



Organizational Resilience



Equal Opportunity

In my opinion, no one is entitled to increased pay, promotion, or prestige. It's my belief that the only entitlement you have is the opportunity to work, and to earn those things based on your performance. Life is not always fair, and not everyone gets a trophy, but I promise that the recognition you receive for the work you do and the effort you put forth will have no bearing on what color you are, your race or ethnicity, what sex you happen to identify with, or your chosen religion. If you work hard, you will be rewarded. All Sentinels have the opportunity to earn all of the additional pay, promotion, respect, etc. that one deserves from the effort exuded by hard work. Hard work and focusing on what's organizationally important will earn you promotions and more pay. I believe the Navy is one of the most agnostic organizations in the world as it relates to what people look like or believe. That doesn't mean we are all perfect, we're all really just a continual work in progress, but at the Weapons School, if you walk the walk, you'll have an equal opportunity to be rewarded for it.

Diversity and Inclusion

It takes lots of people to come up with many ideas, and likely only a very small number of those ideas are ever good enough to solve the hard problems we face. We are all shaped by our upbringing. I enjoy the check-in interviews that I do with each of you because I get to learn what makes you, well, you. What's in your DNA? What makes you tick? What motivates you? All of our individual experiences contribute to our diversity of thought. It's this diversity that makes us unique. We need as many different people from as many different walks of life as we can get. It's these differences that make us all unique and special. And furthermore we need to ensure all of these different people are included in our everyday activities. It does us no good if we have a group of diverse individuals but they aren't included in crucial conversations about how to better the Weapons School. Seek people out to include them in brainstorming sessions, ask their opinion on how to help solve a problem. None of us had a choice at birth, to choose what we look like, it's how God created us. However, we can all choose to understand one another, choose to get to know the people around us, and choose to learn about what makes someone think or act the way they do. Seek out the perspectives of as many other people who don't look like you do, believe the same things that you believe, or had the same experiences you had growing up. Ask why they see a problem differently than you do. At the very least, ask what they think. I believe diversity and inclusion are force multipliers. In some ways an advantage, uniquely American. Yes, it's the right thing to do, but making people feel safe, included, and part of the team is necessary to tackle life in a positive and productive way.

Sexual Harassment

No tolerance. Simply don't do it. If you see it happening, have the courage to step in and stop it. Take care of each other. One leader cannot be everywhere at all times, none of us are omnipresent. However, if we build our skills together, we form nearly 100 Sentinel leaders out in force, ready to stand up to these bullies. We all have the power to stop these types of terrible things from happening. Sometimes we see it and think, "that person is being dumb", or, "I don't want to get involved; it's not my business". Get involved and make it your business for the 30 seconds of courage it takes to stand up to these types of heinous and intolerable acts. Courage is

Effort + Attitude = Outcome

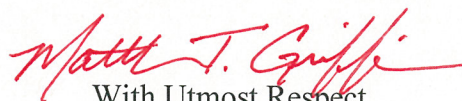
simply forgetting that you're scared long enough to do something of significance. The reason we do so much training on this and the other topics in this paper is because these things keep happening. Continue building our culture to create a safe environment in which our Sentinels thrive, not one based on fear because of predatory behavior. Take care of each other. Look out for one another.

Suicide Awareness

Our people are hurting. According to the Defense Suicide Prevention Office's 2018 report, our brothers and sisters have steadily increased the rate of suicide since 2013. In another report provided by the Defense Manpower Data Centers, Casualty Analysis System, there were 17,645 U.S. Active-Duty military deaths recorded between 2003 and 2020. Of that number, 24% - or 4,231 to be exact - have come as a result of suicide. *That number is 9% higher than combat related deaths in the same time span.* And the rate of suicidal ideations is much greater. More of our combat team has died from suicide, than physical wounds received on the battlefield. We hear a lot about suicide prevention and training because it keeps happening. And our families are not immune to this terrible disease either. Rates of suicide for military spouses have also increased in that same time span, and our children are as susceptible as ever to succumbing to mental illness. My point in all of this is no one has the answer for how to prevent or stop it. What we can do, however, is recognize the signs when we see them and get involved. When you see people and ask how they are doing, look them in the eye, and if you get the "living the dream" response, maybe ask them again how they are really doing to get to the real answer. Just like it will take diversity and inclusivity to solve the hard problems our community faces, it will take the same diversity of thought and inclusiveness to help reduce and hopefully someday prevent all suicide. Take your training home as well. Talk to your spouses, girlfriends, boyfriends, friends, relatives, and especially to your kids, about resources that are available. Letting our people know its okay to hurt and encouraging them to get help, may just save a life. Just like in the jet, the training you get may only be needed once, but that one time may absolutely be the time it really counts. Be on the lookout, be prepared, and take care of each other.

Safety

Although initially the dictionary may define safety as a noun, I believe it's actually the second entry in the dictionary that defines safety, a transitive verb. Honestly, I don't even know what a transitive verb is, but I do like how that definition sounds... "to protect against failure, breakage, or accident". Safety *is* a verb, it's the actions we take day in and day out, at work or at home, to keep from harming ourselves, and as the COVID pandemic has taught us, potentially those around us. Thinking about the risks we take in everything we do, and how to limit our exposure to those risks, is something we ought to do every day and not just prior to a flight. Apply it to on and off duty activities. Arguably, I would say that complacency is our biggest risk. Whether flying airplanes or driving your car, pay attention to the situation and apply some simple risk mitigation measures to what you are doing and always be on the lookout for complacency. Your families and I value what you bring to the home and to our organization each and every day. Be smart. If it looks, sounds, smells, or feels unsafe, it likely is. NEVER be afraid to say something. Speak up and be proactive! Your life may depend on it.



With Utmost Respect,
Skipper Griffin