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27 Dec 2011

MEMORANDUM

From: *C. A. Haines* CAPT
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CG-12B

Reply to CG-12B
Attn of: CDR Schneider
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C. P. Calhoun CAPT
Christopher P. Calhoun, CAPT
CG-133

To: CCG *2/12*

Thru: (1) CG-12 *C.B. Od*
(2) CG-1 *1/11/12*
(3) DCMS *1/9/12*
(4) VCG *1/26/12*

Subj: FALL 2011 COMMANDANT'S LEADERSHIP, EXCELLENCE AND DIVERSITY
(LEAD) COUNCIL REPORT

1. The Commandant's Leadership, Excellence and Diversity (LEAD) Council met from 12-15 December 2011 at Coast Guard Headquarters. LEAD Council attendance can be found in enclosure (1).
2. The Council received the following briefs and updates:
 - a. MCPOCG Leavitt briefed the LEAD on diversity and leadership issues within the Gold and Silver badge corps.
 - b. CG-00H updated the LEAD on the status of the Civil Rights complaint process.
 - c. CG-111 briefed the LEAD on the ongoing efforts of the Sexual Assault Prevention and Response (SAPR) Task Force.
 - d. Members of CG-133 and the Officer Leadership Workgroup provided a brief on the Officer Leadership Continuum including an overview of the DHS Leadership Continuum and findings presented in their "Growing Officers and Adaptive Leaders (GOAL)" report.
 - e. MCPOCGR Allen discussed the Reserve Gold and Silver badge corps with the LEAD.
 - f. CG-122 and OSCM Starliper updated the LEAD on the repeal of Don't Ask Don't Tell (DADT) and MC Starliper's ongoing efforts to stand-up a gay, lesbian and bi-sexual affinity group.
 - g. CG-122 provided information on the existing weight program.
 - h. CG-751 provided a brief on the ongoing efforts of the Cutter Community Diversity Action Plan Working Group.
 - i. PSC gave briefings on diversity at remote units, social climate transfers and special duty assignments.
 - j. CG-12B briefed the LEAD on the release of the Diversity Management Guidebook.
3. The LEAD Council members worked on the group's charter and standard operating procedures (SOPs).

4. As this was the first official meeting of the LEAD and the Leadership and Diversity Advisory Council (LDAC) network is not yet fully established, issues from the field were not solicited for this meeting. However, many of the above briefings were focused on legacy Leadership Advisory Council (LAC) and Diversity Advisory Council (DAC) issues. In some cases, briefings led to discussion and the LEAD determined that issues needed further research. Workgroups were formed and/or leads were selected to prepare these issues for the Spring 2012 LEAD meeting. Issues to be researched are further discussed in section (6) of this report.

5. The Council briefed the Commandant, Vice Commandant and DCMS on the following issues and recommendations:

Issue 1: Establishment of LEAD Council and Leadership and Diversity Advisory Council (LDAC) Network
Determination: The new LEAD Council consists of legacy LAC and DAC members as well as ten standing members including representation from DCO, DCMS, LANT and PAC LDACs. The COMDTINST directing the establishment of a CG wide LDAC network was signed by CG-1 in early December. LANTAREA LDAC as well as several District level LANT LDACs have already been established. PAC has a draft LDAC instruction under review and is working closely with LANT's Diversity Advisor on LDAC issues. DCMS and DCO will be collaborating closely with LANT/PAC as they move forward. DCO has a chartered Diversity Council that will be transitioned to the LDAC structure.
Recommendations: LEAD Council will receive an update on LDAC implementation from DCO, DCMS, LANT and PAC standing members at the next LEAD meeting.

Issue 2: Sexual Assault Prevention and Response (SAPR) Task Force
Determination: LEAD Council members received a brief from Sexual Assault Prevention and Response (SAPR) Task Force members. The LEAD Council endorses the efforts of this group and looks forward to the report of their findings and recommendations expected in March.
Recommendation: The LEAD Council encourages consideration of the recommendation to have Victim Advocates at every unit or geographic location.

Issue 3: Officer Leadership Continuum
Determination: LEAD Council members received a brief on a proposed Officer Leadership Continuum, specifically a pilot mid-grade staff officer course. This has been a consistent issue and study topic of the Leadership Advisory Council who initiated the Mid-Grade Officer Gap Analysis (MOLGA) which was the genesis for this work group. The gaps in officer leadership training were made very clear and a course of action was proposed.
Recommendations: LEAD Council members clearly understand and have personally observed the need for continued leadership development in our officer corps. The LEAD Council fully supports this initiative and recommends full leadership support of the pilot mid-grade staff officer course being developed and prototyped next summer.

Issue 4: DADT repeal and establishment of a gay, lesbian and bi-sexual affinity group
Determination: The LEAD Council received an update on the repeal of DADT and a special brief from OSCM Starliper on her efforts to establish a lesbian, gay and bisexual affinity group.
Recommendations: The LEAD Council was happy to hear that the Coast Guard has experienced little to no problems with DADT repeal. The Council recognizes that groups may have special needs/concerns based on their sexual orientation and would benefit from the establishment of an affinity group. LEAD Council members were supportive of such an effort. Although no such movement has been reported from the other Armed Forces, LEAD members felt that since the Coast Guard has historically been a Service leader in inclusion and diversity, we should continue to do so with respect to this affinity group. CWO Morales, a LEAD member, has extensive experience in establishment of affinity groups via his work with ANSO. He will provide OSCM Starliper with information and advice as this group progresses. CG-1222 will also provide a follow-on brief to the LEAD Council concerning applicable DADT repeal issues as necessary. LEAD members who are currently members of LDACs will engage

the field to determine if other unidentified DADT repeal issues exist.

