

DEPARTMENT OF  
HOMELAND  
SECURITY  
U. S. COAST GUARD  
CG-4229 (Rev. 3-03)

# DIGEST

APPROVAL:   
SIGNATURE:   
INFORMATION:

From: *J. B. Kennedy*  
CG-1  
To: CCG  
Thru: (1) CG-01 *see note*  
(2) CG-09  
(3) VCG  
Re: FALL 2008 DIVERSITY ADVISORY COUNCIL (DAC) REPORT

1. Enclosed is the Fall 2008 Diversity Advisory Council (DAC) report and enclosures.
2. During the outbrief, the DAC presented 12 issues ("C" School for Reserve/Auxiliary members; cultural/language "C" schools; Generational Diversity Training; Reserve assisted recruiting; recruiting in depressed/minority communities; Lack of minority/female members filling key leadership positions; Multi-cultural holiday awareness; Use of social networks; Increase Company Commander Corp diversity; Discrimination against pregnant women; Expanding Temp Sep policy; and Transparency). DAC members will continue to follow up on the survey completed regarding discrimination against pregnant women and present their findings at the Spring 2009 DAC.
3. The DAC also presented the initial research they completed on eight new issues. The DAC has been split into three subcommittees to complete further research on these issues.
4. Once the DAC report is approved, CG-12 will release an ALCOAST to the field reporting those major items of interest contained in the report.

Enclosures: (1) DAC Fall 2008 Report

## SIGNER'S COMMENTS

*I think the Gold Badge community can move many of these worthwhile initiatives forward*  
*CP*



5050  
25 Nov 2008

## MEMORANDUM

*v/12*  
From: Robert A. Stohlman, CAPT  
Chair, Diversity Advisory Council

Reply to CG-12B  
Attn of: LCDR Stundtner  
(202) 475-5247

To: CCG  
Thru: (1) CG-12  
(2) CG-12  
(3) CG-01  
(4) CG-09

*TA 1/14 Comments on attached matrix.  
12/17  
12/17  
12/29  
Thanks!*

Subj: FALL 2008 DIVERSITY ADVISORY COUNCIL REPORT

1. The Commandant's Diversity Advisory Council (DAC) met in open session from 20-24 October 2008 at Coast Guard Headquarters, Washington, DC. The list of attendees, findings, and recommendations are forwarded as enclosures to this memorandum.
2. Enclosure (1) details the issues considered by the DAC and briefed to CCG on 24 October. Enclosure (2) details another eight items determined to be under DAC purview for additional research and follow-up over the next six months.
3. In addition to the consideration and discussion regarding docketed agenda items, the DAC received updates and training on the following topics:
  - a. enlisted female afloat assignment process;
  - b. current status of child care services;
  - c. Civil Rights complaint process; and
  - d. new recruiting initiatives.
4. The DAC also conducted two strategic brainstorming sessions to create a list of actionable items not currently under consideration. The list of these items is attached as enclosure (3) and will also be forwarded to the Diversity Strategic Group (DSG) for further review and /or action. Additionally, a 'transparency white paper' is forwarded as enclosure (4).

5. My point of contact is LCDR Carol Stundtner at extension 5-5247.

#

Enclosures: (1) DAC Report, Fall 2008  
(2) Issues to be Researched Over the Next Six Months, Fall 2008  
(3) List of Actionable Items  
(4) Transparency White Paper  
(5) List of DAC attendees

Copy: CG-00H, CG-00B

# Fall 2008 DAC Report

Issue #	The Issue	Action Office	Discussion / Research	Recommendation	COMDT(CG-1) Comments	COMDT(CCG) Comments
1	"C" School Course Attendance- Adequate Notification for Reserve/Auxiliary Members	CG-13	The ONLY authorized business e-mail address in DA is CG e-mail. Consequently, TQC course notification is only going to CG e-mail which is problematic for reserves. TQC gives last minute quotas to reserves due to priority active fill. Active Duty (ACDU) priority for quota assignment results in delayed quota allocation & notification to Res/Aux. Revocation of already issued quotas from Res/Aux reassigned to ACDU.	(1) New initiative allowing access to CG e-mail via internet may address some delays in notification. (2) Recommend CG-13 review current policies & seek appropriate policy revisions.	<i>Initiative to provide access to Reserves via internet also. CG-13 to action policies &amp; progresses affecting Reserves access to schools particularly being bumped other assigned</i>	<i>Advise me when completed</i>
2	The Coast Guard is in need of language and cultural "C" schools, especially in the Spanish speaking arena	CG-13	In May, 2008, the Foreign Language Program will launch a beta test of an on-line foreign language learning program, known as Auralog Tell Me More, with 400 users from the CG Active Duty, Reserve, Civilian and Auxiliary components. It is intended as an adjunct to foreign language learning, not a substitute for classroom instruction. If the majority of the beta test participants find the program reasonably easy to use, enjoy using it and succeed in improving their foreign language skills, it will be considered for purchase for the whole Coast Guard. In this way, the Coast Guard can grow new Spanish speakers and maintain the skills of the ones we have. This trial program will be conducted for one year.	Follow the progress of the Auralog test during its one-year license and make further recommendations based on the results	<i>Looking beyond the form of working w/ DOD-IT &amp; identify CE requirements including understanding activities.</i>	<i>CONCUR</i>

