



DEPARTMENT OF THE NAVY
BUREAU OF MEDICINE AND SURGERY
7700 ARLINGTON BOULEVARD
FALLS CHURCH, VA 22042

IN REPLY REFER TO
BUMEDINST 5300.12A
BUMED-M00D
27 May 2014

BUMED INSTRUCTION 5300.12A

From: Chief, Bureau of Medicine and Surgery

Subj: NAVY MEDICINE DIVERSITY PROGRAM

Ref: (a) DoD Directive 1020.02 of 5 Feb 2009
(b) SECNAVINST 5354.2
(c) CNO Diversity Vision
(d) CNO WASHINGTON DC R 021339Z Feb 07 (NAVADMIN 025/07)
(e) CNO WASHINGTON DC R 141430Z Feb 06 (NAVADMIN 059/06)
(f) OPNAVINST 5350.6C
(g) SECNAV M-5214.1 of 1 December 2005

Encl: (1) Acronym Listing
(2) Command Diversity Plan of Action and Milestones (POA&M) Template
(3) Diversity Metric Spreadsheet Template
(4) Command Diversity Checklist
(5) Diversity Event After Action Report

1. Purpose. To disseminate policy, assign responsibilities, and provide guidance on leveraging diversity to recruit, promote, and retain the best and brightest in support of Navy Medicine's mission. Enclosure (1) is provided for information and clarification.

2. Cancellation. BUMEDINST 5300.12.

3. Scope and Applicability. The provisions of this instruction apply to all Navy Medicine staff. Subordinate activities to the Bureau of Medicine and Surgery (BUMED) will utilize this instruction and references (a) through (f) as guidance to implement and manage their diversity program.

4. Definitions. These terms and their definitions are for the purpose of this instruction.

a. Diversity. The different characteristics and attributes of individual Sailors and civilians that enhance the mission readiness of the Navy.

b. Inclusion. The achievement of a work environment in which all individuals are treated fairly and respectfully, have equal access to opportunities and resources, and can contribute fully to the organization's success.

c. Peer to Peer Program. This type of program encourages communication or contact by individuals with like experiences or backgrounds. Peer to Peer Recruiting: A Navy physician graduate of Yale recruits at Yale. Peer to peer outreach: Students are tutored by Navy Medicine staff with similar backgrounds.

d. Nominative Billets. Executive positions nominated or appointed by nomination.

e. Command Diversity Assessment. A tool for examining the command diversity and inclusion efforts and offer insights about the overall diversity management and inclusion practices of Navy Medicine.

f. Diversity Management Climate Survey. A tool developed by the Defense Equal Opportunity Management Institute (DEOMI). The DEOMI Diversity Management Climate Survey (DDDMCS) is a confidential, command-requested organization development questionnaire that measures climate factors associated with diversity and organizational effectiveness. Use of focus groups, personal interviews, record reviews, and captain's calls are encouraged to validate results. The DDDMCS may be requested at www.deomi.org.

5. Background. Diversity is more than differences in race, religion, age, gender, or national origin. Diversity is the different characteristics and attributes of individual Sailors and civilians that enhance the mission readiness of the Navy. Diversity is a strategic imperative for Navy Medicine and critical to our mission accomplishment. Given the shifting demographic realities in the United States, there is a growing competition among the Services and corporate America for talented and diverse personnel.

6. Information. References (a) and (b) establish Department of Defense (DoD) and the Department of the Navy's (DON) policy, assign responsibilities, and provide an overarching framework for DoD Diversity, Military Equal Opportunity (EO), civilian EO programs and plans to prevent unlawful discrimination. Reference (c) provides Chief of Naval Operations' (CNO's) vision and tasks all Navy leaders to support a working environment of professionalism, personal development, and cultural competence. Reference (c) is available at: http://www.public.navy.mil/bupers-npc/support/21st_Century_Sailor/diversity/. Reference (d) provides the CNO's policy on diversity. It emphasizes DON's commitment to building and maintaining a high-quality workforce through diversity. Reference (e) announces the Navy Diversity Strategy. Reference (f) promotes a joint Navy and community effort to assist in the education and enrichment of America's youth and communities in revitalizing citizenry.

