



**FORGED
BY THE SEA**

**CULTURE OF
EXCELLENCE 2.0**



**BUILDING OUR WARFIGHTERS & TEAMS
READY TO FIGHT & WIN**



**MARCH 2024
PLAYBOOK**

LEADING GENERATIONAL DIFFERENCES

Culture of Excellence 2.0 is fundamentally about building Great People, Great Leaders, and Great Teams. Doing so is dependent upon understanding the values and motivations of different generations so that every Team can unite and win.

Today, Gen Z Sailors (born 1997-2012) make up half of our Navy. This generation was born around the time of 9/11 and their lived experience is different than older generations. As a result, research shows they have different priorities and expectations in what they want from their Leaders and Teams.

COE 2.0 does not change Navy standards based on generational standards, rather it offers ways in which Leaders in all generations can learn to adjust.

WHAT GEN Z SAILORS VALUE...AND HOW TO RESPOND

➤ Why is this important?

They want their work to matter and make a difference – **Leaders should explain the WHY and foster a sense of purpose.**

➤ Are you looking out for me?

They distrust large organizations (*the Navy is one*) and are less inclined to stay committed to one – **Earn their trust by being transparent and inclusive so they feel valued.**

➤ Can I trust you?

They expect Leaders to earn trust, which is different than Leaders claiming trust based on positional authority – **Trust and respect is earned when Leaders do what they say they will do.**

➤ Are you listening?

They want clarity and authenticity with rapid implementation – **Ask for feedback, consider their ideas, and act.**

➤ Talk to me, not at me.

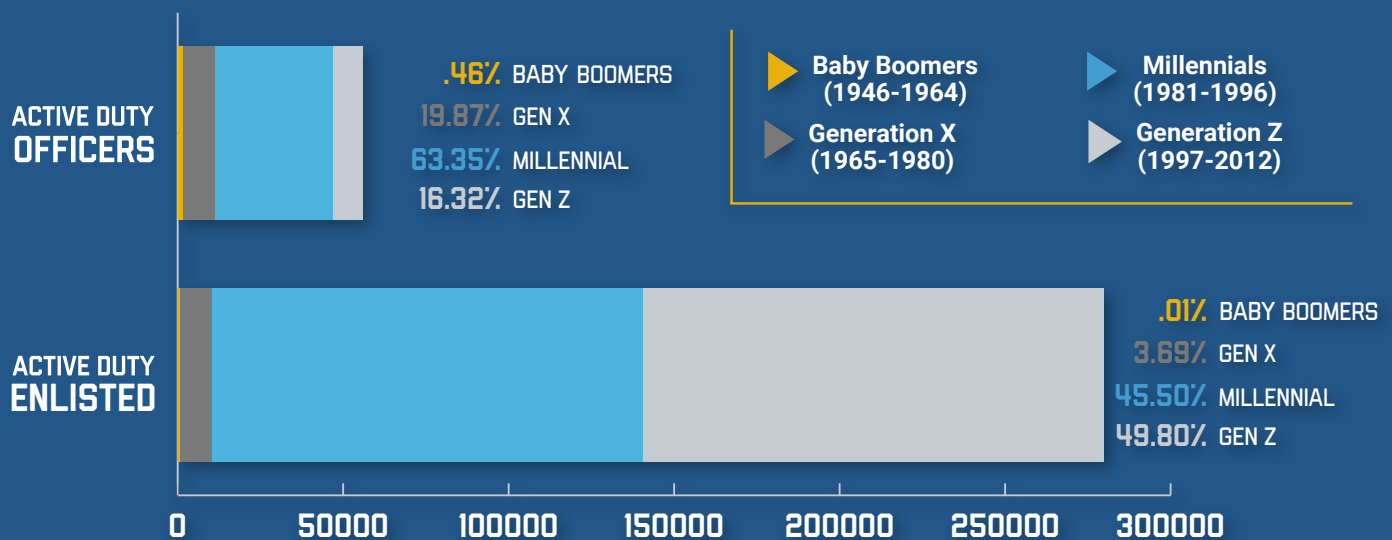
They desire to be coached to get better instead of counseled on where they are failing – **Be a mentor and provide feedback early and often.**

➤ Be upfront.

They are accustomed to a lot of information and don't feel valued when they don't get it – **Communicate consistently and transparently.**

➤ Please show up.

They want to receive important information face-to-face – **If it's important, tell them yourself.**



Today, there are four-generations serving in the Navy: Baby Boomers (1946-1964); Generation X (1965-1980); Millennials (1981-1996); and Generation Z (1997-2012).

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INTRODUCTION

CNO Forward

America's Warfighting Navy, *our Navy*, is the most powerful in the world. We are Sailors and civilians who have answered our Nation's call to service and embody character, competence, and dedication to our mission. As our nation's forward force, we do things every day that no other Navy can do on any day.

As we look to the horizon, the threats to our nation and our interests are real and growing. The potential for high-end combat at sea, the kind of combat our Navy has not experienced since the end of World War II, is real. We must view everything we do through a warfighting lens, and our warfighters – our Navy Team of active and reserve Sailors, and our civilians – must remain ready to fight and win.

Enabled by Get Real, Get Better's (GRGB) call to think, act, and operate differently, the Navy is advancing our approach to how we build our warfighters and warfighting Teams...taking the best parts of what has made our Navy great, and building upon them, through **Culture of Excellence 2.0 (COE 2.0)**. Through this approach, GRGB principles and leadership standards are being deeply imbedded into who we are as a Navy.

COE 2.0 will prepare us to operate in uncertain, complex, and rapidly changing environments by ensuring every member of the Navy Team has the opportunity to become **Forged by the Sea**: becoming the best version of themselves and doing the most valuable work of their lives alongside Sailors and civilians they trust and respect.

We will deliberately build the strength and resilience of our **People** – their minds, bodies, and spirits – by building **Leaders** evaluated not only by the outcomes they achieve, but also by the culture and **Teams** they build while delivering these outcomes.

Navy **Teams** will be ready to innovate, solve hard problems, and dominate in combat: connected and inclusive, bonding together to embrace and manage stress...rejecting the toxicity, hostility,

and harassment that can tear down our People and Teams. Said simply, we will support each other while we prepare to defend our way of life and defeat those who threaten it. Strong Teams succeed.

COE 2.0 simplifies, streamlines, and aligns several Navy programs and concepts into an actionable approach for building great culture, providing new tools for Commanders to better understand and act on the needs of their People. In doing so, we will raise the level of our lowest performing commands, and make our best commands even better.

Our Navy is here to deliver sustained and credible combat power to preserve the peace, respond in crisis, and win decisively in war. Our deep, enduring advantage is and will always be the American Sailor - grounded in our Core Values, tough and resilient, ready to fight and win, and supported by our civilian teammates.

With the right tools, such as COE 2.0, a winning mindset, and the highest levels of integrity, we will operate safely as a Team to deliver warfighting excellence. America is counting on us to do so. I am proud to serve alongside you and I thank you and your families for your continued commitment to ensuring we are always ready.



Chief of Naval Operations Adm. Lisa Franchetti, U.S. Navy photo by Chief Mass Communication Specialist Amanda R. Gray

What is COE 2.0?

WHY FOCUS ON CULTURE?

The Navy's success in combat is dependent on the strength of our Navy Team, and every Team is built on two things: the performance of its People and the performance of its Leaders. In addition, everyone who is part of the Navy Team deserves the opportunity to serve on a Team that is based on trust and respect, where Connectedness and Inclusion are high.

WHAT WAS CULTURE OF EXCELLENCE (COE)?

COE was launched with [NAVADMIN 254/19](#), providing the Navy a series of tools to build great culture. It did not achieve its desired effect for several reasons, to include the impact of COVID, too much complexity, and an incomplete approach to building culture.

Instead of launching something new, [COE 2.0](#) simplifies, streamlines, and aligns existing Navy culture programs with an approach that is both more complete *and* easier to execute/understand at the command level.

WHAT IS COE 2.0?

Building on the [Get Real, Get Better \(GRGB\)](#) call to think, act, and operate differently, COE 2.0 is an approach to building great culture in every Navy command. It closes the gap between our best and our worst performing commands and makes our best even better.

It simplifies, streamlines, and aligns traditional

programs (such as suicide/sexual assault prevention/response) with new concepts (such as GRGB; [Task Force One Navy](#); and [Integrated Primary Prevention](#)).

COE 2.0 is written for Command Triads and Leaders at all levels, but is designed to be used by every member of the Navy Team, including civilians.

HOW COE 2.0 IS DIFFERENT

COE 2.0 focuses on building Great People, Great Leaders, and Great Teams, with the knowledge that this is the best way to prepare for victory in combat, innovate and solve hard problems, and prevent harmful behaviors. It is built on the following:

- Everyone is a Sailor... *both Officer and Enlisted*
- Civilians are a critical part of the Navy Team... *providing continuity and expertise*
- Our [Core Values](#) drive what we do... *every day*
- Great People are shaped by Great Leaders... *to become Great Teams*
- Our People are tough and resilient... *strong in Mind, Body, and Spirit*
- Our Leaders demonstrate great character and competence... *and build great culture*
- Our Teams are Connected and Inclusive... *creating a sense of belonging for their People*

HOW COE 2.0 WILL CHANGE

COE 2.0 is designed to be a living document, updated as necessary to include best practices learned from the Fleet.

HOW TO APPROACH COE 2.0

01 | ▶ The first step is to read the front of the [COE 2.0 placemat](#), which provides Navy standards for "what right looks like" - where our Core Values and Warrior Toughness are the starting point from which we build Great People, Great Leaders, and Great Teams.

02 | ▶ The second step is to read the back of the [COE 2.0 placemat](#), which provides a self-assessment tool for key programs, moving beyond "executing a checklist" towards real outcomes.

03 | ▶ The third step is to read this [Playbook](#), specifically noting The Foundation, which brings together programs essential to developing great culture.

04 | ▶ The fourth step is to read the actual [instructions, messages, and policies](#) (found on the [Culture and Force Resilience website](#)).

Accountability to COE 2.0

EVERYONE ON OUR NAVY TEAM – OFFICER, ENLISTED, AND CIVILIAN – IS ACCOUNTABLE FOR BRINGING THE COE 2.0 PLACEMAT AND PLAYBOOK TO LIFE IN THEIR COMMANDS.

AS INDIVIDUAL PEOPLE, we are accountable to ourselves and to our Teams: living Navy Core Values, becoming a master of the **Warrior Mindset**, and deliberately strengthening our Minds, Bodies, and Spirits. **We must know the standard**, achieve it or exceed it, and be personally committed to the mission of our command and the Navy. Said simply, *we need to be great teammates.*

AS LEADERS, we are accountable to our People - building them into the best version of themselves - and to accomplishing the mission - by practicing those behaviors common to Great Leaders (listed on the Placemat and detailed in the **Navy Leader Development Framework (NLDF)**). **We must set the standard** and bring it to life in others.

AS TEAMS, we are accountable to each other and to achieving the mission, creating an environment where our People do the best work of their lives alongside People they trust and respect. **We must reinforce the standard** each and every day.

GET REAL, GET BETTER & COE 2.0 WHAT'S THE DIFFERENCE?

The GRGB call to think, act, and operate differently enabled the development of COE 2.0, where the Navy self-assessed existing programs and then self-corrected based on Fleet feedback, data, and best practice.