Issue #	The Issue	Action Office	Discussion / Research	Recommendation	COMDT(CG-1) Comments	COMDT(CCG) Comments
3	Due to large age gaps in today's workforce, the Coast Guard has a variety of different generations with different outlooks, priorities, and skills. To help improve communication, understanding and skills, it is suggested that a block of instruction on generational diversity training be incorporated into all Coast Guard leadership training courses	CG-13	<p>The LDC provides a three hour block of instruction in the Senior Leader Principles and Skills (SLPS) course. Topic is Respect for Others and Diversity Management.</p> <p>The CPO Academy has a three hour stand alone block of instruction on Generations.</p> <p>The LAMS course also has a 3 hour block of instruction. Respect for Others – Managing Diversity. They watch the movie "Remember the Titans", stopping top numerous times throughout to discuss scenes/situations in the movie and relate the similarities to leadership theories learned and practical experience. They also bring diversity into each of the discussion point, but not generational diversity, and tie the movie back into leadership roles, responsibilities and diversity at their units.</p> <p>Training Center Cape May has nothing in the curriculum on this topic, but Cape May is undergoing a curriculum modernization. A "Team CG" lesson plan is being worked on by the DAC that would fit right in, probably in the Week 08 time frame, as it is "Guardian Week" for the recruits. TRACEN Cape May has incorporated "Millennia's Rising, The Next Generation" as required reading for all instructors to help enhance instructional abilities.</p>	<p>Program Managers/Course Owners should seek opportunities to incorporate generational diversity training into all courses.</p> <p>Target audience for this type of training needs to be at the Company Commander, CPO Academy, CWO indoc courses.</p>	<p>COMDT(CG-1) Comments</p> <p><i>Needs to be part of new "Generators w/ CD's" also. This should be moved to LAC.</i></p>	<p>COMDT(CCG) Comments</p> <p><i>amcur</i></p>

Issue #	The Issue	Action Office	Discussion / Research	Recommendation	COMDT(CG-1) Comments	COMDT(CCG) Comments
4	Utilize Reservists during their civilian job in-house trainings, seminars or conferences to discuss the CSP1, COMPASS, REBL, ROCI and Direct Commission programs.	CG-131	Reservists are assigned to reserve units and would have to get the approval of their drilling unit to partake in such activities as well as coordinate with local recruiters. ALCOAST 024/07 contained language towards the "Everyone is a Recruiter Incentive Program", whereby individuals could get compensated (ie. 72 hrs liberty, LOC/CGAM awards) for efforts focused on recruiting active/reserves/auxiliary personnel.	Recommend CG-131 review whether no credit policy is policy or law.	<i>Being researched.</i>	<i>Advise when completed</i>
5	Most people of color in depressed communities don't know about the CG, what the CG is, or even that it offers opportunities to learn valuable skills that can be used in the civilian world.	CGRC	Existing policy is the 2003 SMART (Strategic Metropolitan Area Recruiting Territory) initiative. The initiative identified specific zip codes with high minority and female percentages of high school students. These zones were prioritized by recruiters increasing the amount of minority accessions from 17% to 35% after its implementation. There have been various changes made internally through the moving of offices to areas where there were more minorities and women.	CGRC will continue to review and monitor SMART initiative.	<i>Review &amp; resource realignment accordingly so im backed on who successful initiative.</i>	<i>Concur-1 keep it up.</i>
6	There is a noticeable imbalance of minority and female members filling our Enlisted Command Cadre positions throughout the Organization.	CGRC, CGPC, CG-1	Key leadership positions are CO/OICs and XO/XPOs of Cutters and Sectors/Stations. The rates and career paths that are prone to having opportunities for key leadership positions are MKs, BMs, OPS Afloat/Ashore. The Diversity Summary Report from CG-12A showed that the number of minorities and females in the certain ranks/rates needed for these key leadership positions are low. Data supports a considerable lack of minorities in civilian positions above the GS13 level. Found a definite lack of positions at the entry or intern level.	(1) Recruit; need better education/visibility for A-schools; encourage ASVAB preparation for those that desire a technical rate (2) Utilize career intentions / career counselors to help guide Career Development (3) Mentorship: Gold Badge seek out members who need a mentor (4) Create video of minority and women CG role models	<i>Broader than recommendations will incorporate into our career plan that includes DAC/ we can't drive all of this.</i>	<i>Provide and update when appropriate</i>

