



DEPARTMENT OF THE NAVY
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OPNAV INSTRUCTION 3500.44

From: Chief of Naval Operations

Subj: NAVY CULTURE WORKSHOPS

1. Purpose. To establish policy, provide guidance, and delineate responsibilities to standardize the culture workshop programs in Naval Surface Force Atlantic (NAVSURFLANT); Naval Surface Force U.S. Pacific Fleet (NAVSURFPAC); Submarine Force Atlantic (SUBLANT); Submarine Force U.S. Pacific Fleet (SUBPAC); Naval Air Force Atlantic (NAVAIRLANT); Naval Air Force U.S. Pacific Fleet (NAVAIRPAC); Navy Expeditionary Combat Command (NAVEXPDCMBTCOM); and Naval Information Forces (NAVIFOR) type commanders (TYCOM).

2. Background

a. The Navy Culture Workshop Program concept was originally developed in 1996 to provide a tool to assist aviation commanding officers (CO) with identifying underlying command culture issues that impact safety within their units and to positively influence and improve naval aviation culture over time.

b. The culture workshop is not an inspection. The culture workshop is an open-forum discussion process, facilitated by experienced senior command-level officers who focus on operational excellence by gauging trust, integrity, and effective communication, both up and down the chain of command within the unit. Facilitators lead and focus the discussion on these three key areas, but may discuss any issue unit members feel is an impediment to operational excellence within their command. The culture workshop process is specifically designed to help the CO look introspectively at the organization and determine whether their perception of the command's culture and climate is accurate. More importantly, the culture workshop allows the command to identify issues that presently cause

concern or generate hazards, as well as those that pose a risk to future sustained operational excellence or may cause a mishap or other hazard to a command.

c. The culture workshop is scheduled at the invitation of the CO and results are provided directly to the CO for use within the command. Any specific information derived during the workshop remains within the command. However, sanitized summary information may be used to compile observed fleet trends over the course of multiple culture workshops.

3. Concept of Operations

a. The culture workshop team is comprised of two to four personnel, including an officer of paygrade O-5 or O-6, who is trained and experienced as a senior facilitator with command-level experience. Facilitators gain insight into command culture through observations of command routine, discussions with individual Sailors, and facilitated peer group workshops based on five categories: E-1 through E-4; E-5 and E-6; chief petty officers; junior officers; and department heads.

b. The culture workshop facilitators will be assigned, trained, and qualified per TYCOMs' program manager instructions. The focus on trust, integrity, and effective communication enables the culture workshop to identify existing hazards and barriers to operational effectiveness. At the conclusion of the workshop, the culture workshop will provide verbal and written debriefs to the command leadership team. The culture workshop provides unit specific results directly to the unit CO and others at the CO's invitation. COs are encouraged to personally validate any issues identified by the culture workshop. COs are also encouraged to share general results of the culture workshop with their immediate superior in command (ISIC), especially in cases where a specific issue requires outside assistance to be resolved effectively.

c. If, in the opinion of the senior culture workshop facilitator, there are egregious command climate or culture concerns that appear to be beyond the capability of the command to remedy, the senior culture workshop facilitator will arrange a meeting with the unit CO and ISIC to discuss the issue.

4. Periodicity. Periodicity of culture workshops will be determined by the TYCOM. Additionally, a culture workshop may be provided upon request to assess emergent issues of concern.

5. Responsibilities

a. Commander, Naval Safety Center (COMNAVSAFECEN)

(1) COMNAVSAFECEN is the model manager for the Navy Culture Workshop Program. As culture workshop model manager, COMNAVSAFECEN is responsible for standardized execution of the Navy Culture Workshop Program. COMNAVSAFECEN must work collaboratively with respective TYCOM culture workshop program managers and culture workshop facilitators to develop and periodically update culture workshop methodology, execution guidance, and procedures.

(2) Must conduct an annual standardization review board with TYCOM culture workshop facilitators and culture workshop program managers, to look for actionable insights that would be applicable across the fleet.

(3) Must publish a standardization guide for the conduct and debriefing of culture workshops in conjunction with designated TYCOM culture workshop program managers.

(4) Must publish a semi-annual report (first and third quarter) of the top observations, best practices, and any areas of concern and trends identified by the TYCOMs.

b. NAVSURFLANT, NAVSURFPAC, SUBLANT, SUBPAC, NAVAIRLANT, NAVAIRPAC, NAVEXPDCMBTCOM, and NAVIFOR TYCOMS

(1) Must have a formally established culture workshop program.

(2) Must designate a TYCOM program manager to ensure standardized execution and management of TYCOM culture workshop policy.

(3) Must provide semi-annual top observations and best practices to COMNAVSAFECEN, by 1 September and 1 March each year that highlight the top areas of concern and trends identified by the culture workshop facilitators.

(4) Must develop procedures and policies to address situations where command climate or culture concerns of a significant nature are discovered that appear to be beyond the capability of the command to remedy.

c. COs

(1) Must submit requests for their unit's culture workshop to the respective TYCOM program manager in order to meet periodicity determined by the TYCOM.

(2) When assistance beyond that provided by the culture workshop program is required, COs must identify and coordinate the assistance team members. Assistance team members should be officers (O-3 or O-4) and a senior noncommissioned officer or chief petty officer (E-7 or above) from a command not in the participating unit's chain of command.

(3) Must provide follow-up analysis and conclusions if significant culture issues are discovered that are outside the ability of the unit to address.

d. Culture Workshop Team

(1) Must conduct visits in a manner to minimize the operational impact on the command in carrying out its mission.

(2) Must brief the command leadership regarding the methodology and confidentiality guidelines of the culture workshop.

(3) Must provide written and verbal debriefs to the CO at conclusion of the visit.

(4) Must inform the ISIC when there are egregious command climate or culture concerns that appear to be beyond the capability of the command to remedy.

6. Records Management. Records created as a result of this instruction, regardless of media or format, must be managed per Secretary of the Navy (SECNAV) Manual (M-) 5210.1 of January 2012.

7. Information Management Control

a. Annual Standardization Review Board contained in subparagraph 5a(2) is exempt from information management control per SECNAV M-5214.1 of December 2015, part IV subparagraph 7k.

b. Top observation and best practices semi-annual report contained in subparagraphs 5a(4) and 5b(3) is assigned OPNAV RCS 3500-14.



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