

CIVIL RIGHTS



ON DECK

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Need EEO Training?

Have you taken Equal Employment Opportunity (EEO) training yet this year? These upcoming courses offered by the Equal Employment Opportunity Commission (EEOC) can fulfill requirements while sharpening your skills in preventing & correcting workplace discrimination:

FOR MANAGERS:

* EEO for Managers and Supervisors: Oct 2-3 (DC)

FOR PRACTITIONERS:

* New Counselor Course: Sept 24-28 (Denver), Oct 22-26 (DC)

* New Investigator Course: Sept 24-28 (DC), October 22-26 (DC)

* Letters of Acceptance and Dismissal Course: Oct 2-3 (DC)

* MD-715 Basics: Oct 9-10 (DC)

* EEO Laws Refresher: Oct 11 (DC)

* Counselor Refresher Course: Oct 12 (DC)

* Barrier Analysis: Oct 30-Nov 1 (DC)

Details: www.eeotraining.eeoc.gov

CIVIL RIGHTS DIRECTORATE

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EEOC Clarifies and Revises Complaint Processing Regulations

The Equal Employment Opportunity Commission (EEOC) recently revised its federal sector Equal Employment Opportunity (EEO) complaint processing regulations (29 C.F.R. Part 1614) in order to clarify and improve the previous 1999 version. These regulations direct the process for reporting and adjudicating EEO complaints filed by government employees and applicants for federal employment, and describe how federal agencies must direct their programs.

The revisions include six significant modifications, which:

1. Strengthen the requirement for agencies to comply with the provisions of 29 C.F.R. Part 1614;
2. Permit agencies (with prior EEOC approval) to conduct pilot programs where procedural complaint processing procedures vary from 29 C.F.R. Part 1614.29 and 1614.102;
3. Allow the dismissal of EEO complaints that allege proposed (not final) personnel actions (e.g. Notice of Proposed Removal) or other preliminary steps as discrimination (with the exception of retaliation);
4. Compel agencies to provide an individual with written notice when investigations are not conducted in a timely manner;
5. Make an administrative judge's decision on a complaint filed by multiple individuals (class complaint) a final decision; and
6. Require agencies to submit appeals and complaint files in a digital format to EEOC.

For more information, see www.eeoc.gov. Submitted by Ms. Erika Selmon

CG's 2012 Federally Employed Women Meritorious Service Award

Congratulations to CDR Frances Messalle, this year's recipient of the Federally Employed Women (FEW) Meritorious Service Award! CRD applauds her contributions to diversity, equality, and the advancement of women throughout the Coast Guard. Learn more about CDR Messalle's accomplishments in [ALCOAST 296-12](#).

Featured in photo (left to right): Ms. Sue Webster, FEW National President; CDR Frances Messalle of Air Station Elizabeth City, USCG Honoree; and Dr. Jarris Taylor, Deputy Assistant Secretary of the U.S. Air Force for Strategic Diversity Integration. Submitted by Ms. Gwen White



Have suggestions, comments, or feedback on the newsletter? We want to hear from you! Email us at CivilRightsOnDeck.ReaderFeedback@uscg.mil.

Supervisor's One Time Interference with EEO Activity Costs \$1,500



A supervisor at the U.S. Postal Service (USPS) rescheduled a complainant's appointment with an Equal Employment Opportunity (EEO) counselor without asking him, withheld information about his new appointment, and then told him he would have to miss it anyway. The complainant said that the supervisor's conduct on the workroom floor was publically humiliating, threatening, abusive, stressful, demeaning, and caused him anxiety, emotional distress, and physical pain.

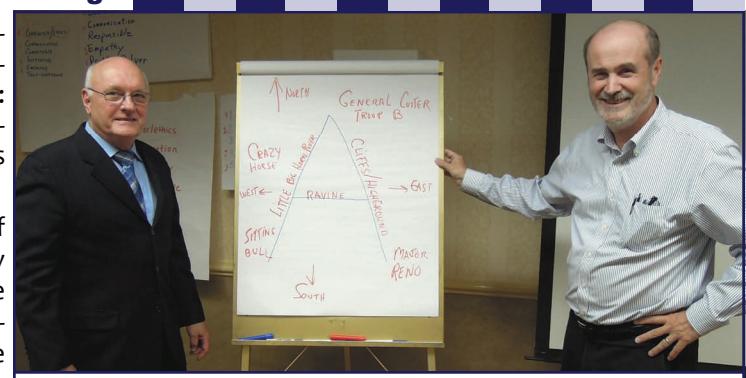
The Agency conducted a supplemental investigation, during which it determined that the complainant was not entitled to compensatory damages. However, on appeal, the Equal Employment Opportunity Commission (EEOC) ruled that USPS subjected the complainant to retaliation when his supervisor interfered with his EEO activity, and awarded \$1,500 in nonpecuniary damages. *Minor v. U.S. Postal Service*, 112 LRP 27246. Submitted by Mr. Johnny McAfee

CRD Zone Managers Embrace the Commandant's Message

In a recent shipmate's message, Admiral Papp underscored the importance of leadership; he stated, "Proficiency in leadership requires the same commitment and sacrifice as proficiency in a craft: training, education, experience, self-discipline, sustained excellence, and continuous pursuit of mastery of the craft. Leaders never finish studying, learning, or practicing how to lead others."