Issue #	The Issue	Action Office	Discussion / Research	Recommendation	COMDT(CG-1) Comments	COMDT(CCG) Comments
7	Lack of awareness / understanding of different religious groups.	CG-01 (CH)	Found this to be mostly a cutter issue. Consulted the Chaplain Corps for advice. It was determined that many service members and commands alike do not know the ecumenical resources available to them. They are outlined in COMDTINST 1730.4B, Religious Ministries in the Coast Guard.	<p>In the high-tech rapidly changing operational environment that we belong to, we can within reason, allow the faith perspective to contribute to overall readiness. This can be done by making avenues of provision available to accommodate the many diverse religious backgrounds. This seems to be the best recourse to this difficult and sensitive issue. Recommendations:</p> <p>(1) Make avenues of provision available to accommodate the many diverse religious backgrounds that are among our ranks and in our civilian workforce.  (2) Develop a training component that involves religious pluralism.  (3) Draft an ALCOAST to the fleet describing available services and resources.  (4) Use January issue of Coast Guard magazine to highlight difference holidays and observances  (5) Develop ecumenical prayer book  (6) DO NOT make this another mandatory GMT</p>	<p>Needs to be incorporated into broader discussion. We keep hitting horns as if independent - stand alone - all part of and climate. Fees absolutely on target but need to push information over board. Fees w/ 15 offer unique tools to push into.</p>	<p>Agree</p>

Issue #	The Issue	Action Office	Discussion / Research	Recommendation	COMDT(CG-1) Comments	COMDT(CCG) Comments
8	Have the CG use social networking "e-tools" (such as Facebook, My Space) to connect with our younger and more diverse population.	NA CG-092 CG-6	CG members are currently hesitant to fully use this medium. A Coast Guard presence on various appropriate social network sites ensures the Coast Guard story is told in the words and pictures of Coast Guard members, employees, and Auxiliaries to connect with the public and foster a more diverse Coast Guard.	Continue to embrace and encourage the responsible use of external social networks.	CG-092/CG-6 already working.	Continue
9	Inability to recruit a diverse pool of Company Commanders at Training Center Cape May.	CGPC, TRACE N Cape May <i>This should be CG-12, Gold Badges, and CG-13</i>	A lack of female and minority CGs may lead to a greater proportion of Recruits not completing Basic Training due to lack of "someone like me" in the organization. <i>USN (Dhan stand up)</i>	Recommendations: (1) Send CC Recruiting Teams on the road (during low-load months) (2) Change position to a Priority 2 from Priority 3 (3) Mirror USMC Recruit Depots (4) EPM-2 to partner better with CC School for package review and approval / disapproval	<i>Need to work w/ them to plan to have all entrants seriously consider all rates &amp; occupational specialties.</i>	<i>CONCUR</i>
10	Look at revising Temp Sep opportunities – increasing length, multiple times, etc	CG-12	Brainstormed a little and came up with a few options. The options are as follows: 1) Expand the Temp Sep from 2 years to 4 years. 2) Offer Temp Sep twice in a career. 3) Expand to allow members with obligated service. USN Diversity is exploring changes to their Temp Sep program which may provide additional avenues in the future.	Recommend: Expand the length of time of temporary separation from 2 years to 4 years. Allow the member a choice of: (1) taking one 4 year period with mandatory affiliation with the CG Reserves to keep up critical competencies. (2) taking two 2 year periods with no further requirements. CG-122 has been tasked with exploring changes to the existing policy.	<i>CG-12 close to finalizing re Policy changes</i>	<i>Advise when completed.</i>

