



THE SECRETARY OF THE NAVY
WASHINGTON DC 20350-1000

3 May 2021

MEMORANDUM FOR ASSISTANT SECRETARIES OF THE NAVY
CHIEF OF NAVAL OPERATIONS
COMMANDANT OF THE MARINE CORPS

SUBJECT: Department of the Navy Diversity, Equity, and Inclusion Planning Actions

Equal opportunity is the bedrock of our democracy and diversity is one of our greatest strengths; both are critical to the readiness of our Navy and Marine Corps team and, ultimately, to our mission success. Aligned with these guiding principles, it is the policy of the Department of the Navy (DON) to continue making transformative and meaningful steps that promote diversity, equity, and inclusion (DEI) in our policies, programs, and operations across the enterprise.

The Assistant Secretary of the Navy (Manpower and Reserve Affairs) (ASN (M&RA)), as the Chief Diversity Officer for the DON, will lead and oversee all DEI efforts across the Department to synchronize key policies and initiatives, to ensure alignment of DEI activities with Office of the Secretary of Defense guidance, and to develop a strategy to advance DEI across the enterprise. To that end, the Navy and Marine Corps will provide regular updates to ASN (M&RA), as directed, on Service-specific DEI initiatives and ensure coordination of such initiatives with other relevant DON activities.

To advance the DON's leadership on DEI efforts and consistent with my direction, ASN (M&RA) will lead a DON Strategic Planning Team comprised of representatives across the Navy, Marine Corps, and Secretariat. The Strategic Planning Team will establish a governance framework that provides for coordination and critical direction, develop a strategic plan, identify actionable measures that integrate ongoing efforts, and recommend new initiatives with the requisite execution timelines.


Additionally, ASN (M&RA) will provide oversight and direction to advance reviews in specific areas, facilitating recommendations in accordance with the stated timelines, and managing the DON's DEI enterprise process. Immediate actions shall include:

- A 60-day review of contracting by Assistant Secretary of the Navy (Research, Development and Acquisition) and General Counsel (GC) to identify improvements needed to promote supplier diversity and ensure proper implementation in our contracts of Department of Defense/DON equal opportunity and diversity policies;
- A 60-day review of policies and conventions for naming ships, bases, and other assets by Navy and Marine Corps leadership, with recommendations for measures to improve diverse representation;

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- A 90-day comprehensive review of precepts for selection and assignment boards, led by ASN (M&RA) in conjunction with Navy and Marine Corps representatives as well as the GC, Judge Advocate General, and the Staff Judge Advocate to the Commandant, to remove potential barriers to diversity;
- A 90-day review, led by ASN (M&RA), of the current level of diversity within the Senior Executive Service, and the processes used relative to recruitment, selection, and development of Senior Executives with the aim of improving the pace of diversity and the strength of the applicant pool, while remaining cognizant of the merit system principles;
- A 90-day review of Navy and Marine Corps grooming policies, led by ASN (M&RA) in conjunction with Navy and Marine Corps representatives, that will inform potential changes to policy; and
- A 90-day review by ASN (M&RA), in conjunction with DON Chief Information Officer (CIO), to examine an appropriate authoritative data environment for DEI. To ensure integrity and validation of data and in support of DEI, I direct all DON commands, organizations, and offices to collaborate with ASN (M&RA) and/or CIO and to provide access to data systems and other related requests.

I am confident that these measures will position the DON for mission success and advance warfighter readiness. Further, these measures represent important steps toward building a culture where we embrace, encourage, and advocate an environment where all Sailors, Marines, and civilians are enabled to make their maximum contribution, their maximum impact to the DON mission, and are treated with dignity and respect as well as an environment with open, clear communication and operations, free from harassment and discrimination at all levels of the organization.



Thomas W. Harker
Acting

cc:
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