

UNITED STATES COAST GUARD 2011 DIVERSITY ACTION PLAN REPORT TO STAKEHOLDERS



“DIVERSITY IS A MISSION READINESS ISSUE”

MESSAGE FROM THE COMMANDANT



It is my pleasure to provide the United States Coast Guard Diversity Action Plan Report to Stakeholders for Fiscal Year (FY) 2011. The report presents the many accomplishments, initiatives, and outcomes associated with the five strategic goals outlined in the United States Coast Guard Diversity Strategic Plan. Our Strategic Action Plan implementation process is a self-assessing and self-correcting one that drives the organization towards continual process improvement in pursuit of achieving our diversity vision as the “Service of Choice” in the federal government. I am proud of the Coast Guard’s numerous accomplishments in designing, implementing, and maintaining effective actions to achieve the diversity goals outlined in this report.

Diversity is a service imperative. In support of the diversity mission, we have updated the Diversity Strategic Plan and have created a dedicated Diversity Officer billet for each of our Area

Commands. These program enhancements, along with our sustained work in the area of diversity and inclusion management over the past year, resulted in the Coast Guard being cited by the U.S. Office of Personnel Management (OPM) as a government-wide leader in diversity and inclusion best practices.

The intensity of our leadership commitment remains vital to the success of our diversity management effort to operationalize our diversity strategy and entrench our diversity and inclusion mission, vision, and values deeply throughout the entire organization. All of our shipmates (active duty, reserve, civilian, families, retirees, and Auxiliary) are stakeholders in the team effort required to achieve and sustain diversity and inclusion in our service.

The challenges of the 21st century will be met by a Coast Guard that is comprised of men and women who better reflect the diversity of America, and whose contributions will continue the traditions and heritage that have made the Coast Guard the premier maritime safety and security agency. To this end, we can achieve our goal of organizational excellence, position the Coast Guard organization as the “Service of Choice” and remain a nationally recognized leader in diversity management in the federal government and the nation.

Semper Paratus,
Admiral Robert J. Papp, Jr.

U.S. COAST GUARD CORE VALUES

**HONOR
RESPECT
DEVOTION TO DUTY**

STRATEGIC GOAL 1: ASSURE DIVERSE WORKFORCE THROUGH ALL-HANDS COMMITMENT WITH LEADERSHIP ACCOUNTABILITY

In line with the Commandant's guiding principle of "Respect our Shipmates" the Coast Guard shall hold leaders at all levels accountable to sustaining a workplace climate of equity, building an organization that leverages the Coast Guard's diverse workforce, and fostering an environment where every individual has the opportunity to prosper and effectively advance their careers.

MAJOR ACCOMPLISHMENTS

- The Coast Guard was cited by the U.S. Office of Personnel Management as a government-wide leader in diversity and inclusion best practices.
- Career Communications Group named the Coast Guard a "Top Supporter" of Historically Black Colleges and Universities (HBCU) for the second consecutive year.
- The Coast Guard Academy continues to rank among the Top Ten Best Colleges for Women and Minorities in Science, Technology, Engineering and Math (STEM), published by Forbes Magazine.
- The Coast Guard Auxiliary established a Diversity and Inclusion Department and launched a comprehensive strategic plan and website providing resources to enhance diversity initiatives throughout the organization.
- 42 Flag Officers and Senior Executive Service (SES) members participated in national outreach events as attendees or speakers.
- Increased Underrepresented Minorities (URM) in the incoming Coast Guard Academy class from 24% to 34%, and female enrollment from 21% to 34%.
- FY2011 Coast Guard active duty accessions totaled 3,641, of which 24.3% were URM and 20.4% were female.



Displaying a leadership commitment to diversity, MCPOCG Michael Leavitt incorporated a session on Coast Guard diversity initiatives into the 2011 Gold Badge Forum.

WAY AHEAD STRATEGIES

- Champion diversity leadership to further educate the total Coast Guard workforce on the benefits of inclusion, equity and respect for all.
- Analyze requirements to develop and institutionalize diversity training and education.
- Remain focused on communication of the Diversity Strategy (OPTASK Implementation Plan and Process).
- Maintain Flag Officer and SES member participation in outreach programs.
- Sustain executive level partnerships with Minority Serving Institutions (MSI) and affinity groups.