In return, COE 2.0 is how GRGB Principles (Leadership Behaviors and Problem Solving) become a deeper part of building Navy's People, Leaders, and Teams.

- ▶ The GRGB approach/mindset lives within both our Core Values and Warrior Toughness through their commitment to *continuous improvement*. Living our Core Values enables us to “embrace the red,” acknowledge and communicate when we are not meeting standard (and for Leaders to create an environment where their People are not afraid to speak up).
- ▶ “Great Leaders” incorporates GRGB Leadership Behaviors, with NLDF and the **NPIER Playbook** serving as tools so that Great Leaders have resources to solve hard problems in a lasting way.



Photo by Petty Officer 2nd Class Ace Foster, DVIDs

Bringing COE 2.0 to Life

THERE IS NO CHECKLIST FOR BUILDING CULTURE, just like there is no checklist for being a great friend, partner, or spouse.

Instead, success is based on bringing key principles to life through consistent action.

As a starting point, look at your last Command Climate Assessment and **be transparent**. What did you learn (*how well did you self-assess*)? What actions have been taken (*how did you self-correct*)? Are they making a difference?

Next, look at the front page of the placemat and **embrace the red**: Are these standards alive at your command (*Honor*)? Is it ok for your People to ask for help (*Courage*)? Do your People know and do their job (*Commitment*)? Are there pockets of hostility, toxicity or harassment within your command?

Then, turn over the placemat and run through the three questions: 1) How Connected and cohesive is your triad? 2) How is the relationship between your Chief's Mess and the Wardroom (are they united)? and 3) When People leave your command, do they want to stay or leave our Navy (and why?).

Last, look through the Good/Better/Best criteria and honestly **self-assess**: Is your Triad building the foundation well (p. 18 of playbook; Onboarding, Toughness & Prevention, Listening to Understand)? How is your command doing? Can you get to Best? How?

From there, every Leader should have a helpful sense of their command's strengths and weaknesses, with the playbook providing actions for implementation.

On the next two pages, there is a story about COE 2.0 implementation told through the eyes of a Sailor. Use the QR code to read stories about COE 2.0 implementation told through the eyes of a:

- > **Commanding Officer**
- > **Junior Officer**
- > **Chief Petty Officer**
- > **Petty Officer**



SCAN THE QR CODE
to learn more!



Photo by Petty Officer 2nd Class David Negron, DVIDS

If you are an ISIC, ASK YOURSELF:

- ▶ How thorough are the Command Climate Assessment debriefs for your subordinate commands? What did you learn?
- ▶ Did you or someone on your staff review the DEOCS written comments? What did you learn?
- ▶ Are the climates in your subordinate commands getting better?

A COE 2.0 Story

To help understand how COE 2.0 fits together, take 4-5 min to read the following:

Taylor George remembers the day her Navy journey began. At a holiday party, she ran into Jake, a childhood friend, home for the holidays after joining the Navy. Jake had changed – he was different, in a good way.

Taylor asked Jake about the Navy – and Jake spoke with energy about his experience. Sure, it was hard work, but more importantly, it was good work – not only because of the mission, but because of the friends he made and his Team. *Jake was becoming **Forged by the Sea**.*

That night, she started looking at Navy recruiting websites and videos, wondering if the Navy could be the right place for her – and within a few days, she was in touch with a recruiter.

Taylor's father held genuine concerns about whether the Navy was right for anyone, much less his daughter. Her recruiter was ready for this moment – speaking with conviction about how the Navy wanted Taylor to be **Forged by the Sea** – to become the best version of herself.

She was provided a copy of Navy's **Warrior Toughness placemat** and **Culture of Excellence 2.0 playbook**, learning how the Navy would invest in the strengthening of her **Mind, Body, and Spirit** – so that she could perform at her best, whether on duty or off duty.

Within a few days, Taylor knew she needed to give the Navy a try!

Boot Camp at Great Lakes was hard, tough, and fair. Seaman Recruit George learned how to build on the Core Value of Commitment when she practiced **Warrior Toughness** – and worked out her personal ethos, coming to understand and live out her own personal values.

Towards the end of Boot Camp, she enjoyed what she learned in Sailor for Life. Here, the instructors showed a genuine commitment to her success in the Navy, speaking about how strengthening one's:

- **Mind** involved three areas: **Social, Psychological, and Financial**
- **Body** involved three areas: **Nutrition, Physical** (to include sleep), and **Medical/Dental** readiness
- **Spirit** was just as important – connecting with something greater than herself

When she received orders to USS BULKELEY (DDG 84), she was so happy. SR George joined the Navy to see the world, and serving in Japan on a Destroyer was exactly what she wanted.

Within days, she heard from BM2 Lewis, her **Sponsor**. BM2 seemed genuinely excited about meeting SR George, asking thoughtful questions to help her transition to FDNF.

And what a first day she had aboard BULKELEY – BM2 met her at the airport and brought her to the pier. She could sense that she was checking into a real family. People looked her in the eye and warmly welcomed her at every turn.

Within days, she met the entire Chain of Command – to include the CO. When she sat down with her Chief – BMC Yavorksi asked about her Warrior Ethos, how her **Mind, Body, and Spirit** were holding up, and let her know when her first **Career Development Board** was going to occur.

A week later, she attended **Command Indoctrination**, learning more about BULKELEY's day-to-day operations – meeting all the People who were bringing essential programs to life so that she knew where to go if she needed any help. The last day of Command Indoctrination was motivational, with BULKELEY doing their own version of Battle Stations, and SR George receiving her ship's ballcap and patches – she was now, officially, part of the Team.

A COE 2.0 Story

BULKELEY's Command Triad set the example: Connected and unified. Beyond the Triad, the **Command Resilience Team** was known as the group that was always talking with Sailors and finding areas where BULKELEY could improve.

Together, the Triad and Command Resilience Team was passionate about conducting their yearly Command Climate Assessment – providing the crew time to complete the DEOCS survey, conducting focus groups, and developing a plan of action for making things better.

Through this process, the command learned that a new check-in, YNCS Lyons, was creating a hostile work environment in Admin. No one knew who said what to YNCS, but they watched YNCS change, adhering to **Navy Core Values** in a new, powerful way.

It wasn't all smooth sailing for SR George – she tried to compartmentalize when her grandmother died but found herself detaching and withdrawing. It became obvious something was wrong, and it didn't take long for BMC to conduct a **Human Factors Board**, where she sat down with BMC, the Chaplain, and the Drug and Alcohol Program Advisor to work through some things alongside her.

After a few sessions, the Chaplain realized that some further mental health care was needed, and

they applied the roadmap on the **Mental Health Playbook** to get her the help she needed.

She also appreciated her leadership deliberately checking up on her before a prolonged underway period as part of the command's **Human Factors Council** process. **Core Values, Warrior Toughness** and **Mind-Body-Spirit** weren't just slogans on BULKELEY, they were a way of life.

This was clear in how BULKELEY's crew took care of each other, both on and off duty. She was appreciative of how her command viewed her as a teammate, not as an object, even stepping in on her behalf when some other Sailors kept pressuring her to "have another one" at a party. BULKELEY Sailors had each other's backs – always.

Near the end of her tour, when the Command Career Counselor asked, it was easy for now-BM3 George to make the decision to reenlist. Through workups and deployments, she had done some of the hardest and best work of her life, serving alongside People she trusted and respected. In doing so, she had become **Forged by the Sea**.

When a couple of her friends from high school came out to visit her in Japan, she couldn't wait to tell them all about the Navy... and what it was like to win the Battle E.

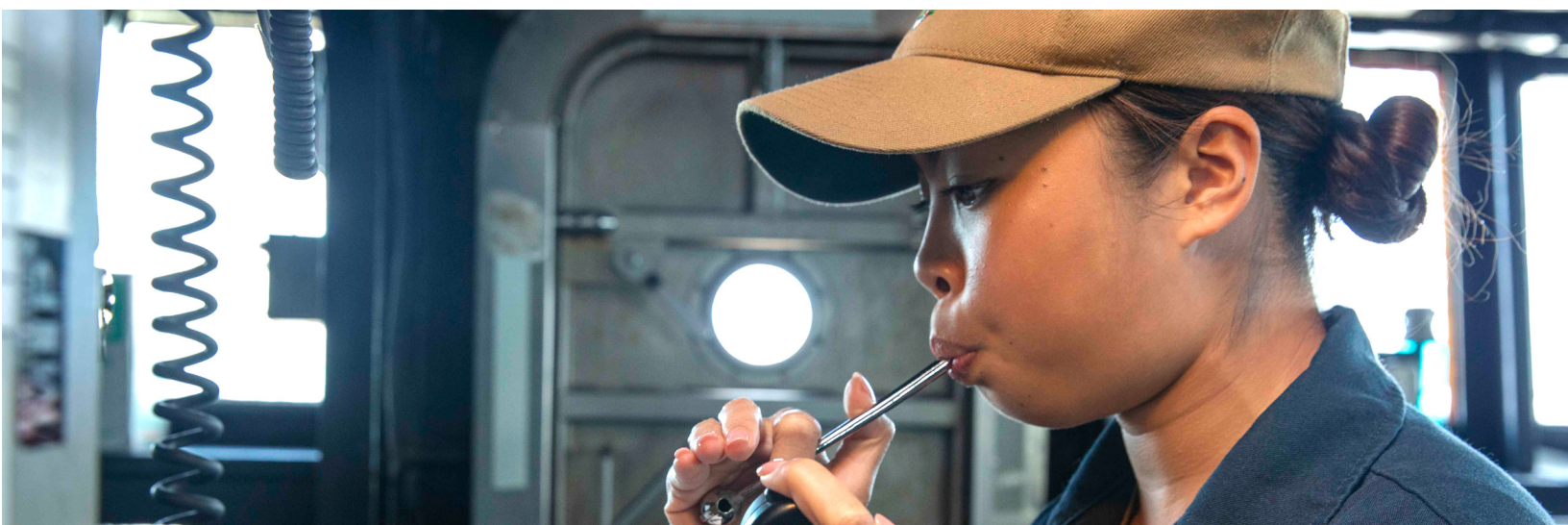


Photo by Petty Officer 2nd Class David Negrón, DVIDS

What Makes Great Culture?

As you begin to think about developing great culture, consider the following:

CULTURE OR CLIMATE: WHAT IS THE DIFFERENCE?

These words are often interchanged in use, but it's important to understand what each is, and how they differ.

- **Culture** is what People do, and how they do it: the beliefs, values, norms of behavior, routines and traditions that occur throughout an organization. Culture itself is difficult to measure aside from the outcomes that are generated.
- **Climate** is how People feel about the culture in which they are operating, on a day-to-day basis or just generally. Climate is normally measured through surveys or other feedback.

Culture changes slowly and occurs over time. **Climate** can swing rapidly based on the actions of key Leaders. In addition, micro-climates can exist within organizations that are much better or worse than the overall climate.

HOW DOES ONE DEFINE GREAT CULTURE?

As part of the development of COE 2.0, the Navy found many things in common between the attributes of Teams that succeed in combat, solve hard problems, learn, innovate, and prevent harmful behaviors. This is true inside or outside military service.

As a result, COE 2.0 provides a single, clear, common standard for how the Navy will build its People, Leaders, and Teams to achieve these outcomes and advance our culture.

While there are many definitions of what makes a great warfighting culture, COE 2.0 borrows from the author Daniel Coyle in stating that:

Great Culture is solving hard problems alongside People you trust and respect.