7. Policy. Navy Medicine is committed to attracting, developing, and retaining a diverse workforce whose contributions are valued and respected. Navy Medicine shall:

a. Recruit a diverse population of applicants through community outreach to both military and civilian events, Science, Technology, Engineering, and Mathematics (STEM) programs and strategic marketing.

b. Support a culture of professional and personal development that ensures our military and civilians are mentored, trained, and educated ensuring every individual is enabled and inspired to reach his or her full potential, in support of our mission.

c. Retain our diverse workforce through a wide variety of career opportunities, which prioritize quality of life, and meaningful work in a high quality work environment.

d. Hold leadership accountable, at all levels, for fostering an environment that values and respects individual differences while supporting teamwork, camaraderie, self-care, and promotion of Navy Medicine mission.

8. Responsibilities and Actions. All Navy Medicine personnel will actively foster work environments where people are valued, respected, and provided the opportunity to reach their full personal and professional potential.

a. The Navy Medicine Special Assistant for Diversity (BUMED-M00D) serves as a central resource to provide advice and counsel to the Chief, BUMED and Navy Medicine leadership on diversity matters. Specific responsibilities include to:

- (1) Exercise oversight of the Navy Medicine Diversity Program,
- (2) Monitor Navy Medicine enterprise diversity efforts,
- (3) Oversee diversity activities conducted throughout the year and focusing on the link between diversity education and mission readiness,
- (4) Monitor Navy Medicine demographics for trends, utilizing qualitative and quantitative data to evaluate diversity efforts
- (5) Chair and coordinate the activities of the Navy Medicine Diversity Council,
- (6) Complete an annual community self-assessment,
- (7) Coordinate activities with the Navy Diversity Directorate (N134), DON, DoD, and external entities to include other federal agencies and professional organizations, and
- (8) Provide support and guidance to regional diversity officers.

b. Navy Medicine Diversity Council consisting of Equal Employment Opportunity, Command Managed Equal Opportunity, Corps Chief, and Diversity representatives from each Navy Medicine Region and appropriate subject matter experts will:

- (1) Implement the Navy Medicine Diversity Program.
- (2) Develop and publish a long-range plan with metrics and measures of performance.

(3) Determine reporting requirements.

c. Corps Chiefs/Deputy Corps Chiefs (BUMED-M00C) will actively participate in the development and implementation of the Navy Medicine Diversity Program strategic and annual plans, incorporating diversity into community management.

d. Special Assistant for Communications (BUMED-M00P) will ensure widest distribution, through established and emerging communication channels, of information about enterprise-wide policy guidance, as well as ongoing efforts at individual Navy Medicine commands that highlight the Navy Medicine Diversity Program.

e. Medical Inspector General (BUMED-M00IG) will assess Navy Medicine Diversity Program implementation, progress, and improvements within Navy Medicine.

f. BUMED Command Deputy Equal Opportunity Officer will work in concert with the Navy Medicine Diversity Office.

g. Navy Medicine Echelon III Commanders and Commanding Officers will actively support the Navy Medicine Diversity Program, engage their subordinate commands in appropriate diversity activities, and ensure successful direction within their respective areas of responsibility. Non-regional echelon III commanders and commanding officers will coordinate diversity activities through the Navy Medicine Diversity Office. Echelon III commanders and commanding officers shall partner with subordinate commands to facilitate diversity and inclusion at all levels. Echelon III commanders and commanding officers shall whenever feasible:

(1) Ensure a command diversity officer is designated in writing and attends the Defense Equal Opportunity Management Institute (DEOMI) Special Emphasis Program Managers Course. Regional diversity officers shall provide guidance and oversight for subordinate command diversity officers. An assistant command diversity officer may be appointed, if desired.

(2) Charter a diversity council to assist with management of the Command Diversity Program.

(3) Support Fleet activities and other Navy-sponsored events that raise diversity awareness.

(4) Ensure leadership (e.g., flag officers, senior executive service members, and command master chiefs) participation in diversity outreach events.

