CNO's Diversity Vision

CNO's Sailing Directions describe a vision of the contribution and characteristics of the Navy over the next 10-15 years. Today and in the next decade, ready Sailors and Civilians will remain the centerpiece of Navy's warfighting capability. To maintain our warfighting edge, it is essential that our people be diverse in experience, background and ideas; personally and professionally ready; and proficient in the operation of their weapons and systems. Diversity is not founded on statistics, percentages, or quotas. Diversity is about achieving peak performance. Our force will draw upon the widest possible set of talents and backgrounds to maximize our warfighting capability, adapt to address new threats and challenges, and take advantage of new opportunities. The unique personal characteristics and skills of each Sailor and Civilian will continue to add value to our Navy. Our efforts to attain and sustain a force of diverse talent and experience will be an intrinsic part of recruiting, developing, retaining and employing our people. We will continue to be united by our shared commitment to the Nation and each other as part of one Navy team. Every Sailor and Civilian will adhere to a professional culture of fairness and respect, and value the contributions each one makes to the Navy's warfighting capability, forward operations and readiness.

Recruiting a diverse force:

- The Navy will employ proven and cost-effective recruiting strategies and techniques to attract the best talent and imagination that America has to offer, wherever it may be.

Developing a diverse force:

- We will continue to ensure that every new Sailor and Civilian has an equal chance of developing his or her talents to their fullest potential in an environment free of discrimination, preferential treatment, or any manner of exclusion or intolerance.
- Each Sailor and Civilian will be inspired and empowered to contribute and to attain the highest levels of leadership based upon his or her sustained level of performance.

Institutionalizing diversity:

- Diversity within our force will be viewed as an integral part of the Navy's effectiveness in warfighting, operating forward and being ready. We will evaluate ourselves accordingly.
- Leaders will be accountable for the performance of their communities and commands including the education, technical proficiency and professional development of their Sailors and Civilians – as well as ensuring that their Sailors and Civilians understand the cultures in which we operate.
- We will assess ourselves honestly and unambiguously and be transparent with the results. Our leaders will continue to evaluate themselves, their communities and commands, and report to me with tangible efforts to develop, retain and promote talented people based on ability and performance. We will share "best practices" and pursue continued improvement.