- **Solving hard problems** is what makes the accomplishment of hard missions so satisfying.
- **Doing so alongside People you trust and respect** means that our People feel valued as part of a Team, this includes Navy civilians who are often subject matter experts.

Said another way, commands with great culture and great climate operate in what the McChrystal Group calls the "Learning Zone," where Teams feel a shared ownership of outcomes – with both errors and successes openly discussed so they can be corrected or built upon to drive higher performance.

To achieve the Learning Zone there needs to be:

- **A high level of accountability**, where the Team has a shared focus on achieving excellence.
- **A high level of psychological safety**, where People feel valued and know they won't be punished for speaking up with ideas, questions, concerns or mistakes.

Achieving the Learning Zone is not easy, but this playbook provides Leaders the tools they need to create this environment within their commands and throughout our Navy.



Photo by Petty Officer 2nd Class T. Logan Keown, DVIDs

The Sailor's Creed and Navy Core Values

BUILDING A CULTURE OF EXCELLENCE (COE) STARTS WITH LIVING OUR CORE VALUES, AND OUR SAILOR'S CREED IS HOW WE AFFIRM OUR SERVICE.

Every member of the Navy Team – enlisted, officer and civilian – must know not only what Navy Core Values mean to us individually, but also what they actually mean – their definitions – so that we can use them as guideposts for our entire Navy.

By living our **Core Values**, we **Commit** to a life of self and Team improvement, acting with **Honor** in all matters, showing moral and physical **Courage** at all times.

COE 2.0: NAVY CORE VALUES AND OUR SAILOR'S CREED

COE 2.0 provides a fresh emphasis on Core Values in the following way:

- ▶ Builds on the best-practice from the *Get Real, Get Better* rollout by creating cards for each of our Core Values, containing:
 - What to do (how to bring Core Values to life)
 - What is the opposite of Core Values
 - What it looks like to fake our Core Values
- ▶ Eliminates Signature Behaviors to focus on our Sailor's Creed

These cards, found on and in the back cover, should be used for messaging as well as coaching, counseling, and debriefs to assess individual or Team performance based on how well our People reflect our Core Values.

COMMAND QUICK CHECK



How many of your People know what is in the Secretary of the Navy Instruction on Core Values (which is contained on the Core Value Cards on the back cover)?

Knowing what they are as a Team is critical to bringing them to life in your command.



How many of the People in your command can recite the Sailor's Creed from memory?

Doing so grounds your Team in a common creed and brings alignment between your officers and enlisted.



Are you using the Core Value cards when you coach, counsel, mentor, and/or evaluate?

The back cover of this playbook brings Core Values to life. Providing feedback that one is not upholding our values can be more powerful than critiquing specific actions.



During award ceremonies, do you tie the accomplishments and actions of the Sailor to one or all of the Core Values when addressing the crew?

Doing so reinforces the goodness that occurs when Core Values are brought to life in your command.

SAILOR'S CREED

I am a United States Sailor.

I will support and defend the Constitution of the United States of America and I will obey the orders of those appointed over me.

I represent the fighting spirit of the Navy and those who have gone before me to defend freedom and democracy around the world.

I proudly serve my country's Navy combat Team with Honor, Courage and Commitment.

I am committed to excellence and the fair treatment of all.

Warrior Toughness

DATA SHOWS THAT THE TOP RISK FACTOR FOR OUR PEOPLE – TODAY – IS SEVERE OR EXTREME STRESS.

Warrior Toughness is Navy’s approach to targeting today’s stress and preparing us for combat – to take a hit and keep fighting: optimizing our performance, performing under pressure, recovering and excelling.

Foundational to Warrior Toughness is the deliberate strengthening of one’s Mind, Body, and Spirit (part of how we build Great People).

The **Warrior Toughness placemat** is designed as a supplement to the COE 2.0 Playbook, so that Leaders can reinforce these skillsets by practicing and modeling them as well as incorporating them into everyday language, training and operations.

Warrior Toughness has been taught at Boot Camp since 2018 to instill the fundamental of optimized human performance in our newest Sailors. To date, Warrior Toughness has been a companion effort alongside Expanded Operational Stress Control (E-OSC). COE 2.0 will bring together Warrior Toughness and E-OSC into a single program under the Warrior Toughness umbrella.

CHARACTERISTICS OF WARRIOR TOUGHNESS

Warrior Toughness trains Sailors to approach evolutions using the Warrior Mindset – a continuous cycle of commitment, preparation, execution, and reflection.

- **Commitment** builds on the Navy Core Value of Commitment and gives Sailors the foundation to succeed in the challenges that lie ahead. Sailors build their commitment through understanding their sense of purpose and personal philosophy to live out their personal values and the Navy Core Values.

WARRIOR TOUGHNESS FRAMEWORK

Every Sailor should strive to practice these skills. Every Leader should become conversant in these skills, incorporate them as appropriate into the daily routine, and teach them to their Sailors.



Warrior Toughness

- **Preparation** develops an individual's Mind, Body, and Spirit for the challenges that lie ahead and builds Sailors into a stronger warfighting Team. Preparation involves realistic training that uses tools such as visualization, mental rehearsals, and demonstrating what "right" looks like.
- **Execution** is where commitment and preparation are ultimately tested by the unknown challenges that lie ahead.
- **Reflection** is how we actively learn from those tests. It includes both group reflection such as after-action reviews (AAR) to reinforce what we learned as a Team, but also individual reflection where we ask ourselves what we did well and acknowledge where we could do better.



COMMAND QUICK CHECK



Do you use the Warrior Toughness placemat to find ways to integrate Warrior Toughness skills at your command?

Warrior Toughness is not a stand-alone program: it's a mindset and a set of skills to be incorporated into everyday language, training and operations.



Do you discuss one's personal values and Warrior Ethos at Career Development Boards, Human Factors Boards, and other periodic reviews?

Values are the foundation to our mindset/attitudes/beliefs which influence our behaviors. To perform at their peak, everyone needs to identify a sense of purpose or meaning.



Do you understand how to leverage stress to build both resilience and toughness?

Building optimized performance by leveraging positive stress is like building muscles through exercise. Understanding how to control or mitigate the negative effects of stress builds resilience.



Do you routinely use AARs or debriefs to continuously improve at an individual and Team level?

Being able to evaluate strengths and weaknesses, or what you did right or wrong, can help identify areas for growth and improvement. Try to make these coaching events.

Photo by Petty Officer 2nd Class Jacob Vernier, DVIDS

Great People: Mind

DATA SHOWS THAT PEOPLE ARE AT THEIR BEST WHEN THEY FEEL CONNECTED TO OTHER PEOPLE, TO INCLUDE THEIR PEERS AND COWORKERS. A Sailor can problem solve, manage stress, and develop resiliency more effectively when they know there are People in their corner who want to help. A healthy support network includes family and friends, Navy coworkers and chain of command, personal social groups, and broader societal connections.

KEY CONCEPTS FOR BUILDING THE MINDS OF GREAT PEOPLE

- **Social fitness** is maintaining healthy and supportive connections with family, friends, peers, and shipmates.
 - *Do your Sailors gain strength from a positive human support network?*
- **Psychological fitness** is managing stress and daily setbacks, practicing self-care, seeking help when problems interfere with work and personal relationships, and supporting shipmates.

- *Do your Sailors embrace, learn from, and work to overcome stress - reaching out with confidence when they recognize warning signs and need assistance?*
- **Financial fitness** is making money management decisions that meet clear goals.
 - *Do your Sailors reduce long-term stress by spending and saving their money wisely?*

COMMAND QUICK CHECK



Are you proactive in understanding the inter-personal dynamics in your Sailor's work center?

Use the Command Climate Assessment and Command Resilience Team to create a baseline of knowledge, and routinely ask your Leaders how things are going with their People and culture.



Do your People promote healthy relationships characterized by mutual respect, support, and effective communication, to include healthy social media use?

Encourage your Leaders to be transparent, approachable, and inclusive in day-to-day activities. Utilize Necessary Conversations to explore issues that detract from unit cohesion and mutual respect.



Is your command familiar with Navy's Mental Health Playbook?

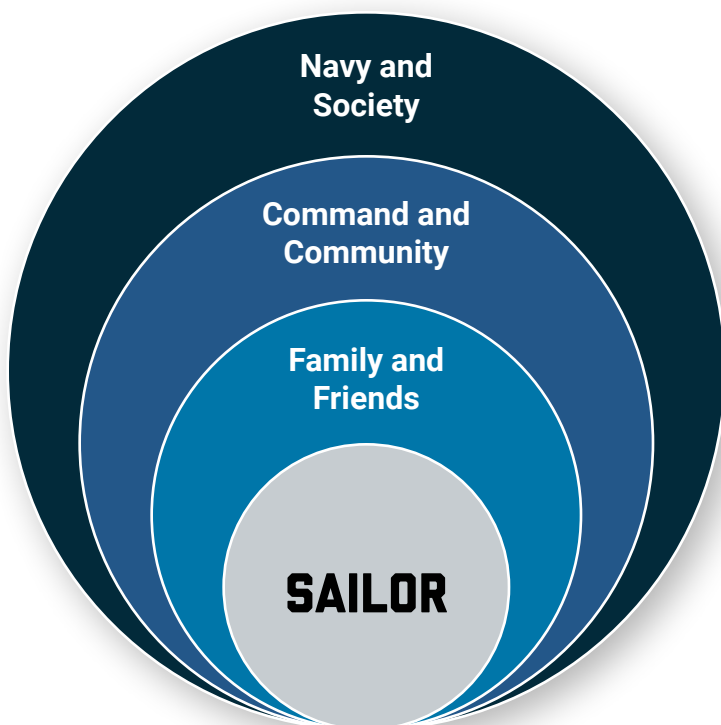
Use the playbook as a quick reference guide to navigate the most common mental health challenges and know who to call when a Sailor is in need. Fill out the back cover with local contacts.



Do your Leaders promote debt and credit management skills, money management (spending plan), emergency savings, insurance planning, consumer awareness, and investment strategies?

Require financial readiness touchpoint training for all Sailors and use the Military Leader's Economic Security Toolkit (Military OneSource) to find resources to help you support your Sailors.

A SAILOR'S IDEAL SUPPORT NETWORK



Great People: Body

OPTIMAL PERFORMANCE IS MORE THAN JUST BEING PHYSICALLY ACTIVE AND EATING WELL. It is about developing and optimizing every element of one's Mind, Body, and Spirit, and maintaining a healthy baseline.

Obstacles to healthy behaviors can include unrealistic expectations; not making enough time to exercise, sleep, or eat right; or physical injury. However, if we treat our bodies as a top performing piece of equipment and provide healthy nutrients to fuel it, it will last longer and be able to perform better, recover faster and be more efficient.

KEY CONCEPTS FOR BUILDING THE BODIES OF GREAT PEOPLE

- **Nutritional fitness** is a lifestyle of healthy eating.
 - *Do your Sailors' Minds and Bodies get better or worse because of what they are consuming?*
- **Physical fitness** is maintaining and improving physical performance by prioritizing sleep and deliberate exercise.
 - *Do your Sailors get enough sleep – and are they taking time to work out (move their Bodies)?*

- **Medical/Dental readiness** is meeting standards through preventative care and early treatment to be ready to meet mission.
 - *Do your Sailors achieve high levels of measurable Medical and Dental readiness?*

COMMAND QUICK CHECK



What type of food does your command offer – is it healthy?