(5) Promote an inclusive mentoring culture.

h. Navy Medicine Echelon IV Commanding Officers, and Officers in Charge shall whenever feasible:

(1) Promote diversity and inclusion through personal example.

(2) Ensure a command diversity officer is designated in writing and attends the DEOMI Special Emphasis Program Managers Course. An assistant command diversity officer may be appointed, if desired.

(3) Appoint a Command Diversity Council, if desired, to assist the command diversity officer in the development and implementation of the command diversity program.

i. The Command Diversity Officer shall be appointed in writing, as command diversity officer for a minimum of 2 years, and complete the DEOMI Special Emphasis Program Managers Course prior to serving as command diversity officer. Availability of training and classroom information may be viewed on line at: www.deomi.org under education and training programs. Command diversity officer shall do the following:

(1) Exercise oversight of the Command Diversity Program and chair the Command Diversity Council,

(2) Monitor diversity training and coordinate with the command staff education and training department to ensure the annual training plan consists of multiple diversity training venues to include: Command orientation and annual “all hands” Navy Knowledge Online diversity training and additional site-specific diversity training as indicated by command assessment and command needs,

(3) Serve as the coordinator for the command DDDMCS,

(4) Oversee the Command Heritage Month celebrations and observances,

(5) Coordinate local diversity activities, which may include volunteer events, “peer to peer” recruiting initiatives with local and regional recruitment districts, and other outreach activities,

(6) Participate in monthly teleconference meetings with the Navy Medicine Diversity Office,

(7) Maintain a diversity officer record file that, at a minimum, must contain the following:

(a) Diversity officer designation letter,

(b) Diversity officer course completion letter,

(c) Diversity chain of command,

(d) Executive summaries from command diversity assessments, to include results of the DDMCS for the past 36 months.

(8) Perform other diversity duties as mandated by the commander, commanding officer, or officer in charge.

j. Command Diversity Council as appropriate shall:

(1) Consist of the command diversity officer, assistant command diversity officer, civilian representation, enlisted representation, diversity representation from each directorate, and ad-hoc subject matter experts to include the command managed equal opportunity officer and command equal employment opportunity specialist.

(2) Ensure the command's diversity program meets standards set forth by references (a) through (f).

(3) Develop long range plans and initiatives in support of the command's diversity program.

(4) Monitor command-wide diversity efforts throughout the year and focusing on the link between diversity education and mission readiness.

(5) Utilize enclosures (2) through (5) and other tools needed to provide actionable measurements of performance and metrics post diversity events.

9. Records. Records created as a result of this instruction, regardless of media and format, shall be managed per SECNAV M-5210.1 of January 2012.

10. Reports

a. Quarterly diversity metrics shall be forwarded via a SharePoint spread sheet from Regional Diversity Officers to the Navy Medicine Diversity Office by the last day of each quarter, see enclosure (5). BUMED-M00D recommends monthly reporting from local Navy Medicine Commands Diversity Officers to Regional Diversity Officers.

b. Navy Medicine Diversity Office shall coordinate with BUMED Total Force (BUMED-M1) quarterly to review demographic data and nominative billets.

c. Navy Medicine Diversity Office shall provide to the Chief, BUMED an annual community self-assessment and executive summary.

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c. Navy Medicine Diversity Office shall provide to the Chief, BUMED an annual community self-assessment and executive summary.

d. The reports required in paragraphs 10(a), 10(b), and 10(c), are exempt from reports control per reference (g), Part IV, Paragraph 7k.



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<http://www.med.navy.mil/directives/Pages/default.aspx>

ACRONYM LISTING

BUMED	Bureau of Medicine and Surgery
CNO	Chief of Naval Operations
DEOCS	DEOMI Defense Equal Opportunity Climate Survey
DEOMI	Defense Equal Opportunity Management Institute
DDDMCS	DEOMI Diversity Management Client Survey
DoD	Department of Defense
DON	Department of the Navy
EO	Equal Opportunity
MOU	Memorandum of Understanding
PAO	Public Affairs Office
POA&M	Plan of Action and Milestones
STEM	Science, Technology, Engineering, and Mathematics
TAD	Temporary Additional Duty

