, [I asked you to listen](#). Now, I am strongly encouraging every Navy leader – uniform and civilian, active and reserve – to start a dialogue at each of your commands.

As a Navy, we must seize this opportunity to engage in conversations about race relations and inclusion within our force. Now is the time to have open and honest conversations across our Navy. Each of us should be thinking about how we can contribute in a positive way, and what we can do to better our Navy.

It starts with each of us...

To start that conversation, I'd like to share some personal experiences from a few of our shipmates. To be clear...as Sailors, and as a Navy, we cannot tolerate discrimination or racism of any kind. We must work to identify and eliminate individual and systemic racism within our force. We are beginning that work now – examining our policies, ranging from recruiting and assignments, advancements and promotions, to our military justice system and other policies.

That is why we are standing up a task force designed to identify and remove racial barriers and improve inclusion within our Navy.

We must demand of each other that we treat everyone with dignity and respect. If you won't do that, then our Navy is not the best place for you.

We are one team, and we are one Navy."

One Team, One Navy: A Video Message from CNO Gilday

Navy.com

July 25, 2020

WASHINGTON (NNS) -- Today, in a video message, Chief of Naval Operations (CNO) Adm. Mike Gilday shares personal experiences from Sailors and encourages a dialogue about race relations and inclusion within the Navy.

To watch CNO's message, please visit this [link](#).



Below is the text of his message:

“Shipmates, CNO Gilday here. Three weeks ago, [I asked you to listen](#). Now, I am strongly encouraging every Navy leader – uniform and civilian, active and reserve - to start a dialogue at each of your commands.

As a Navy, we must seize this opportunity to engage in conversations about race relations and inclusion within our force. Now is the time to have open and honest conversations across our Navy. Each of us should be thinking about how we can contribute in a positive way, and what we can do to better our Navy.

It starts with each of us...

To start that conversation, I'd like to share some personal experiences from a few of our shipmates.

[CNO shares Sailor videos recounting their personal experiences]

To be clear...as Sailors, and as a Navy, we cannot tolerate discrimination or racism of any kind. We must work to identify and eliminate individual and systemic racism within our force. We are beginning that work now – examining our policies, ranging from recruiting and assignments, advancements and promotions, to our military justice system, and other policies.

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We are one team, and we are one Navy.”

CNO to stand up Navy task force on race and inclusion

Geoff Ziezulewicz, NAVY TIMES

30 June 2020

Chief of Naval Operations [Adm. Michael Gilday](#) plans to stand up a Navy task force that will look for ways to remove racial barriers and improve inclusion in the sea service while assessing how issues like military justice, assignments, recruiting and advancement are handled.

Gilday announced the plan near the end of a video released Thursday that included Black sailors speaking candidly about their experiences inside and outside the Navy.

“As a Navy, we cannot tolerate discrimination or racism of any kind,” Gilday said in the video.

“We must work to identify and eliminate individual and systemic racism within our force.”

Further details regarding the task force are expected to be released this week.



The CNO's task force announcement comes after weeks of unprecedented gestures and candor throughout the U.S. Defense Department to address issues of racial discrimination that have echoed across the country since the May 25 death of George Floyd.

Several Pentagon committees are at work shaping similar policy change recommendations at the direction of Defense Secretary Mark Esper, with some expected to recommend name changes for military bases and ships named in honor of Confederate figures or racist lawmakers. Gilday also mandated earlier this month that Confederate flags will no longer be hung in public spaces and work areas.

Several weeks ago, as protesters took to the streets across America, Gilday joined other military brass in condemning racism and calling on shipmates to be there for their Black brethren. "Now, I am strongly encouraging every Navy leader — uniform and civilian, active and reserve — to start a dialogue at each of your commands," he said in Thursday's video. "As a Navy we must seize this opportunity to engage in conversations about race relations and inclusion within our force. Now is the time to have open and honest conversations across our Navy."

The majority of Thursday's video featured mostly Black sailors talking about what it is like for them in the Navy — and America in general.

Those featured sailors' full names were not published in the video.

"I'm 44-years-old," said CMDCM Gray, a senior enlisted leader. "The first time I experienced racism was when I was 10 years old. To be honest, I still experience it to this day."

Another sailor, listed as AZ3 Wright, said that "being an African American in America is not fun, it's looking over your shoulder every day."

Lt. McMillan said in the video that it was a relief to have the opportunity to express feelings "that have been bottled up for years."

"We're just asking you to empathize with what's currently going on," Lt. McMillan said.

"You saw George Floyd getting killed," said LNC Ponder. "I saw my husband."

Navy Creates 'Task Force One Navy' to Address Implicit Bias, Systemic Racism in the Ranks

Patricia Kime, USNI News

July 2, 2020

The U.S. Navy's enlisted corps is 20 percent black — higher than the representation in the U.S. population of 13 percent. But black personnel make up just 8 to 9 percent of the service's officer corps, and that is one of the many reasons the service established Task Force One Navy, its latest effort to address racism, sexism and other biases, according to Chief of Naval Personnel Vice Adm. John Nowell.