Be proactive in advocating for and breaking down barriers to obtain healthy food options for your crew. Teach Sailors to be critical consumers of junk food and energy drinks.



Do you manage sleep and work to enable circadian rhythms?

Expect your watch bill coordinators to consider sleep in their planning. Ask your Medical Department Representative to provide training on sleep hygiene that is tailored to your operational environment.



Are your People afforded the time to work on their physical fitness – do you use physical activity to build your Team?

Provide time in the day for Sailors to be active and give them options (individual gym time, organized sports, command PT, etc).



Do you find ways to actively promote screenings, immunizations, and prevention measures?

Give Sailors advance notice of SHOTEX events and advertise preventative health services available. Ask if providers can come to your command for routine readiness needs.



Does your command know where to send Sailors for Medical and Dental care?

Advocate for your Sailors to get the time needed to make their appointments. Require all Sailors to protect patient privacy.



Photo courtesy Naval Service Training Command, DVIDs

Great People: Spirit

SPIRITUAL FITNESS IS UNDERSTANDING ONE'S FUNDAMENTAL VALUES AND BELIEFS,

which are freely chosen and can change over time. Spiritual Fitness provides a sense of meaning and purpose, and can, during times of intense stress, help us maintain hope, optimism, and perspective. Understanding and living our personal values makes it easier to effectively navigate life.

KEY CONCEPTS

- Spiritual Fitness does not align with one "right belief," it fosters an environment to be inclusive of individual beliefs.
- When spiritually fit, People are less prone to depression and harmful behaviors and they are more tolerant of others.
- When in need of spiritual, or life assistance, speaking with a Chaplain carries absolute confidentiality, and counseling care is not religious unless requested.

COMMAND QUICK CHECK



Does your command provide a variety of resources Sailors can use to pursue their faith or values?

Encourage intra-command faith and cultural groups to meet for support and fellowship.



Does your command promote scheduling time for spiritual fitness as a priority?

Host community relations events, build self-care time into the plan of the day.



Do your command Leaders foster a climate of Connectedness?

Communicate that all faiths and beliefs are welcome in your command and provide equal space for practice and community.

GREAT PEOPLE – MIND, BODY, SPIRIT CHECK

The following is provided as a 'quick check' for Mind, Body, and Spirit health. To start a conversation, ask these questions in your own words and be sure to respect personal and professional boundaries. Being willing to share your own personal and professional experiences may help your Sailor feel more comfortable sharing with you.

Mind – Social:

- How's it going in your division? Do you feel included?
- What do you like to do for fun in your free time?

Mind – Psychological:

- This job is stressful, how are you managing your stress?
- What do you like to do when you need a break?

Mind – Financial:

- Do you have any pay or debt issues? Anything I can help with?

Body – Nutrition:

- What do you think of the food onboard/on base?
- Do you eat mostly processed, or mostly whole foods?

Body – Physical:

- What do you like to do for exercise?
- Do you feel rested when you wake up?

Body – Medical/Dental:

- What do you think of the medical care here?
- Do you need help getting an appointment?

Spirit – Spiritual:

- What do you think about the work we're doing? Do you think it's important?
- Do you have a moral code or set of values that shape your decisions?
- Are you connected to a group(s) that adds meaning and purpose to your life?

GREAT PEOPLE NEED GREAT LEADERS TO BECOME A GREAT TEAM. COE 2.0 leverages **Navy Leader Development Framework (NLDF)** to provide a more detailed discussion of what makes a Great Leader. NLDF:

- Builds on language used during the *Get Real, Get Better* rollout to make it clear that Navy Leaders are accountable not only for the outcomes they achieve, but also for the culture and Teams they build in delivering these outcomes.
- Adjusts from Character, Competence, and Connections to Character, Competence, and Culture, setting the standard that Great Leaders build great culture, with Teams that win – Connected and Inclusive.

Superior **Character** is demonstrated by living Core Values and:

- Setting the standard and being transparent
- Owning our mission and empowering our People
- Mastering self-awareness and emotional intelligence

Unmatched **Competence** is demonstrated by

- Delivering outcomes, self-assessing and self-correcting
- Managing risk, acting on what matters most
- Solving hard problems; fixing or elevating barriers

Building **Culture** is demonstrated by

- Taking care of our People
- Building winning Teams (Connected and Inclusive)
- Ensuring a safe and healthy environment

COMMAND QUICK CHECK



How do your Leaders demonstrate superior Character?

Leaders with high character create environments where their People know that they matter and have a shared understanding of their individual standard, and how to achieve or exceed it.



How do your Leaders demonstrate unmatched Competence?

Leaders demonstrating high competence are always assessing their environment, building their People up as they find areas for individual and Team improvement, solving problems in a lasting way.



Do your Leaders build great culture – in every space in the command?

Navy's best Leaders are as skilled in building Great Teams as they are in achieving outcomes, creating environments where People can do the best work of their lives alongside People they trust and respect.



Left Photo: CAPT Amy Bauernschmidt, Defense.gov

Middle Photo: James Shepard, senior project manager for the Expeditionary Business Line.
Photo by Petty Officer 2nd Class Brianna Green, DVIDS

Right Photo: Command Master Chief Josephine Tauoa.
Photo by Petty Officer 3rd Class Stevin Atkins, DVIDS

Great Teams

A GREAT TEAM IS ONE THAT IS READY FOR COMBAT (OR TO SUPPORT THOSE IN COMBAT), TOUGH AND RESILIENT, MADE UP OF PEOPLE WHO LIVE, ACT, AND LEAD AT THEIR BEST. Great Teams are the result of grounding in Core Values, bringing Warrior Toughness to life, building Great People (strong in Mind, Body, and Spirit) and developing Great Leaders (accountable to their People).

Your People want and need to be Connected: to each other, to the command, and to the mission. They want to be Included: have equal access to opportunities and resources, to be treated fairly and respectfully, and contribute fully to the command's success.

COE 2.0 focuses on building Protective Factors and combating Risk Factors within your Team. These are measurable through the Command Climate Assessment process, leveraging DEOCS.

Commands with high levels of Connectedness and Inclusion are creating an environment where they will be able to dominate in combat, solve hard problems, learn, innovate, and prevent harmful behaviors.

BUILDING PROTECTIVE FACTORS

Team building fosters Connectedness and Inclusion, two Protective Factors that decrease the likelihood of self-directed harm and prohibited abusive or harmful acts. Leaders are responsible for their People's growth: building Connectedness and Inclusion are essential to helping People feel empowered at their command.

COMBATING RISK FACTORS

People perform at their best in an environment where there is trust and respect. Risk Factors increase the likelihood of self-directed harm and prohibited abusive or harmful acts at your command. Focusing on managing Moderate-to-High Stress, Workplace Hostility, and Harassing Behaviors (racial or sexual) targets unwelcome conduct.

COMMAND QUICK CHECK



How would you describe your command culture in three words?

Apply your understanding of your command's culture to your decision making and on how you interact with your People. Use it as a touchpoint to track your progress.



Is your command winning? How do you know?

Immediately and impactfully communicate wins to your People to build a shared sense of pride and a natural morale boost as well as fulfilling their need to be valued and feel invested in the mission



How much of The Watch List (p. 35) is prevalent at your command?

Walk your command to build trust and confidence on your Team. If you see something, say something: stopping Watch List behaviors early and consistently can prevent more serious destructive behaviors from occurring over time.



Photo by Petty Officer 2nd Class Andrew Taylor, DVIDS

Great Teams: Great Families

MILITARY LIFE IS NOT AN EASY ONE FOR SPOUSES AND FAMILIES.

Navy families make tremendous sacrifices for America and the Navy has programs to help them cope with the stress attributable to separations and a range of uncertainty as they support dynamic Navy requirements.

Great Leaders must foster environments that make families part of their Team, resilient and prepared to effectively navigate the challenges of the unique context of military service.

Resilient families

- Are knowledgeable about the potential challenges they can expect
- Are familiar with the resources available to assist them
- Develop the skills necessary to function in the face of challenges they may experience

KEY CONCEPTS

- **INTEGRATION.** Family readiness is not a program in isolation. Commands are supported in this effort by several components, including Command Ombudsmen, Family Readiness Groups, and base support services, such as the Fleet and Family Support Centers.
- **COMMUNICATION.** Consistent information flow to families is the single most important element in maintaining family readiness.
- **DEPLOYMENT READY.** A knowledgeable family is a prepared family, especially in knowing where to turn for assistance when needed when their servicemember is away.
- **CONNECTEDNESS.** A family that feels connected to the command has a positive influence on both their Sailor and the command's climate. Families provide connections that foster new relationships with new individuals, new experiences, and new insights.

COMMAND QUICK CHECK



Do your families know that your command cares? How? Have you articulated your family readiness vision and goals?

Make the family feel like they matter in the success of the mission by providing timely and accurate information and maintaining a family communication plan.



Have you appointed a well-qualified Ombudsman?

Ensure they attend training, communicate, and meet with them frequently, and give them your full support.



Have you promoted the MyNavy Family App?

This mobile application provides a single, authoritative source of information of all the resources



Do you conduct pre-deployment and post-deployment training and evening activities?

Provide opportunities for families to ask questions and build positive relationships.



Do you support and maintain an effective Family Readiness Group?

Establish guidelines and interact as much as possible.



Photo by Chief Petty Officer Joshua Karsten, DVIDs

SET THE FOUNDATION

The Foundation

(SETTING IT – BUILDING FROM IT – AND ASSESSING IT)

TRADITIONALLY, PEOPLE PROGRAMS (SUCH AS SUICIDE PREVENTION), START WITH A HARMFUL BEHAVIOR, define how to detect or respond to the harmful behavior, and then continue onto how to prevent that behavior. This creates complex, misaligned requirements that can be hard to execute at the command level.

COE 2.0 is a different approach, focusing on building a strong, positive foundation, where commands develop People who are:

- ▶ Tough and resilient – *with strong Minds, Bodies, and Spirit*

- ▶ Part of a Team that is Connected and Inclusive – *with a high sense of belonging*

This approach to building a foundation is manifest in the DEOCS survey, which focuses on Protective Factors (that build the foundation) and Risk Factors (that tear-away at the foundation).

Leaders and personnel will also see this approach in the language of Integrated Primary Prevention, an initiative from the Office of the Secretary of Defense which seeks to focus on areas that will prevent two or more harmful behaviors (such as suicide and sexual assault).

SET THE FOUNDATION SETTING IT – BUILDING FROM IT – AND ASSESSING IT

SET THE FOUNDATION

To set the foundation, COE 2.0 focuses first on bringing the following programs to life:

- ▶ **Onboarding**
 - Command Sponsorship
 - Command Indoctrination
 - Career Development Boards
 - Ombudsman
- ▶ **Toughness and Prevention**
 - Warrior Toughness
 - Human Factors Boards and Councils
 - Response Plans
- ▶ **Listening & Acting**
 - Command Climate Assessment
 - Command Resilience Teams

BUILD FROM THE FOUNDATION

To build from the foundation, commands can provide tailored training and support in the areas of:

- ▶ **Military Equal Opportunity**
- ▶ **Sexual Assault Prevention and Response**
- ▶ **Suicide Prevention and Response**
- ▶ **Drug and Alcohol Detection and Deterrence**
- ▶ **Family Readiness**
- ▶ **Women's Health**
- ▶ **Necessary Conversations**

ASSESS THE FOUNDATION

To assess their climate and culture as part of the ongoing Command Climate Assessment, COE 2.0 brings the following tools:

- ▶ **Listening to Understand (Virtual CO's Suggestion Box)**
- ▶ **Commanders' Risk Mitigation Dashboard**
- ▶ **The Watch List**

ONBOARDING A NEW SAILOR AND THEIR FAMILY IS YOUR FIRST OPPORTUNITY to establish trust, foster Connectedness, and make them feel Included.