Issue #	The Issue	Action Office	Discussion / Research	Recommendation	COMDT(CG-1) Comments	COMDT(CCG) Comments
11	It has been suggested that female officers are discriminated against in regards with OERs when they are pregnant.	N/A	DAC created a list of survey questions utilizing info from a similar Navy survey.  This issue was divided into 3 categories: marks, assignment, and treatment. Spoke to OPM regarding the marks. Also spoke to EPM regarding the assignment process, and received information regarding how pregnancy affects the assignment process.	Continue researching this issue over the next 6 months and provide report at the Spring '09 DAC.		Correct.
12	Transparency	N/A	Interviewed range of members. Most people believe transparency is the "coming clean" of anything that could be viewed as less than honorable. If there is a question related to an action, change, stance, or view adopted by our Coast Guard, they would like the Commandant to come out and explain fully their actions. There should never be the feeling that the Commandant is shielded, or unaware of what is going on at the deck plate.  Bloggers are looking for ADM Allen to make a supportive stand, to state what transparency is, and to back up what he says with action.  See enclosure (4) for further research findings.	<ul style="list-style-type: none"> <li>(1) Continue the implementation and enforcement of Transparency in the U.S. Coast Guard.</li> <li>(2) Transparency should only be limited in cases where it will negatively affect the execution and support of our missions.</li> <li>(3) Have a one hour a month chat with the online community and the COMDT to address their concerns directly.</li> </ul>	<p>Transparency &amp; social networking are two different issues. Rec here should be folded into item 8.</p> <p>Transparency for modernization - the true state we desire, is not the definition in discussion / research.</p>	<p>← correct</p> <p>← agree</p>

## Issues to be Researched Over the Next Six Months, Fall 2008

#	Responsible Office	Issue	Action
1	CG-13, CGPC	<p>Lack of women in non-traditional billets/roles – lack of women in the MLE Academy; low numbers of women in MSST's and the DOG, little interest in nontraditional rates</p> <p>What is the gender and racial composition of limited-mission units such as MSSTs, the DOG and non traditional billets/ roles? Are members at limited-mission units likely to earn more awards, be evaluated better, and be more competitive for career enhancing positions than members at multi-mission units? If so, what is the overall impact on recruiting and maintaining a diverse workforce?</p>	<p>Research over the next 6 months</p>
2	CG-122	<p>Increase the availability of lactation rooms/lactation policy</p>	<p>There is a current policy in PERSMAN Chapter 9.A.4. Recommend a more robust and specific policy based on Navy and Sector San Francisco policies; currently DAC is drafting a memo for PERSMAN revision with recommended changes.</p> <p>2 month time line</p>
3	CG-111	<p>Increase the availability of childcare and number of Child Development Centers. Even though the HQ CDC has the capacity for 60 children, there is always a waiting list to get in.</p> <p>When will we see a CG wide survey identifying the need for Child Development Centers in new regions or added supplemental pay for Child Care on the economy? I am frustrated that the response I get when I ask about CDCs is that I am told that they will not make changes without data backed up by a CG approved survey.</p>	<p>Met with CG-1112 and obtained necessary background. Recommend the following actionable items:</p> <ol style="list-style-type: none"> <li>1. Provide interim modular units for TRACEN Petaluma CDC</li> <li>2. Broaden eligibility and/or increase yearly subsidy under the child care subsidy program to use all existing funds</li> <li>3. Ensure child development resources are provided to incoming personnel</li> <li>4. Post United Way 211 web-site link on all CG work-life and unit web-sites</li> <li>5. Conduct Coast Guard wide Child Care Needs Assessment Survey every 5 year, last done 2005, due 2010</li> <li>6. Parity of funding to the DOD</li> </ol>

## Issues to be Researched Over the Next Six Months, Fall 2008

4		Perception that women's evals are lower than men's.	Research over the next 6 months.
5		Add language to the harassment policy regarding neutrality toward the accuser	Vince Patterson will add the language to the policy if it's not there already. Will follow up in the next two months.
6		Address/Review discrimination regarding mental health (addiction, depression, eating disorder, etc.)	Research over the next 6 months
7		Continued research on the affects of pregnancy survey	Analyze survey results and provide recommendations – Continue research over the next 6 months (team charlie).
8		There is a concern that the Cape May swim test for recruits is preventing minorities from entering the Coast Guard – over months; preliminary data available in 3 months	Research over the next 6 months

