BLUF

NAVADMIN 051/24 announces the release of Culture of Excellence (COE) 2.0. COE 2.0's foundational premise is that Great People need Great Leaders to become Great Teams. Doing so prepares our warfighters and warfighting teams for victory in combat, to innovate and solve hard problems, and to prevent harmful behaviors. These actions ensure our Navy is a place where people want to join, stay, and tell their friends. NAVADMIN 051/24 supersedes NAVADMIN 254/19 and advances the Navy's initial Culture of Excellence. COE 2.0 builds on the CNO's Get Real, Get Better (GRGB) call to think, act, and operate differently by simplifying, streamlining, and aligning the myriad of people and culture programs into a single executable framework that builds great culture.

Learn more here!

Who needs to know?

- Everyone who is part of the Navy Team

What Commands should do

- Read this fact sheet.
- Visit the Culture of Excellence website
- Download the COE 2.0 Placemat, COE 2.0 Playbook, and Warrior Toughness Placemat. *Placemats are best viewed on 11x17 paper.*
- Ensure you also have copies of the Mental Health Playbook and the Suicide Related Behavior Response and Postvention Guide, both of which were previously released.
- Consider the implementation steps on page 5 of the COE 2.0 Playbook.
- Turn to page 33 in the Playbook and request a Virtual CO's Suggestion Box.
- Turn to page 34 in the Playbook and request access to your Commander's Risk Mitigation Dashboard.

What you need to know – key points

- The Navy is launching Culture of Excellence (COE) 2.0 in March 2024 to bolster our Navy's ability to preserve the peace, respond in crisis, and win decisively in war.
- COE 2.0 is the result of Fleet feedback in two areas:
  - Our commands want less complexity in people programs.
  - Our Sailors make the decision to Stay Navy when they serve in commands where they are valued and encouraged to speak up, with leadership committed to their personal & professional development
- The development of COE 2.0 is part of the original GRGB implementation strategy and is how GRGB Principles and Leadership standards will be deeply imbedded into who we are as a Navy.
- COE 2.0 is built in sets of threes to enable simple messaging:
  - Everyone is a *Sailor*... both *Officer* and *Enlisted, Active Duty and Reserve*
  - *Civilians* are a critical part of the Navy Team... providing *continuity* and *expertise*
  - Our Core Values drive what we do... every day… *Honor*, *Courage*, and *Commitment*
  - *Great People* are shaped by *Great Leaders*... to become *Great Teams*
  - Our People are tough and resilient… strong in *Mind*, *Body*, and *Spirit*
  - Our Leaders demonstrate great *Character* and *Competence*… and build strong *Culture*
  - Our Teams are *Connected* and *Inclusive*… creating a sense of *Belonging* for their People
- Every member of our Navy Team – Officer, Enlisted, and Civilian – is accountable for making COE 2.0 come alive at their command.

What COE 2.0 is, and what COE 2.0 is not

- **COE 2.0 is a radical simplification of**:
  - Traditional ideas/ideals, such as:
    - Core Values and Brilliant on the Basics
  - Traditional programs, such as:
    - Suicide Prevention and Response; Sexual Assault Prevention and Response
  - Newer concepts, such as:
    - Get Real, Get Better (GRGB); Task Force One Navy (TF1N); Integrated Primary Prevention
- **COE 2.0 provides new tools** such as:
  - [Mental Health Playbook](#)
  - [MILPERSMAN 1320-307, PCS Warm-Handoff](#)
  - [NAVADMIN 006/24, Policy for the Assignment of Pregnant Sailors and Sailors who Experience Perinatal Loss](#)
  - [Suicide Related Behavior Response and Postvention Guide](#)
  - [NAVADMIN 037/24, Establishment of the Navy Women's Initiative Team (Navy-WIT)](#)
  - [Warrior Toughness Placemat](#)
  - [Virtual Commanding Officer's Suggestion Box](#)
  - [Commander's Risk Mitigation Dashboard (CRMD)](#)
  - Navy-specific questions on the DEOCS Survey
- **COE 2.0 is NOT:**
  - *A new requirement* – no inspections, no new instructions. It takes existing things and makes them better.
  - *A checklist* – there is no checklist for building great culture. COE 2.0 includes principles and enablers proven to work.
  - *A replacement for GRGB* – it raises the GRGB-bar: placing GRGB Leadership Behaviors into how we set standards for our Leader's Character and Competence. Community Leads will continue to bring GRGB Principles and Problem Solving into how they do business.