Command Diversity Plan of Action and Milestones (POA&M) Template				
Goal: Culture				
Action Task(s)	Start Date	Due Date	POC	Remarks:
Goal: Communication				
Action Task(s)	Start Date	Due Date	POC	Remarks:
Goal: Education				
Action Task(s)	Start Date	Due Date	POC	Remarks:
Goal: Mentorship				
Action Task(s)	Start Date	Due Date	POC	Remarks:
Goal: Recruiting/Outreach				
Action Task(s)	Start Date	Due Date	POC	Remarks:
Goal: Retention				
Action Task(s)	Start Date	Due Date	POC	Remarks:
Goal: Recognition				
Action Task(s)	Start Date	Due Date	POC	Remarks:
Goal: Budget				
Action Task(s)	Start Date	Due Date	POC	Remarks:

DIVERSITY METRIC SPREADSHEET TEMPLATE

<i>“COMMAND NAME” DIVERSITY METRICS</i>						
TYPE OF DIVERSITY METRICS	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Totals	Notes
CULTURAL						
Diversity Survey						
Outreach Engagement	3	0	1	3	7	
School Partnership	Yes	Yes	Yes	Yes	7	
COMMUNICATION						
Diversity Council Meeting Attendance	2	3	2	1	4	
Diversity Page on Command Website Updates	No	No	Yes	Yes		
Diversity Corner on Command Facebook	Yes	Yes	Yes	Yes	4	
Diversity Notes in POW	Yes	Yes	Yes	Yes	4	
EDUCATION					4	
Diversity Training	70	80	90	90		
Multicultural Heritage Celebration/Observances	2	3		2	4	
MENTORSHIP						
Formal (# Events)	Yes	Yes	Yes	Yes	4	
RECRUITING						
Medical Engagement with local colleges/universities	Yes	Yes	Yes	Yes	4	
Hospital Tour (Elementary/Middle/High Schools/Colleges/Universities)	Yes	Yes	Yes	Yes		
Affinity Group Conference Attendance/Speaking Engagements	Yes	Yes	Yes	Yes		
RETENTION						
Command Exit Surveys (Officer/Enlisted/Civilian)	Yes	Yes	Yes	Yes		
RECOGNITION						
Affinity Group Awards	Yes	Yes	Yes	Yes		
BUDGET						
Allocated for Diversity	Yes	Yes	Yes	Yes		

Topics	Explanation	Quarterly Definitions/ Parameters	Annual Definitions/ Parameters
CULTURAL			
DEOMI Diversity Management Climate Survey	(Optional) DEOMI DDMCS and POA&M developed from survey data to address concerns throughout the command and forward to the Echelon II Diversity Office.	YES/NO	YES/NO Numerical 3 - 4 = green 2 = yellow 1 = red
Outreach Engagement	Any engagement that a staff member attends/volunteers representing the Navy.	Numerical > 3 = Green 1-2 = Yellow 0 = Red	Numerical > 9-12 = Green 5-8 = Yellow 0- 4 = Red
School Partnership	Does your command have a formal school partnership Memorandum of Understanding (MOU)?	YES/NO	YES/NO Numerical 3 - 4 = green 2 = yellow 1 = red
COMMUNICATION			
Diversity Council Meeting Attendance	Monthly Navy Medicine Diversity meeting.	Numerical 3 = Green 1-2 = Yellow 0 = Red	Numerical 8-12 = Green 4-8 = Yellow 0-4 = Red
Diversity Page on Command Website Updates	Does your command have a website? And conduct periodic diversity updates?	YES/NO	YES/NO Numerical 3 - 4 = green 2 = yellow 1 = red
Diversity Corner on Command Facebook Page	Does your command have a Facebook page; do you provide diversity events and information on it monthly?	YES/NO	YES/NO Numerical 3 - 4 = green 2 = yellow 1 = red
Diversity Notes in POW	Do you submit weekly Plan of the Week/Month diversity information?	YES/NO	YES/NO Numerical 3 - 4 = green 2 = yellow 1 = red