“I’ve done a number of listening session here with my group, and they’re hard conversations,” Nowell said in a media roundtable Thursday.

“This idea that discrimination and bias are commonly experienced by our black and African-American teammates ... It reinforces that the Navy does still have a culture problem based upon implicit bias.”

Chief of Naval Operations Adm. Mike Gilday announced the creation of Task Force One Navy in a video released June 25. According to the group’s charter, the 20-member task force is to “analyze and evaluate issues in our society and military that detract from Navy readiness, such as racism, sexism and other structural and interpersonal biases.”

The team is to develop concrete approaches to bring about change within the service, according to its directions.

The Navy initiative follows the growing national conversation on implicit and systemic racism in the wake of the killings of several black citizens across the country, including Ahmaud Arbery, 25, shot while jogging in Glynn County, Georgia; Breonna Taylor, 26, killed by police while she slept in her apartment; and George Floyd, 46, who died at the hands of a Minneapolis police officer May 25.

The task force, according to Gilday, will “leverage outreach focus groups from both within and outside the Navy representing diversity of race, ethnicity, gender, age, and rank to ensure a diversity of experience and perspectives.”

“As a Navy – uniform and civilian, active and reserve – we cannot tolerate discrimination or racism of any kind. We must work to identify and eliminate individual and systemic racism within our force,” Gilday said in a statement June 30.

The team will be lead by Rear Adm. Alvin Holsey, commander of Carrier Strike Group One, as the task force director, and Capt. Putnam Browne, head of the 21st Century Sailor Office, as the deputy director of the task force. Supporting the task force will be Force Command Master Chief Huben Phillips as the senior enlisted advisor, Capt. Thomas Dixon as the chief of staff and civilian advisor Jane Roberts, along with fleet commanders, the Navy judge advocate general, chief of chaplains, the Surgeon General, Office of Legislative Affairs and Master Chief Petty Officer of the Navy Russell Smith.

They group includes several African Americans – Holsey, Phillips and Dixon – and others with Hispanic and other minority backgrounds, according to Nowell.

“These are not figureheads. That is not why they are there. We think that diversity built into the task force is important. It’s not just about race, ethnicity, and gender; it’s where we are from, what was your education, what lens do you look through,” Nowell said.

The group will examine a number of issues, including barriers to service entry, scholarship and mentorship opportunities for potential recruits, talent management, training and education throughout career paths, evaluations, promotion and advancement, racial disparities in the justice system, and health care and health disparities.



Members will provide an initial report by July 31, a progress review by Sept. 17 and a final report by Dec. 10.

Nowell and Browne said the service has taken steps in the past to address diversity and has taken action to foster an inclusive environment in the service. Still, there is an absence of minority representation in the officer corps and in certain communities, like aviation and special operations, and sailors continue to say that they experience discrimination and bias.

“The reality is that there is systemic racism, not on purpose, I think sometimes unwittingly – which is why the idea is what are the barriers that we can remove,” Nowell said.

In past month, the Navy has taken a number of steps to address racial inequality in the ranks and quash racism.

Gilday, on June 9, announced that the Confederate battle flag will be banned from all public spaces and work areas on ships, subs and aircraft.

The task force also plans to review whether to eliminate a requirement that photos be included in records presented to promotion boards – a requirement instituted in 2018 that was meant to ensure that candidates were physically fit and maintained a professional appearance.

Some argue, however, that they contribute to unconscious bias in the decision making process. The Army plans to stop using them this year. The Air Force and Coast Guard do not normally require promotion photos. The Marine Corps continues to use them.

These changes, however, just scratch the surface. The task force’s job is to make recommendations that will result in “significant, sustainable changes” at the deckplate level, according to its charter.

Of the 342,594 sailors and officers in the active-duty Navy in the first quarter of 2020, 80 percent were male and 20 percent were female. Nearly 18 percent identified as black or African American, 7 percent were mixed race, 6 percent were Asian, and 3 percent were Alaskan or Hawaii Natives, Native American or Pacific Islander.

In a message to the fleet June 30, Gilday instructed Navy commanders and enlisted leaders to hold conversations in their commands on race relations, and for sailors to educate those within their units on their experiences.

According to NAVADMIN 188/20, commanders were to begin conversations and practice inclusion, use their command teams to understand “what is happening in their commands” and model a leadership style that compels people to speak up. They also were instructed to increase their knowledge of inclusion and diversity events.

Sailors are to “identify areas where there are barriers to certain groups” and “be an ally for those who do not feel like they can speak up.”



“This is not the problem of one group of people. This is our Navy, and we need a greater understanding of the experiences that make us One Navy Team and build trust and connection in our teams,” Gilday said.

Fleet Master Chief Wes Koshoffer acknowledged during the media roundtable that there is skepticism of the new task force – and previous task forces – but said that there is “momentum” today.

“We have some real will to make positive change in the Navy in the long haul,” Koshoffer said. “This is a wake up call for me. The team of leaders we are putting together for the task force, the conversations we are having today, are different. We’re approaching real talk. That to me is very exciting.”