VADM Sally Brice-O'Hara meets with Communications Area Master Station Atlantic members during the 2011 Women's History and Equality celebration.

STRATEGIC GOAL 2: FULLY UTILIZE COMMUNICATION AND FOCUS GROUPS TO IMPROVE THE WORKFORCE CULTURAL CLIMATE

Knowledge management is a critical capability, and in strategically communicating the Commandant's diversity message to all levels in the Coast Guard, we emphasize the value of effective diversity management in our rapidly evolving organization and its significance in building and sustaining an inclusive workplace environment.

MAJOR ACCOMPLISHMENTS

- Created and posted Commandant's diversity message video on the Coast Guard's Diversity Staff website.
- Participated in 165 national outreach events.
- Supported the establishment of a Coast Guard-wide Asian-American mentoring network.
- Expanded the use of audience response technology throughout the Coast Guard to enhance the effectiveness of diversity training.
- 2010 biannual Organizational Assessment Survey results showed an 80% favorable response for the diversity dimension.



Crew members of Coast Guard Cutters SLEDGE and JAMES RANKIN after an Earth Day event in Curtis Bay, MD.

WAY AHEAD STRATEGIES

- Continue communication of the Commandant's diversity message and its importance to the health of the organization.
- Utilize Leadership and Diversity Advisory Councils (LDAC) at all levels in the Coast Guard as force multipliers in communicating the importance of diversity.
- Market and distribute diversity strategic communication products including a multi-cultural diversity and inclusion calendar.



Members of the Leadership Advisory Council and the Diversity Advisory Council brief ADM Papp.

STRATEGIC GOAL 3: EXPAND OUTREACH TO ACHIEVE ACCESS OPPORTUNITY FOR UNDERREPRESENTED POPULATIONS

Strengthen our partnerships with the public and private sector as a force-multiplier for the Coast Guard. As we capitalize on agency relationships to achieve results, we will expand our coordinated efforts with external stakeholders through outreach activities. It is through these activities that we will spread awareness of Coast Guard opportunities and reach as many people as possible from diverse backgrounds and cultures.

MAJOR ACCOMPLISHMENTS

- Successfully enhanced our collaboration with the National Society of Black Engineers (NSBE) by hosting NSBE annual National Leadership Conference at the Coast Guard Academy.
- Recognized for the first time by the Department of Homeland Security in the Annual Performance Report on Executive Agency Actions to Assist Tribal Colleges and Universities.
- Recognized as HBCUConnect.com's Top 50 supporters for HBCUs for the second consecutive year.
- Over 80 prestigious national outreach awards were presented to individuals participating in Coast Guard-supported outreach events.
- The Coast Guard Academy partnered with HBCU schools of engineering to create a STEM summer mentorship program.
- Increased outreach and recruiting efforts to promote diversity at the Coast Guard Academy produced a three-fold increase in minority accessions in a span of three years.
- 26 Flag Officer and SES members continued external collaboration through partnerships with 28 MSI.
- Compass Outreach program volunteers attended 27 outreach events targeting 11,500 people.
- Targeted outreach resulted in 51% of the recent College Student Pre-Commissioning Initiative selectees attended HBCUs, as compared to 39% in 2010 and 12.5% in 2009.

WAY AHEAD STRATEGIES

- Seek out and take advantage of opportunities to showcase the Coast Guard's diversity commitment and successes through visible participation in public forums targeted toward diverse populations.
- Continue to utilize technology to accomplish diversity goals via use of the Executive Outreach Management System to effectively measure and analyze all strategic outreach engagements.
- Continue to increase collaboration between the Diversity Outreach Board and Department of Defense counterparts in order to maximize return on investment.



Over 50 Coast Guard members and five Flag Officers and SES members volunteered and participated in the 2011 World Children's Festival, showcasing Coast Guard missions to over 5,000 attendees.