Every command should use the onboarding process to build upon a Sailor's sense of individual purpose and connect them with something greater than themselves: the mission of their new command and their new shipmates.

Well-run **Command Sponsor and Indoctrination Programs** minimize the anxiety associated with transferring to a new unit by leveraging trusted sponsors, the Ombudsman and Family Readiness Group, and by turning Command Indoctrination into a Team-building event.

Command Onboarding is not complete until the Sailor is fully gained (pay is correct), has suitable housing, knows where to go for support, is assigned to a division (and connected with peers), complete with their initial qualifications, and both proficient and confident in their assigned work and responsibilities.



RESOURCES

POC: navy.sponsorprogram@navy.mil
OPNAVINST 1740.3E,
Command Sponsor and Indoctrination Program

KEY ACTIONS FOR HIGH-PERFORMING COMMANDS:



Sponsors are People-focused and enthusiastic about your command... creating future sponsors by their actions.



Inbound personnel are assigned a sponsor of equal or higher paygrade (E-5 or above or E-4 on second tour) with MP or EP evals, matching marital status, and have at least 12 months remaining onboard. When able, sponsors should attend training at the Fleet and Family Support Center.



Commands understand that a Single Sailor's support network is different and provides opportunities for Inclusion.



Inbound personnel's contact information is provided to the Command Ombudsman (especially their spouse's information, if appropriate).



NAVPERSCOM (PERS-45) is provided with Command Sponsor Coordinator contact information, including functional e-mail address, command web site and contact phone number, to mill_pers-455inbox@navy.mil.



Command Indoctrination is an energy building, not energy draining, event that is tailored to specific requirements such as location, mission and vision.



Feedback is requested to ensure the effectiveness of the Command Sponsorship and Indoctrination program. Change and improve it continuously!



Mentors are assigned for new Sailors for at least their first year onboard.

SET THE FOUNDATION

Ombudsman

A STRONG COMMAND OMBUDSMAN PROGRAM, BOTH ASHORE AND AFLOAT, WILL ENSURE FAMILIES HAVE THE INFORMATION NECESSARY to meet the challenges of military life (to include emergency/ combat situations).

In addition, the Ombudsman Program helps Commanding Officers better understand the welfare of the command's families.

"A command ombudsman is a crucial link between command leadership and their families. They bring to light issues and concerns that often affect and improve command culture... which ultimately can lead to mission success."

— *Mrs. Junifer Thomas and Mrs. Evelyn Honea, Navy Ombudsmen-at-Large*



KEY ACTIONS FOR HIGH-PERFORMING COMMANDS:



Clearly define the role of the Ombudsman and tailor it to fit the needs of your command. Be active in looking for future Ombudsmen.



Make your Ombudsman part of the onboarding process. Ensure every command member knows who your Ombudsman is and how to get in touch with them.



Demonstrate the value of your Ombudsman by recognizing their efforts formally and informally.



Provide a consistent stream of communication to your Ombudsman and ensure they know how to reach the Triad, 24/7.



Include the Ombudsman in discussions about the command's climate, to increase the health, morale and welfare of command families.



RESOURCES

POC: brandy.b.littler.naf@us.navy.mil
OPNAVINST 1750.1H,
Navy Family Ombudsman Program

Photo by Petty Officer 2nd Class Conner Houghtaling, DVIDs

Career Development Boards

CAREER DEVELOPMENT BOARDS ARE AN OPPORTUNITY TO BUILD TRUST WITH SAILORS by demonstrating a commitment to their personal and professional success.

When **Career Development Boards** are done well, Sailors feel valued and respected by Leaders who connect with them, include them in their winning Team, and articulate how their personal continuous improvement helps the command achieve excellence.

Within 60 days of arrival, every Sailor, **officer and enlisted**, should be engaged by their chain of command about their career goals and plans. Career Development Boards should also be conducted at key career milestones during their tour to ensure they are tracking towards their personal and professional goals.



RESOURCES

OPNAVINST 1040.11 (Series),
Navy Enlisted Retention and Career Development Program

KEY ACTIONS FOR HIGH-PERFORMING COMMANDS:



Focus on the Sailor! Make them feel valued and important. Required board members, command or departmental, are on hand early, prepared to listen, and offer clear advice and guidance on how the Sailor can achieve their goals and discuss their Warrior Ethos.



The chain of command is engaged with the Command Career Counselor to identify Sailors who require a Career Development Board, and schedule them during a time that works for the Sailor and the mission. Communicate the schedule via the most effective means to inform the chain of command, the board members, and the Sailor.



Sailors are greeted by leadership at their Career Development Boards and are encouraged to be open about the goals they want to set.



Minutes are taken and goals are set. However, those minutes and goals remain 'alive' with Leaders who circle back to their People to see if they can help remove barriers.



Career Development Boards conducted within 60 days of reporting should include the Sailor's goals for their tour.



Do not be constrained by the 'required members' listed in the instruction. Consider including mentors, key qualification program managers, the subject matter expert onboard for higher education, or even outside command experts from Fleet and Family Support Center or other sources. The more we invest in our People, the quicker we build a winning Team.

Human Factors Boards/Councils

Note: OPNAV N17 is drafting an instruction that will address requirements for HFB/HFC. In the interim, the Aviation Community has a tradition of executing HFB/HFC and commands may review OPNAVINST 3750.6S for more information.

HUMAN FACTORS BOARDS AND COUNCILS ARE OPPORTUNITIES FOR THE CHAIN OF COMMAND to focus on the personal and professional health of Sailors.

- **Human Factors Boards** help individual Sailors. They are event-driven, when it is noticed that a Sailor (officer or enlisted) is struggling with personal or professional challenges.
- **Human Factors Councils** help groups of People. They occur quarterly, or prior to high-stress events (such as leaving or returning from deployment) and involve leadership pausing to discuss the personal and professional wellbeing of a group of People (ex. squad, department, division) at one time.

In both cases, the XO or CO convenes the Human Factors Board or Council and ensures the right members of the chain of command, and the right experts, are present to help a Sailor navigate challenges that have disrupted their lives.

In both cases, the review is not punitive, and everything that is discussed is kept confidential. Human Factors Boards and Councils help eliminate Risk Factors, promote unique Protective Factors, solve problems, and shore up a Sailor or unit.

The Mind, Body, and Spirit checklist (p. 14) can be an effective tool for assessing personal areas of risk.

KEY ACTIONS FOR HIGH-PERFORMING COMMANDS:



Deckplate Leaders continuously engage their Sailors. If concerns are not resolved by their first line supervisor, a Human Factors Board should be considered.



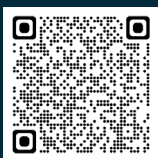
Human Factors Boards are convened in private and kept confidential.



Human Factors Council members are caring, competent, and committed teammates. These personnel become proficient in providing an accurate assessment of individual or group risk.



The Human Factors Board and Council process may discover environmental, organizational or supervisory factors that are systemic across the command and require near-term mitigation. These factors should be provided to the Command Resilience Team for their quarterly meeting to develop a risk mitigation plan of action and milestones.



RESOURCES

POC: MILL_Navy_EO_Advice@navy.mil
OPNAVINST 5354.1H, Navy Harassment Prevention and Military Equal Opportunity Program Manual

Command Resilience Team

THE COMMAND RESILIENCE TEAM ACTS AS A COMMANDER'S EYES AND EARS, helping them to develop an accurate picture of the command's climate and culture so that effective, corrective actions can be taken.

The **Command Resilience Team** should conduct the focus-groups that are part of the **Command Climate Assessment** process and meet periodically to share observations, assess the Command Climate Assessment plan of action and milestones, and develop creative solutions for making the command's climate better.



KEY ACTIONS FOR HIGH-PERFORMING COMMANDS:



Select Command Resilience Team members who have diverse backgrounds experiences, and skillsets. Include personnel throughout the chain of command, junior-to-senior, across departments and organizations.



Adjust the Command Resilience Team make-up to fit the command's situation, size and scope.



Command Resilience Team members are accessible and trusted within the command – People who achieve the mission and care for Sailors at a high level.



Command Resilience Team meets quarterly, at a minimum, to review the Command Climate Assessment plan of action and milestones and assess the command's progress in building DEOCS Protective Factors and reducing Risk Factors.



Command Resilience Team considers the impact of key Leaders, environmental factors, and organizational influences that may affect Sailor resiliency, morale or the overall command climate.



Command Resilience Team works with the Command Triad to be active in messaging about Command Climate Assessment plan of action and milestones execution.



RESOURCES

POC: MILL_Navy_EO_Advice@navy.mil
OPNAVINST 5354.1H, Navy Harassment Prevention and Military Equal Opportunity Program Manual

Photo by Petty Officer 3rd Class Maci Sternod, DVIDs

Command Climate Assessment

THE COMMAND CLIMATE ASSESSMENT GIVES LEADERS DATA-DRIVEN FEEDBACK

that provides insight into climate and culture at their command.

Based on Navy-wide data, Commanders should focus on:

- Building the Protective Factors of Connectedness and Inclusion and
- Reducing the Risk Factors of Moderate/High Stress, Hostile Work Environments, and Racial and Sexual Harassment.

Beginning in CY23 and scaling through CY27, Navy is developing an Integrated Primary Prevention capability, the focal point of which is an Integrated Primary Prevention Workforce (IPPW). This workforce will, among other things, support Commanders in assessing their Command Climate Assessment (DEOCS) and developing a plan of action and milestones.

The IPPW, which will be located across echelons, will help inform guidance and prevention actions taken to address commands' needs by supporting Leaders' understanding of where there may be risk and research informed ways to address those issues.

Do not discount the data! *Some information is always better than none.* Low participation may indicate that personnel do not feel engaged or Connected to the command, but it could also indicate there are barriers to participation such as lack of access to a computer or device, or not enough time in the work day.



RESOURCES

POC: MILL_Navy_EO_advice@navy.mil
OPNAVINST 5354.1H,
Navy Harassment Prevention and Military
Equal Opportunity Program Manual

KEY ACTIONS FOR HIGH-PERFORMING COMMANDS:



Promote participation. Actively and enthusiastically advertise DEOCS survey participation and provide opportunities for command personnel (uniformed and civilian) to take surveys during work hours.



Incentivize your Team. If your command reaches a certain percentage of participation, consider a command-wide event or permissible privilege.



Explain why. Communicate to Sailors that their participation matters and that their feedback provides leadership meaningful and actionable information.



Overcommunicate. Pre-brief the command on the purpose of a Command Climate Assessment and debrief participation rates, timeframes, and results. Talk with your Sailors about the changes you plan to make and give regular status updates.



Be inclusive. Use the Command Resilience Team to determine if there are any groups in the command who feel like they don't have a voice or that they don't matter – then take steps to include those groups.



Act. Use DEOCS to identify hostile/toxic Leaders or those who exhibit/promote harassing behaviors. Respond decisively through counseling or removal from positions of power or authority.