## Actionable Items

1. Permanent make-up (eyebrows, eyeliner, and lipliner) and tattooed rings (prevalent in the Pacific Islander culture) are keeping potential members from being able to enter the Coast Guard due to the Tattoo Policy. Can the policy be modified to let the members join the Coast Guard?
2. Utilize e-mentor data base to allocate mentors for recruits (especially for women and minorities).
3. How to make the Company Commander Position more attractive for minorities and women:
  - Rotating positions in Cape May (Drill instructors owning all billets)
  - Public Affairs to make new videos advertising the CC position
  - Change in priority (from 3 to 2)
  - Reducing tour length (2yrs)
  - 2 'n 2 – 2 yrs as a CC & 2yrs as a Recruiter
  - Bonus/SRB for CCs
  - Extra leave at the end or middle of CC tour
  - Open the position up for Single Parents (promote availability of CDC/on base housing)
  - Tailor/Dry Cleaner opened to people other than recruits (i.e. free for CC's)
  - Increase uniform allowance
  - CC Website
  - Increasing size of PAL for CCs/ Conduct a manpower requirement analysis/ Pad the PAL/ Increase in recruits equate to needing more CCs
  - Get awards for satisfactorily/ Competently completing the job (more points for the SWE)/ End of tour award
  - Cultural Improvement – negative stigma (is he/she going to correct my uniform?) in the fleet

- Increase transparency, morale, & communication
- Location (move boot camp to a warmer climate)
- Buddy program for women and minorities (bring a friend, so you're not alone)
- TDY support to assist CCs (30-60 days) to allow more diverse members to be visible for recruits
- COLA Increase (rent and grocery costs have increased)
- More funding so CC's don't have to buy supplies (laminators, poster board) maybe a stipend
- Guest Trainers
- More college credit for CC training (e.g. ethics, leadership)
- Partnership w/ Chief's Academy and LAMS

4. Auxiliary

- CAC Cards for AUX
- Protecting them under Uniform Services Employment and Re-employment Rights Act

5. Pamphlet on child care resources

6. Hyperlink for the United Way 211 on the work life web page

7. Add childcare info in Sea Legs

8. New sea time policy (sea time clock restarts once rank is made). Can hurt members with family planning (women in particular). Award points would no longer count toward advancement – removes incentive to go above and beyond. Recommend holding off on making this policy. **DAC should get a hold of the white paper to look at it or have a phone conference.**

9. DAC should ID diversity knowledge issues to include that info on check-in sheets (EAP, Chapter 3 med standards,

CDC, housing etc.) Require these resources for the unit to know about. Standardized list of these resources. Requirement to go over these issues.

10. Women mentors in Cape May in non traditional rates to encourage more women into these rates. (Have training for the mentors so they know how to be a mentor.)
11. Have people come talk to new recruits about these non tradition rates, women/minorities survival in the CG-proper behavior
12. Suggestion Box on 12B staff web site, perhaps a blog?
13. Temp Sep programs to go to 3 years to coincide with the GI bill.
14. CDC – give 4.5K to stay at home parents in remote areas for child care
15. RP program go away that are recruited from high school – this hurts retention in the CG – money loss
16. Provide nutrition info/training to recruits being discharged for weight.
17. Weight watchers groups/program at the unit level; require FSs to follow healthy cooking guidelines
18. Market the FS rate as a nutritionist and wellness rate.

## TRANSPARENCY

AUX Robert Dittman and YN2 Shannon Nash were tasked with researching the notion of Transparency in the workforce and to see if the effort to promote it in the Coast Guard will be a detriment to Good Order and Discipline and present moral, ethical, or statutory dilemmas. They conducted research that included reading books on net-centricity, articles on transparency, news articles, viewing blogs, and interviewing members that represent the multiple facets of our organization. From this research, it has been shown that transparency in an organization is seen as a positive trait.

When first tasked with this project, it seemed that the notion of transparency was vague and "in the ether". During the past month and a half, the notion of organizational transparency has been better defined due to recent issues concerning the management and stewardship of the nation's economy. Many have stated that our nation wouldn't be where it is now if we had more transparency in the regulatory organizations, financial institutions, etc. Transparency has been all over the media as of late, and it is safe to say that the metaphysical concept of openness, communication, and accountability in an organization is a primary issue that plays into the very reason of why we do what we do as the Coast Guard.

