

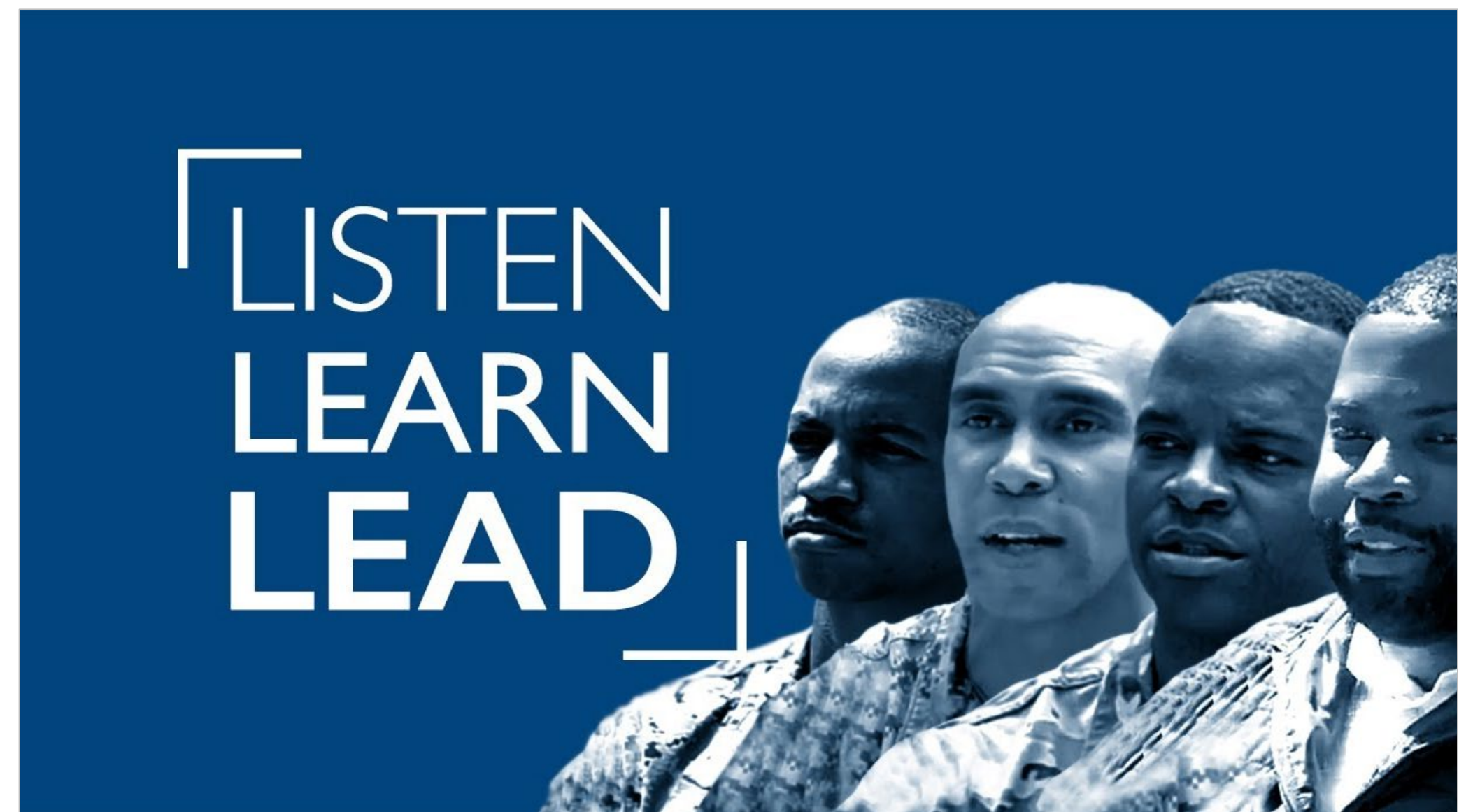
OVERCOMING BARRIERS TO SWO MINORITY OFFICER RETENTION



NAVAL
POSTGRADUATE
SCHOOL

Abstract

Task Force One Navy (TF1N) was established to evaluate feelings of exclusion among Sailors that could detract from naval readiness. This project examines inclusion and diversity measures as they related to job satisfaction, using survey and interviews. We assess how the senses of affiliation, sense of inclusion and perceived organizational support affect the retention of junior officers in underrepresented groups.