Report. Debrief the Command Climate Assessment to your crew and your Immediate Superior in Command, and then periodically update each with how your climate is improving.

SET THE FOUNDATION

Response Plans

BEING PREPARED IS WHAT WE DO. Creating the conditions to prevent harmful behaviors is just as important as having a plan when a Sailor reaches extremis.

Response Plans should be prepared, practiced, and executed with the same level of care as a warfighting tactic, technique, or procedure. They must be developed, understood, and air-tight, so the likelihood of having to ask, "What should we do now?" is very low.

It is critical that commands develop and practice Response Plans for no less than the following events:

- Sailor or Family Accident or Death (CACO)
- Suicide Death, Suicide Attempt, or Suicide Related Behavior
- Sailor in Distress
- Sexual Assault
- Domestic Violence
- Harassment of any kind



RESOURCES

POC: suicideprevention@navy.mil

KEY ACTIONS FOR HIGH-PERFORMING COMMANDS:



Read the Mental Health Playbook and keep the local contacts on the back cover up to date.



Review and practice all Response Plans annually, especially those contained in the Suicide Related Behavior Response and Postvention Guide.



Accurately and quickly report any personnel incident such as Suicide, Suicide Attempt, Suicide Related Behavior, or Sexual Assault, executing postvention protocols for each, putting special emphasis on effective messaging to your command.



Accurately and quickly report any Sailor or Family accident or death, executing appropriate protocols for each, putting special emphasis on effective messaging and mental health support for your command.



Ensure your Command Duty Officers consistently think through "what if" so that your command is ready for the worst.



Establish an agreement with installation security for the storage of personal weapons when necessary.

Photo by Petty Officer 2nd Class Samantha Oblander, DVIDs

Military Equal Opportunity/ Sexual Harassment

EVERY SAILOR HAS THE RIGHT TO SERVE IN AN ENVIRONMENT WHERE THEY CAN BE EVALUATED ON INDIVIDUAL MERIT, CAPABILITY AND PERFORMANCE.

Great Teams do not tolerate harassing behaviors: they do build strong positive foundations and lower barriers for their Sailors to raise concerns. Great Leaders also follow through in addressing these concerns and protect against retaliation.

The **Military Equal Opportunity** program addresses behaviors that can be subtle or overt: sexual or discriminatory harassment, hazing, bullying, stalking, and other prohibited discrimination.

Sailors who believe they have experienced harassment or prohibited discrimination are encouraged to seek help by contacting their Command Managed Equal Opportunity program manager or Command Climate Specialist.

There are serious consequences for perpetrators of substantiated harassment or prohibited discrimination. These include, but are not limited to, informal counseling, formal counseling, comments in fitness reports and evaluations, non-judicial punishment, courts-martial and administrative separation.

KEY ACTIONS FOR HIGH-PERFORMING COMMANDS:



Leverage the Command Climate Assessment.

Use the metrics to identify harassment or discrimination in your command and take action.



Look around. Conduct a visual command inspection to ensure all spaces are free of materials that create a degrading, hostile, or offensive work environment.



Use The Watch List (p.35). Identify inappropriate behavior early and clearly communicate that harassment and prohibited discrimination will not be tolerated.



Educate. Ensure all Sailors understand their right to submit an informal, formal or anonymous complaint and the methods for submission (GMT and Command Indoctrination can be used to reinforce this training).



Create a paper trail. Ensure substantiated harassment or prohibited discrimination complaints are annotated through formal correspondence such as counseling, performance evaluations, letters of instruction, etc.



Act decisively and thoughtfully. Process Sailors for administrative separation on the first substantiated incident of sexual harassment involving:

- Action, threats, or attempts to influence another's career or job in exchange for sexual favors or rewards in exchange for sexual favors (quid pro quo).
- Physical contact of a sexual nature which could result in punitive discharge.



RESOURCES

POC: MILL_Navy_EO_Advice@navy.mil
OPNAVINST 5354.1H, Navy Harassment Prevention and Military Equal Opportunity Program Manual

Sexual Assault Prevention and Response Program (SAPR)

WHEN A SEXUAL ASSAULT OCCURS, THE ENTIRE COMMAND IS AFFECTED. Last year, over 2,000 reports of Sexual Assault were made in the Navy and 600 cases were Sailor-on-Sailor allegations.

The likelihood of Sexual Assault increases significantly when a command, department, division, shop or workcenter has a history of Sexual Harassment, gender discrimination, workplace hostility, a lack of respect, poor unit cohesion, and/or disengaged leadership.

Use The Watch List (p. 35) for a list of actions that are precursors for Sexual Assault and other harmful behaviors.

Recovery from a Sexual Assault can be very complex and difficult, and the path to recovery is different for each victim. The **Sexual Assault Prevention and Response (SAPR)** Program offers a robust support network and resources to aid in victim recovery for those who report a Sexual Assault.

WHAT WE KNOW

- 17% of Sexual Assaults are reported*
- 66% are Unrestricted Reports, 34% are Restricted Reports
- 80% of reports are filed by women; 20% are filed by men**
- Type of Offense: 29% penetration; 34% contact; 2% attempts to commit; 35% not disclosed**

** Based on the 2021 Workplace and Gender Relations Survey results*







*** These statistics are derived from Unrestricted Reports filed with Navy. Information from Restricted Reports are not included due to the privacy protections afforded to victims who choose to file this type of report.*



RESOURCES

POC: opnav_sapr@navy.mil
 OPNAVINST 1752.1C, Navy Sexual Assault Prevention and Response Program

KEY ACTIONS FOR HIGH-PERFORMING COMMANDS:

-  **Communicate zero tolerance.** Consistent, active messaging that there is no tolerance for Sexual Assault or Sexual Harassment.
-  **Use The Watch List (p.35).** Identify inappropriate behaviors and respond.
-  **Be a trusted agent.** Know how to respond to a Sexual Assault report – ensure anyone reporting a Sexual Assault is provided the maximum amount of privacy, treated with dignity and respect, and referred to a Sexual Assault Response Coordinator or SAPR Victim Advocate.
-  **Look out for the victim.** Protect victims and SAPR personnel from retaliatory behaviors - establish zero tolerance policies on retaliation.
-  **Educate.** Conduct annual SAPR training, include in Command Indoctrination, and provide year-round messaging.
-  **Be ready.** Conduct Command Duty Officer SAPR drills to ensure watch standers know how to respond to a report of Sexual Assault

Suicide Prevention

SUICIDE IS A COMPLEX, DIFFICULT TOPIC, AND IT IS RARELY THE RESULT OF A SINGLE EVENT OR STRESSOR. Two People can respond to nearly identical life events in vastly different manners. On average, approximately 60 Navy commands will experience a death by suicide every year. When a suicide occurs, the command is at an increased risk for additional suicides.

A well-respected view (Joiner, 2009) of why People die by suicide concludes that they have a sense of:

- Thwarted belongingness (feeling alienated by others),
- Perceived burdensomeness (believing one's death is worth more than one's life), and
- Acquired capability for suicide (developing increased pain tolerance and fearlessness about death).

With this view, one can understand how a Sailor's experience within their command can impact the possibility they may attempt or die by suicide.

Commands that create a sense of purpose, with high Connectedness, cohesion, and Inclusion, create conditions that could lower the risk of suicide.

Commands with unmanaged high levels of Stress, Hostile Work Environments, and Harassment (either Sexual or Racial) – even in microclimates - could increase the risk of suicide. Use the **Mental Health Playbook** as a tool to prevent, mitigate, or address mental health issues within your command, and augment it with the Suicide Related Behavior Response and Postvention Guide in the event you need to flow from crisis response to reintegration to postvention.

WHAT WE KNOW

On average, within the Navy, the following is true regarding suicide

- **Lethal Means:** 60% by firearm; 27% by hanging; 1% by jumping; and 11% by other means (such as overdose)
- **Sex:** 90% are men; 10% are women
- **Age:** 46% are 20-24; 14% are 25-29; 13% are 30-34; 11% are 35-39; 7% are 40-44; 7% are 17-19; 1% is 45+
- **Top stressors:** relationship (47%), mental health (36%), unknown (27%), transition (26%), disciplinary (20%), and financial difficulties (11%)



RESOURCES

POC: suicideprevention@navy.mil
OPNAVINST 1720.4B, Suicide Prevention Program

KEY ACTIONS FOR HIGH-PERFORMING COMMANDS:

- ▶ **Consistent, active messaging** about suicide prevention at all levels of the chain of command, to include comprehensive Lethal Means Safety initiatives.
- ▶ **Conduct meaningful, discussion-based Suicide Prevention Training** that encourages active peer-to-peer engagement and awareness, through programs such as 'Project One Small ACT (Ask-Care-Treat)', 'No Wrong Door', and 'SafeTALK'.
- ▶ **Accurately and quickly report** any Suicide, Suicide Attempt, or Suicide Related Behavior, executing postvention protocols for each.
- ▶ **Ensure effective reintegration** for any person who leaves the command for mental health, or suicide-related reasons.
- ▶ **When a Suicide Attempt, or Suicide Related Behavior occurs, ensure 100% referral** to the Sailor Assistance and Intercept for Life (SAIL) program for Active Duty Sailors.
- ▶ **Develop and practice** a command Crisis Response Plan annually.
- ▶ **If a suicide death occurs, precisely execute postvention protocols**, putting special emphasis on effective messaging.

Drug and Alcohol Deterrence

THE NAVY REQUIRES A “ZERO TOLERANCE” POLICY FOR DRUG ABUSE and this program is the cornerstone to maintaining a drug-free Navy. About 1,000 Sailors are separated each year for drug use.

The three tenets of a successful command drug and alcohol program are Prevention (a proactive approach to deterring substance abuse); Deterrence (by following through on every drug positive); and Detection (leveraging best practices highlighted below).

ALCOHOL IS NOT A RESILIENCE TOOL. The Own Your Limits campaign helps Sailors learn how to drink responsibly, if they choose to drink alcohol. Responsible drinking is both knowing your alcohol limits and sticking to them – legal and personal – and having control over how much alcohol you drink to protect yourself and those around you.

WHAT WE KNOW

With over **7,340,408 samples submitted** during FY17 through FY23 for the presence of drugs, drug testing is a means of combating drug abuse and assessing command readiness.

Alcohol prevention efforts work! On average, 987 DUIs occur annually, down by 10.9% from FY18 to FY23. Alcohol incidents overall have decreased by 33.3% over the same period.



RESOURCES

POC: Secure DDR email MILL_N17_DDR@NAVY.MIL; DAD email MILL_N17_DDD@NAVY.MIL
OPNAVINST 5350.4E, Navy Alcohol and Drug Misuse Prevention and Control

KEY ACTIONS FOR HIGH-PERFORMING COMMANDS:



Remain aware of substances prohibited in the Navy.



Promote responsible alcohol use. Ensure your DAPA consistently provides preventative resources and materials to your command.



De-stigmatize treatment. Direct Sailors to helpful resources and support them if they decide to get treatment.



Discuss Marijuana use as a readiness issue vice a moral issue, as it is legal in many states. It is still illegal per the Controlled Substances Act, which is the primary reason it remains unauthorized for Sailors.



Resolve or adjudicate every positive. Urinalysis results should be reviewed as new test results become available and investigated to determine if use is legitimate or wrongful.