What else is coming as part of COE 2.0

- An updated Navy Leader Development Framework (NLDF), reflecting the "Great Leaders" column of the COE 2.0 placemat (playbook p.15), including those leadership behaviors initially rolled out as part of GRGB.
- An updated Necessary Conversations guide, providing all hands with tools to better listen and understand each other, especially those with a different background than their own.
- Updated guidance for the CY24 Command Climate Assessment (CCA) Annual window that includes a revised template for conducting the Immediate Superior in Command (ISIC) debrief and the ability for every Navy command to leverage additional survey tools to better listen to their people, take corrective actions, and better their Quality of Service.
- In August, the Navy will host a COE summit with the fleets and communities to make adjustments to COE 2.0 through feedback and best practices.
- This fall communities will provide community-specific vignettes on COE 2.0 implementation. They will also provide commands "starting points" for COE 2.0 programs/collateral duties, acknowledging the need to tailor COE 2.0 based on command mission and size.
- By the end of the year, instructions that are part of COE 2.0 will be updated to reflect COE 2.0.

Sample POD/POW Notes

- CULTURE OF EXCELLENCE 2.0 – [NAVADMIN 051/24](#) announces the release of Culture of Excellence 2.0 (COE 2.0), an approach to building Great People, Great Leaders, and Great Teams, in order to build great culture at every Navy command! To learn more, visit the [Culture of Excellence website](#) and check out the [COE 2.0 Playbook](#) and [Placemat](#), and the [Warrior Toughness Placemat](#). CONSIDER printing out copies of the Placemat for every person in your command.

FAQ

Q1. Isn't this just the latest "flavor of the month" program from the Navy?
A1. It is not. The development of COE 2.0 is part of the original Get Real, Get Better (GRGB) plan. It integrates GRGB principles and leadership standards with existing Navy "people programs," making our best-performing commands even better, and helping our lower-performing commands create an environment where our people can do the most rewarding work of their lives alongside people they trust and respect.

Q2. What is the relationship between Get Real, Get Better and COE 2.0?
A2. The GRGB call to think, act, and operate differently enabled the development of COE 2.0, where the Navy self-assessed existing programs and then self-corrected based on Fleet feedback, data, and best practices. In return, COE 2.0 is how GRGB Principles (Leadership Behaviors and Problem Solving) become a deeper part of building the Navy's People, Leaders, and Teams.
- The GRGB approach/mindset lives within our Core Values and Warrior Toughness through their commitment to continuous improvement and getting better every day. Living our Core Values enables us to "embrace the red," and acknowledge and communicate when we are not meeting standards (and for Leaders to create an environment where their People are not afraid to speak up).
- COE 2.0's "Great Leaders" incorporates GRGB Leadership Behaviors, with NLDF and the NPIER Playbook listed as tools so that Great Leaders have the resources to solve hard problems in a lasting way.

Q3. Who is COE 2.0 designed for?
A3. COE 2.0 is written for Command Triads, Command Leadership teams, and leaders at all levels. Still, it can also be used by every member of the Navy Team, including enlisted, officers, and civilians. To best understand how COE 2.0 applies to various ranks within the Navy, check out the COE 2.0 vignettes located on the Culture of Excellence website.

Q4. Where is information about COE 2.0 housed?
A4. Sailors should visit the Culture of Excellence website for the latest information on this initiative.

Q5. How does Warrior Toughness fit into COE 2.0?
A5. Warrior Toughness is the Navy's approach to targeting today's stress and preparing us for combat – to take a hit and keep fighting: optimizing our performance, performing under pressure, recovering, and excelling. COE 2.0 is the first step in combining the Navy concepts of Warrior Toughness (taught at Recruit Training Command since 2018, expanded to all accession pipelines in 2021 and all NETC learning centers in 2022) and Expanded-Operational Stress Control (E-OSC) (taught Fleet-wide since 2020) into one continuum. Warrior Toughness and E-OSC have separate fleet training programs, which will integrate into a common approach in 2024.

Foundational to Warrior Toughness is the deliberate strengthening of one's Mind, Body, and Spirit (part of how we build Great People). Data shows that the top risk factor for our people – today – is severe or extreme stress. To learn more, check out the Warrior Toughness Placemat.

Q6. Will COE 2.0 continue to be evaluated and updated?
A6. COE 2.0 is designed to be a living document, updated as necessary to include best practices learned from the Fleet. In August, N17 will host an offsite to review Fleet and Community feedback, updating products as necessary.