Issue 5: Folliculitis and suitability for some special duty assignments

Determination: Folliculitis is a medical condition that predominately occurs in African American and Hispanic men. The DAC previously discussed the concern and according to existing policy, those with medical waivers for folliculitis are not eligible for many special duty assignments that could be career enhancing. This policy currently restricts members with this medical condition from approximately 750 billets including Gold and Silver Badge, recruiting, instructor billets, company commanders and several others.

Recommendations: The LEAD Council recommends that CG-12B and CG-133 engage with individual program managers and request review and validation of the existing clean shaven requirement for each specific special assignment. Further recommend the policy be changed to reflect those programs where it is no longer applicable.

6. As a result of presentations and discussions on several issues, LEAD working groups were formed and will address each of the below at the Spring 2012 LEAD meeting.

Issue 1: Lack of women and minority representation in operational rates and job specialties.

Perceived Issue: Minorities and women are not going into certain “non-traditional” specialties. This perception was partially confirmed by OPM/EPM briefs and initial research presented by the Cutter Diversity Action Plan Working Group.

Way Forward: The LEAD Council established a working group lead by BMCM Smith. The working group will research topics including (but not limited to) recruiting procedures that might influence field choices, motivations of high performing women/minorities in each specialty to initially select that specialty, current data on where women/minorities are working in the Coast Guard and determine how recruits are learning about different CG ratings. This work group will also get a random sample of minority/women “A” school members to find out why they selected their particular rating. All workgroup findings will be briefed to the full LEAD Council at the next meeting. LEAD members who are currently members of LDACs will also engage the field on this issue.

Issue 2: Incomplete representation of diversity on promotion messages.

Perceived Issue: Existing promotion messages list some aspects of diversity including gender and ethnicity selection rates. It is believed that this may to some extent send a message to the field that diversity is only about how a group looks. It was suggested that other diversity measurements be included such as education level achieved and/or specialty.

Way Forward: CDR Downey, as a LEAD member and currently responsible for boards and promotions at OPM, will research possibilities, pros and cons and report back to the full LEAD Council at the next meeting. LEAD members who are currently members of LDACs will further pulse the field to determine if the existing promotion message format is creating an overly narrow view of diversity.

Issue 3: Review of the Military Leadership Diversity Commission’s (MLDC’s) recommendations.

Perceived Issue: LEAD members were made aware of the MLDC report and asked to read it and visit the website (<http://mldc.whs.mil/>).

Way Forward: It was determined that CG-12B and LCDR Merchant will work to review the report recommendations and bring to the next LEAD Council meeting any recommendations worthy of LEAD discussion.

Issue 4: Coast Guard Auxiliary concerns

Perceived Issues: Three major Auxiliary issues of concern were brought forward including (1) Auxiliary ID cards not being recognized at all units, (2) no legal employment protection for Auxiliarists, and (3) integration of the Auxiliary into the Coast Guard on par with Reserves with respect to civil rights process and support structures.

Way Forward: COMO Urgola will initially research each of the above issues to determine the extent of perceived problems and where applicable bring to the next LEAD Council meeting strategies to mitigate issues and feasibility of those mitigation strategies.

Issue 5: Lack of civilian career management plans/guidance.

Perceived Issue: The primary concerns were a lack of support for civilians from the Civilian Personnel Office and field CSAs, the lack of civilian human capital management and succession plans, and the lack of promotion and development opportunities for civilians.

Way Forward: CG-12 is engaged in a work group attempting to address many of these same issues. CAPT Calhoun, Ms. Davidson and Ms. Dominquez will further define civilian issues and work with CG-12 to provide information to next LEAD Council meeting.

Issue 6: Access to social media as a generational diversity issue.

Perceived Issue: It was suggested that Coast Guard members' lack of ability to easily access social media during the workday not only limits creativity and use of powerful recruiting, retention and outreach tools, but also may create less satisfactory working environments for younger generations.

Way Forward: LEAD members who are currently members of LDACs will engage the field to determine if and to what extent this is an issue effecting diversity and leadership in the Coast Guard.

Issue 7: Lack of women and minorities at remote units.

Perceived Issue: This is a reoccurring issue from both legacy LAC and DAC meetings. EPM highlighted the need for Commanding Officers/Officers in Charge to understand the impact of being the sole or one of the few females or minority members at a unit emphasizing that resources must be in place to assist these members (e.g., providing them with an opportunity to attend affinity group conferences or educating them about existence of social climate transfers in extreme cases).

Way Forward: LEAD Council members understand the complexity of this issue, but would like to investigate further. CMC Vanderhaden and CWO Rawls will try to more closely define "remote" unit and gather statistics on assignment policies/procedures to such units as well as discuss issues/concerns with minorities/women currently stationed at such units. They will brief their findings to the all LEAD members prior to the next meeting. LEAD members who are currently members of LDACs will also engage the field on this issue.

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