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Chapter 1 : Senate Set to Confirm Wilkie for Veterans Affairs Secretary | www.nxgvision.com

Loading Letter from the Secretary of the Navy, in response to Senate resolution of December 4, , transmitting reports made and letter sent to the Department by Rear-Admiral J. G. Walker relating to the Sandwich Islands.

Accelerating change in our culture Sexual Assault Prevention: Accelerating change in our culture By Capt. Pacific Fleet With the abundance of episodic national media coverage surrounding sexual assault events within the U. CNO outlined five specific lines of effort: What may not be as well-known, is senior Navy leaders have been working this issue consistently for some time. Last year, we focused on improving our performance in each area of the chain of actions of SAPR – prevention and intervention to response and victim care to adjudication. Improvement in each area will help change our culture, but the area that matters the most is the left side of the chain of actions – prevention and intervention. The right type of focus in this area has the greatest potential to change our culture. Last year, one of the cornerstones of Navy-wide prevention initiatives was awareness and prevention training for the fleet. This was executed through focused leadership sessions with flag officers, all khaki, the triad, and also included training during command leadership courses and training in the Senior Enlisted Academy. We trained our senior leaders to a standard then directed our senior leaders to provide training to the rest of the fleet, typically via triad facilitated sessions within their respective units until percent of our Sailors were trained. We further solidified senior leadership commitment through other SAPR initiatives including quarterly 4-star SAPR discussions with CNO; establishment of first flag reporting to assess command climate factors; formal bi-weekly senior OPNAV leadership review of incident reporting, trends and status of SAPR programs; establishment of SAPR officers billets on senior staffs; monthly regional flag officer meetings focused on sharing of best practices. So, absent a more accurate metric for recording sexual assaults, we must use reduction in reporting of incidents as the standard for progress. There is another way to speed up progress through innovative leadership. Unquestionably, senior leadership is a necessary ingredient for success, but it is not the only ingredient, nor the most critical ingredient; the most critical ingredient is leadership within the group who are most impacted by sexual assaults, year-old Sailors and younger. While senior leadership is key to establishing standards and setting the conditions for our culture, the 26 and under group has significant influence on how standards of conduct are interpreted and executed. To understand how critical their influence is, you just have to follow the track of a new accession into the fleet: So, the million dollar question is how do we leverage this most critical ingredient? Senior leadership and existing SAPR programs have set the conditions for change, though measured progress is not occurring fast enough. We can get to the Tipping Point by using key individuals to spread the way we think, act, and guard against sexual assault through the ranks all the way to the deck-plates. Gladwell talked about the select few in three categories – people with large social networks, people who know a lot of information about certain topics, and people who are good at persuading others. The answer is, they are our junior Sailors and officers; the select few are our Sailors that are most impacted by sexual assaults 26 years old and younger. They comprise the critical social network, they have been trained on preventative and intervention measures, and the most credible salespersons are amongst their peers. The price and potential for success should compel us to consider how to apply his theory. I offer two supplemental leadership approaches to our existing SA prevention programs. One, senior leaders must formally charge and integrate select high performing 26 years old and younger Sailors into existing SAPR support structures; two, senior leaders must use informal and less visible methods to deputize unofficial 26 years old and younger Sailors as SA climate assessors. The key differences between the two approaches are formal versus informal employment and work performance versus social environment familiarity for members in each category. For members of the group that would be formally integrated into the SAPR tribe, careful consideration to record of performance, maturity and credibility with shipmates are key criteria for selection. Their understanding of programs and reliability are important characteristics for their role and integration. Like maintenance and

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flight instructors and NATOPS evaluators in naval aviation, who enforce standardization and provide peer assessment within aviation squadrons, this select group can assess sexual assault prevention environmental conditions through peer interaction, then provide immediate feedback to the commander, including change recommendations to existing programs. Members of this group must have proven records of stellar performance, be known for compliance with organizational standards and be recognized for their integrity amongst peers. They should be formally integrated into all meetings involving SAPR stakeholders and have direct access to each member of the triad. This select group would have its most impact within the work-spaces. Members of the second category of informal sexual assault assessors should have slightly different selection criteria. Members of this group should be selected because they are the real information brokers and master salespersons. They do not necessarily need to have the best performance records or be known for strict adherence to organizational standards. This group should be selected for their exceptional social skills. Common traits might include: This select group, if properly convicted and rewarded, will have their biggest impact in the off-duty environment frequented by Sailors, because they place great value on their knowledge of this environment. The leadership challenge will be how to gain their conviction to leverage their knowledge of that environment. Their access with leadership does not have to be formal, but it should be often and in a forum where members of this group feel at ease to speak freely. It turns out, the smaller the number of individuals witnessing the distressing situation, the more likely a bystander will intervene. Leadership is caring about issues that matter for combat readiness, taking care of shipmates and mission accomplishment. Members of the 26 year old and younger group understand those principles; they execute them through leadership at their level every day, at sea and ashore. When executing their assignments, junior Sailors routinely act and lead without hesitation in distressing situations, whether in large or small groups; because they know what is at stake when we are working collectively towards mission accomplishment. Until we get that same level of understanding and caring for sexual assault prevention mission, our culture will only change in small increments. We have to find a way to get this group to care more about sexual assault prevention. Volume 12, Number 8, p 1, available at:

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Chapter 3 : Sexual Assault Prevention: Accelerating change in our culture | Navy Live

Letter from the Secretary of the Navy, transmitting, in response to Senate resolution of March 5, , information relative to the Chicago, Boston, Atlanta, and Dolphin.

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Letter from the Secretary of the Navy, in response to Senate resolution of April 11, , relative to bids for building certain types of war ships on the Great Lakes United States. Congress.