Striving for excellence in leading personnel within their areas of responsibility, a number of CRD zone managers took a two-day course titled, "Leadership Skills for Non-Supervisors." As zone managers, these civilians often serve as team leaders, not supervisors. This class allowed them to tackle subjects critical to effective team leadership, such as power, communication, conflict, influence, and listening skills. Through several self-assessments, they evaluated and explored their own leadership and conflict resolution styles. They also discussed relevant survey data, for example although 80% of managers claim that they are good communicators, only 20% of employees state that their leaders are good communicators.

Embracing the Commandant's inspiring message, CRD zone managers continue to study, learn, and practice to achieve mastery of their craft. Their efforts demonstrate their commitment to the pursuit of excellence, and their determination to achieve the CRD mission of a discrimination-free workplace at the Coast Guard. Submitted by Mr. Bill Cashman



Pictured: Mr. Paul Callan, Instructor, Graduate School, USA, and Mr. Bill Cashman, Zone One Civil Rights Officer.



'Welcome Aboard' to Coast Guard's New DEOMI Instructor!

Welcome to CPO Bryan Teague, who joins CRD as an Equal Opportunity Advisor Instructor and one of CG's facilitators for Service Specific Training at the Defense Equal Opportunity Management Institute (DEOMI) at Patrick AFB. A native of Waynesville, NC, Chief Teague completed Recruit Basic Training in Cape May, NJ in 1991. Since then, he trained at the Damage Controlman "A" school, the Leadership and Management School, and the Chief Petty Officer Academy. Also, he has successfully completed the Equal Opportunity Advisor Course at DEOMI. Chief Teague currently resides in Cocoa, FL with his wife of 12 years, Mrs. Shawna Teague.

Celebrate Hispanic Heritage Month!

During National Hispanic Heritage Month from Sept 15-Oct 15, support Coast Guard's goal of achieving a diverse workforce by honoring the culture and traditions of those who trace their roots to Mexico, Puerto Rico, Cuba, Central America, or South America as well as descendants of other Spanish cultures or origins. Need help planning a special event? Contact your local [Civil Rights Service Provider \(CRSP\)](#) today!

Word Search: Find the words below hidden among these letters.

Z	L	S	H	O	A	L	T	J	Z	A	Y	E	R	O
K	E	R	A	L	G	N	H	M	W	Y	I	Q	I	Z
I	G	V	A	N	X	E	I	B	X	Q	L	L	V	V
E	K	M	A	E	G	X	I	I	O	A	Y	Z	E	D
L	O	O	L	H	O	R	Q	D	T	F	U	E	R	N
O	O	F	Z	W	C	I	I	I	R	R	Q	G	A	O
M	A	V	F	H	J	R	N	A	C	G	O	M	G	N
A	J	R	J	N	S	A	A	A	X	V	Y	H	Z	N
C	G	N	Y	S	M	Q	I	S	S	R	A	K	S	Z
A	L	M	M	E	Q	L	W	K	E	L	Y	P	E	G
U	M	K	R	T	E	V	Y	L	O	C	T	K	W	K
G	N	I	E	C	N	E	D	N	E	P	E	D	N	I
S	C	G	A	S	L	A	S	I	N	J	S	H	Z	E
A	M	E	R	E	N	G	U	E	V	K	G	S	G	Z
H	T	E	M	J	V	F	Z	H	F	S	O	M	H	A

What's TRUST Got To Do With It? ...It's Not Just a Second-Hand Emotion

Trust in the workplace is crucial to good performance and engaged employees. A study by B.L. Simmons et al. in the *Journal of Organizational Behavior* (2009) found that when employees trust the workplace, they report higher satisfaction and improved job performance. Conversely, a lack of trust negatively impacts both satisfaction and performance.



Damage to trust is often the underlying cause in conflicts presented in Alternative Dispute Resolution (ADR) or mediation cases. ADR is when disputes are resolved with a settlement or joint decision not to go forward with a complaint. Damaged trust can be challenging for the ADR professional because its effect on a relationship is not easily repaired.

Repairing a culture mired in distrust can be a long term commitment for the ADR professional. The level of intervention and the methods will likely depend on the level of distrust that has developed. Often, requests for ADR come when a change in leadership occurs and the damage is identified by a new player.

The decision-making process of an organization is one area which frequently breeds distrust. When employees feel that decisions are unethical, poorly communicated, or unclear, trust issues arise. This is an opportunity where mediation, facilitation, or other ADR processes can be useful.

Establishing clear and open processes for decision making is one avenue toward rebuilding trust. Allowing parties the opportunity to give input into how future decisions will be made, and how they will be notified also creates opportunities to repair damaged trust. When breakdowns occur and an ADR professional is called, determining the level of trust in the organization is a good place to start.

CRD employs two ADR professionals who can assist with discrimination dispute resolution. For more information, see http://bit.ly/ADR_FAQs. Submitted by Ms. Nichole Milline