Topics	Explanation	Quarterly Definitions/ Parameters	Annual Definitions/ Parameters
EDUCATION			
Diversity Training	Annual diversity training.	Numerical 90-100% = Green 70-89% = Yellow 0-69% = Red	Numerical 90-100% = Green 70-89% = Yellow 0-69% = Red
Multicultural Heritage Celebration/ Observances	11 mandated sessions a year.	Numerical 3 = Green 2 = Yellow 0-1 = Red	Numerical 9-11= Green 7-8 = Yellow 0-6 = Red
MENTORSHIP			
Mentoring Program	Does your command have a mentoring program/process? (A formal process for an informal program).	YES/NO	YES/NO Numerical 3 - 4 = green 2 = yellow 1 = red
RECRUITING			
Engagements with local colleges/ universities	Does your command have any training agreements with local colleges/university (externship/internship programs)? With the emphasis of attracting potential staff.	YES/NO	YES/NO Numerical 3 - 4 = green 2 = yellow 1 = red
Hospital/ Facility Tour (Elementary/ Middle/High Schools/Colleges/ Universities)	Work with the public affairs office (PAO) staff to get information on how many hospital tours are given to school age children.	YES/NO	YES/NO Numerical 3 - 4 = green 2 = yellow 1 = red
Affinity Group Conference Attendance/Speaking Engagement	Affinity Group information may be able to be obtained from temporary additional duty (TAD) if command funds it.	YES/NO	YES/NO Numerical 3 - 4 = green 2 = yellow 1 = red

Topics	Explanation	Quarterly Definitions/ Parameters	Annual Definitions/ Parameters
RETENTION			
Command Exit Surveys (Officer/ Enlisted/Civilian)	Does your command conduct a departure survey, including reasons for departure?	YES/NO	YES/NO Numerical 3 - 4 = green 2 = yellow 1 = red
RECOGNITION			
Affinity Group Awards	Awards received by staff from an affinity group.	YES/NO	YES/NO Numerical 3 - 4 = green 2 = yellow 1 = red
BUDGET			
Allocated for Diversity	Are funds allocated to send the diversity officer to training and/or speaker for heritage month observances? Training materials.	YES/NO	YES/NO Numerical 3 - 4 = green 2 = yellow 1 = red

COMMAND DIVERSITY CHECKLIST

Diversity is a critical component of continuous process improvement to enhance mission readiness. The following, at a minimum, shall be accomplished:

1. Command diversity officer appointed in writing? Yes No
2. All hands diversity training conducted annually? Yes No
3. Diversity officer record file completed as required by this instruction? Yes No
(see page 5, paragraph 7i(7)).
4. Command local school partnership for diversity pipeline and outreach efforts? Yes No
Describe:
5. DEOMI DEOCS and DDMCS completed within 90 days of change of command?
 Yes No
6. Follow-on DDMCS conducted annually? Yes No
7. DDMCS issues included as action items in the command diversity POA&M? Yes No
8. Command personnel regularly debriefed on of DDMCS action items (e.g., Captain's call, Plan of the Day)? Yes No
9. Command recognizes and supports Heritage Month celebrations and/or observances?
 Yes No
10. Command Navy Community Service Program/Volunteer Program and Coordinator appointed in writing? Yes No
11. Command formal and/or informal mentor program(s)? Yes No
Describe:
12. Command diversity instruction aligns with Navy Medicine's diversity goals? Yes No
13. Command participation in a STEM program geared towards grades K-12? Yes No

DIVERSITY EVENT AFTER ACTION REPORT

5300

Date

MEMORANDUM

From: Command Diversity Officer
To: Commanding Officer, (Name of Command)
Via: (1) Director of Administration
(2) Executive Officer

Subj: AFTER ACTION REPORT ICO DIVERSITY EVENT

Ref: (a) BUMEDINST 5300.12A

Encl: (1) (Command) Participation Personnel Roster

1. Per reference (a), enclosure (1) provides participants of the diversity event conducted (Date).
2. Issues:
 - a. Strengths (S)
 - b. Areas of Improvement (I)
3. Command Mission Impact:
4. Guidance/Recommendations:

C. D. OFFICER

Copy to:
Command Manage Equal Opportunity Officer