



**DEPARTMENT OF THE NAVY**  
NAVAL AIR WARFARE CENTER AIRCRAFT DIVISION  
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31 October 2011

MEMORANDUM FOR ALL HANDS

From: Commander, Naval Air Warfare Center Aircraft Division

Subj: POLICY STATEMENT ON DIVERSITY

1. The Naval Air Warfare Center Aircraft Division (NAWCAD) is committed to building a high-performing, diverse workforce where all employees are valued and have an equal opportunity to succeed. Management of diversity across NAWCAD is a vital process which requires the creation of a workplace where differences in heritage, background, style, tradition and views are valued, respected and used to promote an open, collaborative and inclusive working environment.

2. Diversity is critical to the mission success of the Department of the Navy and NAWCAD. Our intent is to foster an environment which enables all employees to reach their full potential in pursuit of NAWCAD's mission. NAWCAD is committed to developing our talented, dedicated and diverse workforce through education on diversity management principles.

3. We all must work to encourage and create an environment where inclusion, respect and acceptance of differences are valued. We must aggressively pursue the elimination of barriers to success for all our people and put into practice the principles of diversity and inclusion in everything we do.

A handwritten signature in black ink, appearing to read "R. L. MAHR".

R. L. MAHR

Rear Admiral, United States Navy