STRATEGIC GOAL 4: ENSURE EQUITABLE HIRING AND CAREER OPPORTUNITY FOR ALL EMPLOYEES

With an over-the-horizon focus, we must prepare for the future by providing the keys to success to all members of the organization through timely career counseling, professional development, and mentoring in order to retain a highly skilled and diverse workforce.

MAJOR ACCOMPLISHMENTS

- The Coast Guard's Leadership and Professional Development staff established a modular web-based mentoring training program in the Learning Management System.
- Improved the marketing of the civilian personnel organization by actively leveraging a six month diversity media outreach plan. Resulted in approximately 150,000 applications in FY2011.
- Widely showcased Coast Guard civilian career opportunities in numerous publications including Time, Forbes, and Newsweek magazines.
- The Coast Guard Academy implemented an online mentoring forum for cadets to interact with senior active duty members.
- Established an afloat working group to identify and address diversity issues inherent to this unique community.
- Formed a women's mentoring group at Coast Guard Headquarters, bringing in executive level speakers to provide strategies for success.
- Collaborated with the NSBE Summer Engineering Experience for Kids program to encourage STEM careers in the Coast Guard.
- Assisted the Great Minds in STEM organization in conducting a Viva Technology event in Compton, CA, highlighting Coast Guard Academy opportunities.
- Coordinated robotics demonstration at the University of Texas, El Paso (UTEP) Science Extravaganza, reinforcing the importance of STEM disciplines to over 400 local high school students.

WAY AHEAD STRATEGIES

- Enhance career paths to expand opportunities for all employees to reach their full potential.
- Continue to build upon partnerships with affinity groups to enhance professional development and mentorship opportunities.



(Top, L-R) Ms. Miriam Lopez, 2010 Non-Appropriated Employee of the Year, Mr. John Burchfield, 2010 Civilian Employee of the Year; (bottom) Cadet 4/c Cesario Elizaldi encourages youth STEM participation at the UTEP Science Extravaganza.

STRATEGIC GOAL 5: OPTIMIZE TRAINING AND EDUCATION TO UNDERSCORE THE VALUE OF WORKFORCE DIVERSITY

In line with the Commandant's guiding principle of "Honor Our Profession," we must ensure members at all levels are provided the tools to enhance their diversity management and leadership skill sets by educating the entire organization on the benefits of inclusion, equity, and respect for all personnel, their talents, experiences and abilities.

MAJOR ACCOMPLISHMENTS

- Updated diversity and inclusion briefing at New Employee Orientation and leadership development program orientations.
- Successfully conducted diversity and inclusion training at six major leadership forums, providing senior leadership with the tools necessary to carry out the Commandant's Diversity Strategic Plan.
- Over 900 Coast Guard members received diversity training at affinity group events.
- Implemented diversity modules throughout the Chief Petty Officer Academy curriculum.

WAY AHEAD STRATEGIES

- Publish and disseminate the Commanding Officer's Diversity Management Guide to field.
- Leverage available technologies to enhance the delivery of diversity tools and information via the Diversity Staff website.



Auxiliary members from across the country gather in New Orleans, LA for Strategic Communications Training.

OUR STRENGTH - OUR PEOPLE "SUSTAIN MISSION EXCELLENCE"

The Coast Guard Diversity Strategic Plan's goals and objectives align with the Commandant's four guiding principles. Every Coast Guard member, military, civilian and auxiliary, is to use these principles as guideposts as they implement Coast Guard priorities and objectives. The end state is to grow a cadre of diverse, multifaceted leaders and be assured of an excellent workforce that is culturally aware and committed to Coast Guard missions and values. We will remain and continue to grow as a diverse 21st century organization that is people-centric, results driven, and forward-looking. We will continue to encourage teamwork, reward initiative, seek innovation, and demand the highest levels of integrity, transparency, and performance.

THE COMMANDANT'S GUIDING PRINCIPLES

**STEADY THE SERVICE
HONOR OUR PROFESSION
STRENGTHEN OUR PARTNERSHIPS
RESPECT OUR SHIPMATES**



Office of Diversity

www.uscg.mil/diversity