

*RFI Category and Number:*

*Conscious and Unconscious Gender Bias - 1B*

*RFI Question:*

*The Committee requests a written response from each of the Military Services on what actions have been taken to assess and mitigate conscious and unconscious gender bias and language, to include but not limited to: regulations/policy review; educational and training materials updates; and song/cadence appropriateness. If no assessment/actions have been taken, what is your Service plan to complete a review?*

*RFI Response:*

*Navy has taken several steps to assess and mitigate conscious and unconscious gender bias and language. The Chief of Naval Operations (CNO) has designated this as one of his priorities (termed a high leverage outcome [HLO]). Addressing these biases will achieve impactful improvement on organizational performance through increased retention and innovation, providing Navy with an asymmetric advantage against other peer/near-peer competitors in the coming years. This HLO recognizes SECDEF's call in the National Defense Strategy to emphasize long-term strategic competition among nations and the importance of retaining a highly skilled and innovative workforce. As such, CNO has tasked OPNAV N1 with mitigating the negative effects of bias. This HLO consists of a series of 36 individual execution items that run across four lines of effort (LOE): Leader Development, Career Management, Deferential Policy and Strategic Communication. The underlying conditions the LOEs are attempting to address are to institutionalize bias awareness and mitigation, create a broadly-recognized meritocracy, foster a stigma-free environment and enhance higher perceptions of inclusion.*

*The HLO is designed to mitigate the negative effects of all bias, inclusive of which are elements of conscious and unconscious biases that affect female Sailors. The Naval Leadership and Ethics Center (NLEC) developed and is currently implementing bias mitigation education into its curricula. OPNAV N1D is developing a bias mitigation rule set to provide best practices to Sailors to operationalize the educational aspect of bias mitigation into choices made on a daily basis. This rule set will also inform the bias mitigation education curricula NLEC is implementing to ensure the materials are complementary and provide the most effective toolset to Sailors on a day-to-day basis to overcome the shortfalls that cognitive biases affect.*

*From a career management standpoint, the Career Intermission Program (CIP) has made it easier for female Sailors to take extended leaves of absence (LOA) in support of maternity. Navy is working to broaden the application of Promotion Deferral (Year-Group deferment to*

*allow greater flexibility following extended LOAs to pursue professional development opportunities with industry, etc. – approved in FY-19 National Defense Authorization Act) for maternity means.*

*Navy continues to review deferential policy to ensure equity for all Sailors. Ongoing review of uniform policies, as well as steps to normalize conversations on parenthood, physical fitness assessment exemptions and CIP. Navy will continue to assess retention impacts on Sailors from new parental leave policies and will review all unit-level policies for gender neutrality.*

*The HLO to mitigate the negative effects of bias is a multi-fiscal year program to take positive and tangible steps to reduce both conscious and unconscious forms of bias. Navy will continue to identify actionable ways to further education and training, in doing so furthering the goal of creating equitable policy and continuing to mitigate the negative effects of both conscious and unconscious biases.*

*Further information is included via enclosure (1).*

*POC or office responsible:*

*OPNAV N1D*

*Enclosures:*

*(1)High Leverage Outcome: Mitigate the Negative Effects of Bias*