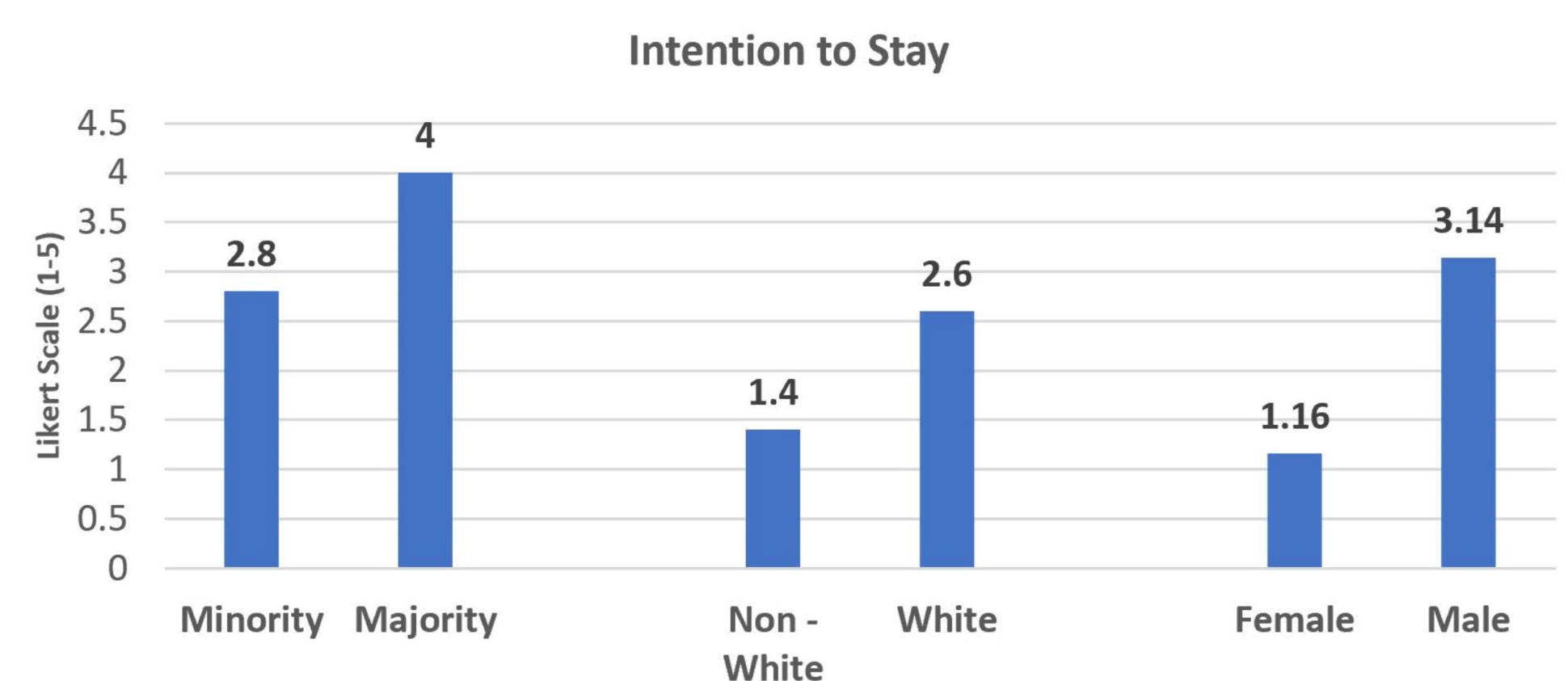


Methods

- This study used a mixed method approach to evaluating each component of job satisfaction. A survey tool compiles 3 valid scales to gain insight on component of job satisfaction with a significant impact on retention for junior officers (O1-O3).
- In addition, we used semi-structured interviews to examine the perceptions of senior officers (O5 and above) on components of job satisfaction as Jos.

Results

- The Affiliative and Inclusion components of job satisfaction held greater impact on minority JOs intention to attrite when compared to their majority counterparts.
- Minority JOs have a more profound need to belong. Mentorship and Representation at the next milestone may serve as catalyst to retention.



Intention to stay in the sea services based on demographic

Recommendations

- Introduce soft leadership skills to the leadership module at each milestone to create a continuum of learning.
 - Implement lessons on empathy and emotional intelligence to better equip officers with tools to handle topics of Inclusion and Diversity.
 - Combat unconscious bias and other covert actions of discrimination.

- Hold the organization accountable with personnel dedicated to the mission of diversity and inclusion
 - Model future policies after the 12-12-5 (Manning, 1997) to reflect current demographics throughout the officer corps.