Follow best practices in your treatment program to include:

- Unpredictable urinalysis testing schedules
- No advance notice of urinalysis testing
- Vary urinalysis-testing days throughout the month
- Vary urinalysis testing times and locations
- Test a small number of your unit population
- Limit the testing time (i.e. 0800 to 1100)



SYSTEMS THAT URINALYSIS PROGRAM COORDINATORS MUST BE FAMILIAR WITH INCLUDE:

- ▶ Internet Forensic Toxicology Drug Testing Laboratory Portal (iFTDTL)
- ▶ Web Drug Testing Program (WebDTP) application
- ▶ Drug Testing Program Lite (DTPLite)
- ▶ Alcohol and Drug Management Information and Tracking System (ADMITS)

Family Readiness

WE MAY RECRUIT INDIVIDUAL SAILORS, BUT WE CREATE A NAVY FAMILY. Resilient Navy families understand their role in the mission, understand where to get support when they need it, and feel connected to the command. Families help the Sailor perform at their best and they can deploy knowing that their family members will be taken care of.

FAMILY CARE PLAN

Ensure Sailors establish a written Family Care Plan to care for dependents so they may deploy on short notice.

Family Care Plans are required for:

- Sailors with primary or shared physical custody of a minor child and who is not married to the other parent of the child
- Married dual military couples where one or both have primary or shared physical custody of a minor child
- Sailors who are legally responsible for an adult family member who is incapable of providing for themselves

FAMILY ADVOCACY PROGRAM (FAP)

The Family Advocacy Program provides clinical assessment, treatment and services for Sailors and their families involved in incidents of domestic violence/abuse and child abuse/neglect.

EXCEPTIONAL FAMILY MEMBER PROGRAM (EFMP)

This program ensures Sailors with exceptional family members are assigned only to those areas where specialized medical and/or educational needs can be met.



RESOURCES

POC: Family Care Plan, navy.familycareplan@navy.mil;
Family Advocacy or EFMP, askmncc@navy.mil

FLEET AND FAMILY SUPPORT CENTERS (FFSC)

Fleet and Family Support Centers support individual Sailor and family readiness as well as adaptation to life in the Navy. There are 81 Fleet and Family Support Centers across the globe.

KEY ACTIONS FOR HIGH-PERFORMING COMMANDS:

FAMILY CARE PLAN



Verify monthly that Sailors who require one have a current Family Care Plan on file that is reviewed annually

Encourage Sailors, especially when their family circumstances are complex, to have their Family Care Plan and all relevant legal documentation reviewed by a legal assistance attorney

FAP



Ensure that all unrestricted allegations of domestic and child abuse are referred to law enforcement agencies or child protective services within 24 hours

Ensure protection of all persons alleged or known to be at risk by issuing and enforcing an appropriate Military Protection Order that is coordinated with civilian authorities

When appropriate, attend the Incident Determination Committee meeting and review Clinical Case Staff Meeting treatment plans and recommendations for victims and offenders of abuse

EFMP



Ensure every Sailor with family members with special medical or educational needs enrolls in the Exceptional Family Member Program

Conducts warm hand-offs when Sailors enrolled in the Exceptional Family Member Program are transferring from one duty station to the next

FFSC



Ask the local Fleet and Family Support Center director to speak at All Hands or Quarters

Invite Fleet and Family Support Center representatives to conduct pre-deployment training

Meet with Fleet and Family Support Center Family Advocacy Program personnel within 30 days of reporting (Triads) for a brief and training

FOR EVERY SAILOR – MIND, BODY, AND SPIRIT WELLNESS MATTERS – AND WOMEN'S HEALTH NEEDS ARE DIFFERENT FROM THOSE OF MEN. When commands are aware of gender-specific health concerns, they can devise a plan to take better care of their Sailors and increase readiness for the command writ large.

The Women's Health: A Guide for Navy and Marine Corps Leadership and the **Navy Medicine Women's Health Website** are resources that can help Leaders understand how to meet the healthcare needs of women.



KEY ACTIONS FOR HIGH-PERFORMING COMMANDS:



Conduct Necessary Conversations between Leaders, medical providers, and female Sailors to understand common medical conditions specific to women and the impact on their deployment status.



Organize a command workshop to educate Sailors on women's health, answer questions, and foster a healthy culture of self-education.



Remove stigmas around female Sailors' general and reproductive health, protect privacy, and encourage Necessary Conversations about consent, safe sex, and Sexual Assault reporting processes.



Assign a "Command Advisor for Pregnancy and Parenthood (CAPP)" to advise the Command Triad and Sailors on reproductive, pregnancy, postpartum, and parenthood resources and advocate for an inclusive workplace.



Use your Women's Initiatives Team (WIT) to identify, assess, and correct potential medical/health barriers for female Sailors at your command.



Include education on navigating the Military Health System during the onboarding process and Command Indoctrination to better educate female Sailors on access to health care at your command and in the community.



RESOURCES

POC: Navy_OfficeofWomensPolicy@us.navy.mil
CDR Katie Schulz, Chief, BUMED Office of Women's Health
(katie.e.schulz.mil@health.mil)

Photo by Jason Bortz, DVIDs

Necessary Conversations

MOST IN THE NAVY ARE FAMILIAR WITH “CAPTAIN’S CALLS,” where senior Leaders gather to listen and respond to the concerns of junior personnel. **Necessary Conversations are different**, in that a Leader is *not* necessarily expected to respond with a solution, but instead to listen in order to understand different perspectives.

Necessary Conversations should occur in a wide variety of social settings at all levels: the mess decks, chief’s mess, wardroom, during mentor conversations, in the ready room, and among peers. Any environment that allows someone to offer their full attention can work.

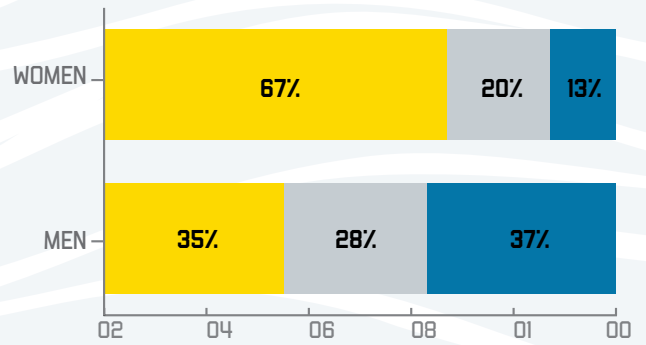
Necessary Conversations enable discussion on difficult issues, such as sexism and racism, and how they manifest in society, the Navy, or the command. These discussions foster social fitness and help mitigate stressors a Sailor may be experiencing in the social groups to which they belong (family and relationships, command and community, Navy and societal groups).

Further, Necessary Conversations build trust, and help all personnel understand the perspective of others, so that Team Connectedness and Inclusion increase.

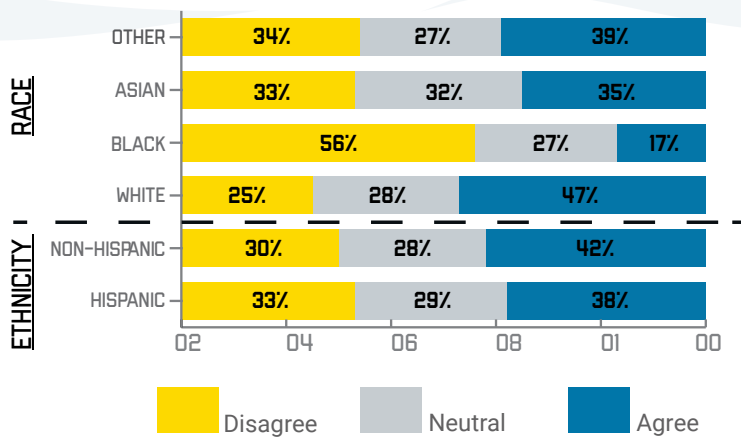
While some Sailors may be more attuned to the topics of Necessary Conversations in everyday conversation, these dialogues are especially valuable for seasoned Leaders who aim to navigate contemporary challenges and effectively address long-standing issues.

The Necessary Conversations Guide and **Full Speed Ahead 3.0 Module 3** Drama video provide resources on how to have Necessary Conversations.

SEXISM IS NOT A PROBLEM IN THE NAVY



RACISM IS NOT A PROBLEM IN THE NAVY



KEY ACTIONS FOR HIGH-PERFORMING COMMANDS:



Be deliberate and carefully plan the conversations.



Encourage an engaged setting where mutual respect enables meaningful dialogue.



Being authentic builds trust with your People.



Exercise human compassion toward yourself, peers, and leadership, not allowing the fear of misspeaking deter you from initiating essential dialogues.



Recognize barriers so that you are aware of counter-productive behaviors and dialogue.



Be transparent and vulnerable, acknowledging to yourself that you are not expected to have all the answers! Understand that silence can be productive.



Set the tone and establish ground rules for the conversations up front; mitigate side-bar conversations.



RESOURCES

POC: navy_people_and_culture@us.navy.mil

Listening to Understand

SAILORS FEEL SEEN AND HEARD WHEN COMMANDERS CREATE OPPORTUNITIES FOR DIRECT FEEDBACK. A Connected and Inclusive command listens to Sailors, considers their ideas, and responds deliberately. This creates a collaborative, Inclusive work environment where everyone feels valued and part of the Team.

Face-to-face engagement is the gold standard in connecting with your Sailors. Younger generations who grew up in the online era still appreciate in-person conversations when it's about something important.

Online listening tools can be a valuable resource, especially when a Sailor has the option to provide information anonymously.

- **Commanding Officer's Suggestion Box:** Sailors can anonymously share their thoughts and opinions using the old-school physical suggestion box or a command specific QR code.

VIRTUAL COMMANDING OFFICER'S SUGGESTION BOX

QR code CO Suggestion Boxes are available to all commands. Sailors scan the code (or enter a web address) and their comments are anonymously sent to the Command Triad via email. Suggestion Box information is confidential to the unit and not monitored, the system deletes all submission data every 90 days. To request a CO Suggestion Box, a member of the Command Triad can scan this QR code to create a UIC specific account.



KEY ACTIONS FOR HIGH-PERFORMING COMMANDS:



Post the link/QR code around your command (to include the quarterdeck) and add to the email signature blocks of Command Triad members.



Use the link/QR code at All Hands events, to include events with family members.



Provide CO's Suggestion Box input to the Command Resilience Team.



Communicate with the crew periodically on what is learned, what action is being taken, and how those actions will be assessed.



RESOURCES

POC: Navy Experience Management Office (NXMO) -
Navy Survey Program
navy.surveys.fct@navy.mil

Photo by Petty Officer 1st Class Stephane Belcher, DVIDs

Commanders' Risk Mitigation Dashboard (CRMD)

COMMANDERS' RISK MITIGATION DASHBOARD IS A NEW TOOL FOR COMMANDERS to better understand the level of destructive behavior risk within their commands and **take appropriate mitigation measures.**

The dashboard applies machine learning to analyze data from 31 databases consisting of over 16 million columns of possible predictors and over six thousand events to generate command specific risk scores for suicide, illicit drug and alcohol use, sexual assault (both victim and perpetrator), and sexual harassment.

CRMD displays an overall risk score and category risk scores for the command on the main screen. The UIC Average Risk Score is the unit average of the risk category scores for the six categories of harmful behaviors for the unit. Peer Risk Score is the average of overall risk scores for similar type and sized commands.

Commands can click on each harmful behavior to view their command's risk level as well as comparisons to Peer and Navy Risk Scores.