In the Information/Cyber Age that we find ourselves in, Transparency is the only logical means of having an efficient organization that is trusted by the citizens it protects and the Guardians that man it. It is also the logical means by which those citizens can feel at ease knowing they have the information available to intelligently hold a magnifying glass to us, ask questions, and know those questions will be answered honestly. These citizens and their representatives hold us accountable whether or not they have access to "what we do"; however, it behooves us to be held accountable in a factual and trustworthy light.

The transparency factor also works internally, especially when applied to the tenets of net-centric operations to the Coast Guard. If the lower echelons are made aware of what the upper echelons are doing and feeling (and vice-versa), that will instill a more solid trust throughout the organization. It will reinforce the aforementioned tenets. It will hold supervisors accountable to their subordinates and will lead them to do their job right, lawfully, and effectively as those supervisors are the models of responsibility and leadership in the organization; they are whom their subordinates look up to and will eventually be replaced by them as time goes on. If the supervisors are aware of what's going on with their subordinates, that will lead to a more effective and efficient management of their respective command, workshop, office, etc. It will also hold the lower echelons accountable obviously to do their jobs right, but to also voice their concerns and to keep their supervisors abreast of their environment honestly without fear of reprisal. An excellent example of inter-organizational transparency is the acceptance and the current and future implementation of "social media" and "Web 2.0". The Actionable Items the DAC compiled is another example of the subordinates letting the supervisors know what they think are pressing matters. Other examples include blogs and Facebook where an E-5, an E-3, an O-2, a civilian and an O-10 can discuss and share information, bounce ideas off, and learn from each other; transparency in action.

This sounds favorable, but the Coast Guard is a military force. We have responsibilities we are devoted to see through. "Where do we draw the line?" When does all of this transparency become a detriment to Good Order and Discipline and present moral, ethical, or statutory dilemmas? Where do we become the consoling entity that holds an ailing entity's hand and say that everything is going to be fine, when we know, full well, that it isn't?

The answer is simple. We don't become that entity. We don't "lie" or tell half-truths to soften the blow or to make the other person feel at peace. That very concept goes against our core values. It goes against our Ethos. How can we be guardians if those we guard don't trust us? Therefore, once Transparency begins to negatively affect our ability to execute our missions is where we "draw the line". Specifically, information that has been categorized as classified, secret, top secret and SCI are to be considered opaque. Personal Identifiable Information (PII) is opaque. Information detrimental to Opsec, and National Security (i.e. cutter coordinates, locations of personnel involved in sensitive operations) are opaque. Any information regarding individuals' personal lives (i.e. special needs, EEO) are opaque as far as the organization is concerned. Raw information that can be misinterpreted and has not gone through proper review and distillation is opaque. Any information that can lead to a compromise of our cyber infrastructure, capital and human resources are opaque. On the other hand, any information regarding the usage of taxpayers' dollars is transparent. Information that is beneficial to promoting or acknowledging diversity (even the lack thereof) is transparent. Information that will place everyone on the same page and unify the organization in the effective and efficient execution of our missions is transparent. Information that will allow our customers to adequately offer feedback, criticism, and/or praise is transparent.

There is one last area, however, where issues may not have an "opaque" or "transparent" focus, but a "translucent" one. An issue that may be partially divulged, but not in its entirety. These are issues, some of these "moral and ethical dilemmas" (i.e. FOUO, UCMJ, Civil Rights) where "the line" meanders and we may not be sure how to appropriately categorize them. That is where the DAC or any other advisory group comes in. The mechanisms are in place to research these topics, specific to our purpose, and to present them to the decision makers with actionable items for their consideration. These areas of information clarity are indicative and conducive to how we act as responsible stewards of national and operational security and mission readiness.

In conclusion, Transparency is beneficial to Good Order and Discipline. It is beneficial to solving moral, ethical, and statutory dilemmas. Having a transparent organization in today's society is absolutely essential if we want the full cooperation, support, and trust of the people we serve and ourselves. If we truly want a diverse CG, if we truly want to be a relevant cutting-edge force for this century, then we need to open ourselves up so that our customers know we are open to diverse thought, backgrounds, gender, ethnicity, and knowledge. They need to know that we acknowledge these traits as strengths and that we will become stronger the more diverse we are. Transparency will help us to create that diverse workforce. This is a serious subject and may seem like a difficult and an all-encompassing issue. This may place us in a difficult situation. This may even hurt a

little, but it is through these difficulties, through these adversities, that we will learn to adapt, evolve, and become stronger to meet the needs of our current environment and make us a better organization. If we do not, we will stagnate and be left behind.