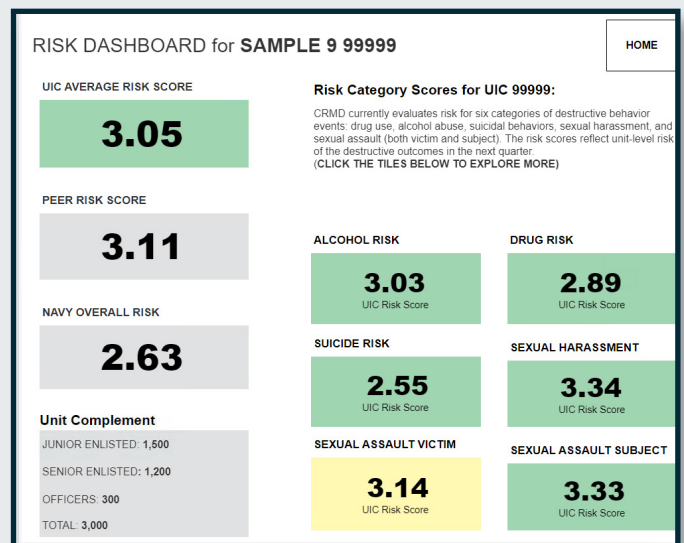
CRMD also provides the top five factors that contributing to increasing the risk of each harmful behavior as well as the Protective Factors that reduce the risk.



SCAN THE QR CODE to learn more about CRMD, or to get access for your command.

Finally, CRMD includes downloadable **Action Plans** for commands with an elevated level of risk. The Action Plans contain prioritized list of actions commands can take to mitigate risk – from reminders of foundational programs to specific optional training available to commands.

Commands should check their CRMD risk profile monthly to understand the level of destructive behavior risk within their commands.



Navy Risk Score is the average of overall risk scores for all commands within the Navy. Dynamic coloring is assigned to each risk score based on comparison to their specific peer group:

- Green:** Commands that fall **at or below the mean risk score** for their peer group
- Yellow:** Commands that fall **within one standard deviation above the mean** for their peer group
- Red:** Commands that fall **more than one standard deviation above the mean** for their peer group

RESOURCES

POC: ADE_HELPDESK_SUPPORT@navy.mil

TOP SIGNS OF RISK FOR HARMFUL BEHAVIORS (TO INCLUDE SEXUAL ASSAULT)

When inappropriate workplace behaviors go unchecked, they become an insider threat that can eat away at a Sailor’s Mind, Body, and Spirit, causing them to perform at a level far less than their best. Inappropriate behaviors will also negatively affect a Team’s Performance – tearing away at their Connectedness and Inclusion.

Data from DoD research shows that destructive behaviors like Sexual Harassment, Gender Discrimination, Lack of Responsibility & Intervention, Lack of Respect & Cohesion, and Workplace Hostility all create an environment that is more permissive of Sexual Assault.

Everyone on the Navy Team must be on the lookout for these behaviors, call them out in private and use Necessary Conversations, the Command Climate Assessment (DEOCS), or Command Resilience Team to uncover the root causes of these behaviors, or identify People and Leaders who refuse to uphold Core Values in how they treat their People.

<p>PEOPLE WARNING SIGNS</p> 	<p>LEADERS WARNING SIGNS</p> 	<p>TEAMS WARNING SIGNS</p> 
<ul style="list-style-type: none"> ➤ Low respect for others from diverse backgrounds ➤ Takes credit for another Sailor’s work or ideas ➤ Gossips/talks about another Sailor ➤ Uses insults, sarcasm or gestures to humiliate a Sailor ➤ Mistreats, ignores, excludes, or insults a Sailor because of their gender ➤ Intentionally touches them in a sexual way when they do not want them to ➤ Takes or shares suggestive pictures or videos of them when they don’t want to ➤ Repeatedly makes sexual comments about their appearance, body ➤ Embarrasses, angers or upsets other Sailors by repeatedly suggesting they don’t act like their gender is supposed to ➤ Repeatedly attempts to establish unwanted romantic or sexual relationship ➤ Repeatedly asks questions about another Sailor’s sex life sexual interests that makes them uncomfortable, angry or upset ➤ Displays, shows, or sends sexually explicit materials (e.g. pictures, video) ➤ Repeatedly tells sexual “jokes” 	<ul style="list-style-type: none"> ➤ Does not make it clear that sexual assault has no place in the Navy ➤ Does not promote a climate based on mutual respect and trust ➤ Sexual assault reporting resources not publicized ➤ Intentionally interferes with a Sailor’s work performance ➤ Does not provide information or assistance when needed ➤ Makes them feel they would be punished/treated unfairly for not doing a sexual act ➤ Does not lead by example by refraining from sexist comments and behaviors ➤ Frequently yells at Sailors when angry ➤ Does not encourage bystander intervention to assist others in situations at risk for sexual assault or other harmful behaviors ➤ Does not recognize and immediately correct incident of sexual harassment 	<ul style="list-style-type: none"> ➤ Low unit cohesion ➤ Low ability to deal effectively with adversity or conflict when it occurs ➤ Low gender respect: women and men treat each other poorly ➤ Low support: Sailors do not provide help to one another when personal problems arise ➤ Sailors do not encourage victims to report sexual assault ➤ Low respect from or for chain of command ➤ Low trust in the unit, or each other



Silence is NOT a Protective Factor

If you SEE something, SAY something!

MCPON Call To Action

Our Navy relentlessly pursues excellence in warfighting through a laser focus on our warfighters - our People. Together, we forge a culture in which every Sailor, civilian, and family succeeds and achieves their goals while performing the most challenging and most rewarding work of their lives.

Culture of Excellence (COE) 2.0 builds upon our rich legacy with an anchor firmly set in our Core Values of **Honor, Courage** and **Commitment**. We prepare for today and the future by exercising our Warrior Mindset and strengthening our **Mind, Body**, and **Spirit** every day. By setting this foundation, we build ourselves into the greatest warfighters required to create and sustain combat readiness.

As we commit ourselves to the leadership concepts of COE 2.0, we set the standard and own our mission by taking care of our People, solving those hard problems, and effectively managing risk. By being boldly transparent and self-aware, we build combat Teams that are ready for any contingency in any domain. In order for COE 2.0 to be truly successful, every Sailor must see themselves in this document. We must recognize through COE 2.0 how we make ourselves better, how we make our Shipmates better, and how we make our combat Teams better. Leaders must clearly see this and ensure others do as well.

To achieve warfighting excellence, we must trust one another to do what is right and to be masters of our profession and our specialties. Our trust in one another exists because we value, include, and respect the person to our left and to our right, which enables us to openly discuss our failures and successes to be even better tomorrow than we are today.

COE 2.0 is not a procedure to follow; it is how we do business.

We must resist creating a culture of compliance with this initiative; audit checklists and only accomplishing the “required” items is not what we should be doing. Our goal should always be to build **Great People, Great Leaders**, and **Great Teams**. Our Navy combat Team embraces challenges so that we remain a dominant naval force that deters conflict, but when called upon, fight and win decisively.



Master Chief James Honea, 16th Master Chief Petty Officer of the Navy (MCPON)

Core Value Behavior Cards | **Faking/Opposite**

HONOR

Key points:

- ▶ Be accountable
- ▶ Display uncompromising integrity
- ▶ Uphold the highest standards

OPPOSITE

- ▶ Refusing to be accountable for my professional and personal behavior
- ▶ Using unethical behavior to drive individual/Team performance
- ▶ Unwilling to embrace diversity of ideas, experiences and backgrounds to achieve Team and mission success

FAKING BEHAVIOR

- ▶ Avoiding tough situations and/or conversations through inaction, i.e. remaining silent in moments of injustice
- ▶ Lacking authenticity. Conducting myself differently at work than at home
- ▶ Tolerating illegal or improper behavior or the appearance of such behavior

COURAGE

Key points:

- ▶ Do the right thing, always
- ▶ Act despite your fear
- ▶ Ask for help

OPPOSITE

- ▶ Making decisions for personal gain rather than what is best for the nation, the mission and my Shipmates
- ▶ Not speaking up when something is wrong
- ▶ Allowing my Shipmates to engage in behaviors that do not align with our Core Values

FAKING BEHAVIOR

- ▶ Acting as if I will confront what is wrong to stop it or correct it, but failing to do so
- ▶ Leading through fear and compliance versus respect and striving for excellence
- ▶ Not treating my Shipmates with dignity and respect

COMMITMENT

Key points:

- ▶ Get Better, as a person and Team
- ▶ Know and do my job
- ▶ Be selfless and humble

OPPOSITE

- ▶ Being unwilling to listen to Shipmates' ideas
- ▶ Mistreating those that are different from me
- ▶ Allowing personal or combat readiness to decline

FAKING BEHAVIOR

- ▶ Promoting and enabling the "status quo," when it inhibits operational excellence, personal and Team development, or increased readiness (This is the way we have always done it)
- ▶ Ignoring the development and sustainment of my Mind, Body and Spirit
- ▶ Only leading myself and putting my own success above our Shipmates, our Navy and our nation

Core Value Behavior Cards

HONOR

I am **accountable** for my professional and personal behavior. I will be mindful of the privilege I have to serve my fellow Americans.

WHAT IT IS

- Abide by an uncompromising code of integrity, taking full responsibility for my actions and keeping my word
- Conduct myself in the highest ethical manner in relationships with seniors, peers, and subordinates
- Be honest and truthful in my dealings within and outside the Department of the Navy
- Make honest recommendations to my seniors and peers and seek honest recommendations from junior personnel
- Encourage new ideas and deliver bad news forthrightly
- Fulfill my legal and ethical responsibilities in my public and personal life

WHAT TO DO

- Treat every person with respect
- Take responsibility for my actions
- Always be upright and honorable both in public and when nobody's looking
- Strengthen my resolve, and that of my fellow Sailors, to act consistently with our values

COURAGE

Courage is the value that gives me the **moral and mental strength** to do what is right, with confidence and resolution, even in the face of temptation or adversity.

WHAT IT IS

- Have the courage to meet the demands of my profession and the mission entrusted to me
- Make decisions and act in the best interest of the Department of the Navy and the nation, without regard to personal consequences
- Overcome all challenges while adhering to the highest standards of personal conduct and decency
- Be loyal to my nation by ensuring the resources entrusted to me are used in an honest, careful and efficient way

WHAT TO DO

- Embrace solving hard problems with my Team and boldly elevating barriers for resolution
- Set the standard and then honestly self-assess and self-correct. Hold myself and others accountable for our actions
- Meet the demands of our profession of arms especially in the face of adversity to ensure I am ready for combat when my nation calls upon me and my Team
- Keep going when I take a hit – **We don't give up the ship!**

COMMITMENT

The **day-to-day duty** of every person in our Navy is to join together as a Team to improve the quality of our work, our People and ourselves.

WHAT IT IS

- Foster respect up and down the chain of command
- Care for the professional, personal, and spiritual well-being of my People
- Treat all People with dignity and respect
- Always strive for positive change and personal improvement
- Exhibit the highest degree of moral character, professional excellence, quality, and competence in all that I do

WHAT TO DO

- Be a Leader and encourage leadership in others
- Grow personally and professionally every day
- Embrace the diversity of ideas, experiences, and backgrounds of individuals
- Practice a Warrior Mindset at work and at home



Send us your feedback via email or social media links below!



REACH US NOW