



MEMORANDUM

29 Apr 10

From PORTIA MARY DAVIDSON  
Diversity Leadership Summit Project Officer  
CG-12B Office of Diversity

To: CG-1  
CG-01

SUBJECT: U.S. Coast Guard Diversity Leadership Summit After-Action Report

1. Executive Summary:

(a) The landmark Coast Guard "Diversity Leadership Summit" took place 20-22 Apr 10 at The Westin Hotel in Alexandria, VA. Over 200 employees from all geographic locations represented a diverse and multicultural population mix of all military and civilian ranks. This included categories of single parent, dual military, etc. Flag Officer/SES and HQ, Staff were invited to the All Hands sessions. The COMDT's Diversity and Leadership Advisory Councils met prior to the 2.5 day event and also participated in the Diversity Summit. The Summit was designed to provide attendees with the tools and training necessary to foster positive fruitful relationships, improve the interpersonal skills of leaders and managers, and link diversity and inclusion to enterprise-wide work processes and business strategies. Over ten national level exhibitors participated in this event to include; The World Bank (Haitian display), Georgetown University, Cheyney University of PA, Walden University, American Anthropology Association, Dialogue on Diversity, Diversity Spectrum Corporation, Diversity Authors, (Todd Ewing and Harold Hunt), Diversity Best Practices Corporation, the Multicultural Institute and Partnership for Public Service. A copy of the Diversity Summit Information Book is enclosed at TAB 1.

(b) The Diversity Summit featured nationally acclaimed diversity leaders, strategic influencers and Diversity Trainers who addressed diversity, multiculturalism and inclusion as a universal commonality of American concern. Attendees were given the unique opportunity to listen to esteemed and distinguished leaders such as; Ambassador Raymond Joseph from Haiti, Ambassador Houda Ezra Noono from the Kingdom of Bahrain, Mrs. Harriet Fulbright, President of the William and Harriet Fulbright Center, Mr. and Mrs. Frederick and BJ Douglass, IV, Former Secretary of Defense, Honorable William Cohen and Mrs. Janet Langhart Cohen, Dr. Michael Eric and Rev Marcia Dyson, Leon Harris, award winning journalist and Television Anchor, and other University Professors, and National Diversity leaders.

(c) A major accomplishment of the Diversity Summit was the fact that we employed use of *Audience Response Technology* under the leadership and direction of Dr. David Campt, nationally renowned consultant in the field of large scale stakeholder engagement. Dr. Campt prepared a series of questions geared toward diversity and inclusion thought processes and practices and surveyed the audience. This best practice computer technology model proved to enlighten the minds of the participants as they viewed the results of the collective

conclusions that reflected everyone's perspective. Technology plays a key role in how we educate and interact with others. The Audience Response Technology System will make a significant contribution to the Office of Diversity in our future planning processes in 2010 and beyond. This response system will help build better strategies and tactics to embed diversity and inclusive practices throughout all functions of the organization, and will enable the Coast Guard to create and customize knowledge, learning and diversity training programs as needed.

The Analysis of the Audience Response Survey prepared by Dr. Campt showed:

- Overwhelming majority of attendees (79%) found the conference was effective.
- 84% thought summit should be available to more members.
- 94% thought that the Coast Guard would benefit from more honest dialogues about diversity.
- 79% assessed themselves as comfortable or very comfortable opening conversations about diversity.

At first cut:

- There did not appear to be major differences in finding by various demographic factors: age, region, white/of color status, rank.
- This needs more investigation however.
- There is some work to do
- 67 percent of Summit attendees said that unconscious bias affects interpersonal treatment either sometimes or frequently.
- 44 percent have not seen more dialogue at their unit since the Diversity Strategic Plan was rolled out. Of that percentage more than 3 in 4 (33% of total) said the dialogues are needed.
- Of the 56 percent who had seen more dialogues, only 16% thought the dialogues were very positive.
- An interesting fact about the need for better diversity practice:
- There is wide agreement that the dialogues are more needed; there is wide agreement that folks are comfortable leading them, but still relatively small percentage saying they are very positive.

As we saw:

- Though large numbers thought the Summit was effective, significant percentages withheld a lot (26%), or with held some (45%).
- Those in those categories were a little more likely to be in the two youngest age groups, especially the youngest, under 25.

#### Analysis of the Data Suggests:

- There are a lot of positive feelings about the diversity initiative among the leaders here.
- We in this room are very confident of our leadership.
- The entire Coast Guard must try harder to translate the will to lead dialogues into dialogues that are experienced as very positive.
- Rolling out this conference to others may be very strategic. And intensive diversity workshops like those experienced here can also be experienced as very positive.

#### Questions to Consider

- How do we have Summits and dialogues that make more people feel like they had a chance to say what was on their mind and heart?
- How do we increase the portion of people who say the dialogues are positive?
- What are effective strategies for engaging people who have not thought about unconscious bias, or who think dialogues about diversity and related issues are unproductive?

(d) Diversity Training: All participants were given the opportunity to attend Diversity Training Sessions provided by Guardian Quest, Inc. under the leadership of COL Ondra Berry and his team and Mr. Keith Arachikavitz, owner of Impact Training and Development. The diversity training is a critical element for the workforce to learn how to interpret cultural differences, behaviors, and languages, as well as minimize conflict and build collaboration in today's team-oriented, multi-cultural settings. In reviewing the evaluations of both Training Sessions the majority of the participants felt the training improved their knowledge of diversity as it applies to appreciating and understanding the importance for the Coast Guard to create an organizational culture of inclusiveness as well as develop the skills necessary to accept and respect individual differences in the workplace. The consensus from all revealed a greater need to continue this training all levels and suggestions of it being annual mandatory training.

2. General Information: The Coast Guard Diversity Leadership Summit was designed to further educate the total Coast Guard workforce community on the benefits of inclusion, equity, and respect for all and accomplished Goal #5 outlined in the Diversity Strategic Plan to "Optimize Training and Education to Underscore the Value of Workforce Diversity." Planning and executing a Diversity Summit was also included as part of the Diversity Strategy actionable items tasking list. By executing the Diversity Leadership Summit we were able to meet all five of the Strategic Plan goals outlined in the plan: (Assure a diverse workforce through all-hands

commitment with leadership accountability; Fully utilize communication and focus groups to improve the workforce cultural climate; Expand outreach to achieve access opportunity for underrepresented populations; Ensure equitable hiring and career opportunities for employees; Optimize training and education to underscore the value of diversity).

### 3. Diversity Summit Highlights: Tuesday, 21 April 10

(a) Pre-Conference Reception- with the Coast Guard “Cutters Jazz Band” and a performance by special guest international artist Abiodun Koya, renowned Nigerian Opera singer.

(b) Opening Color Guard Ceremony and singing of the National Anthem by LCDR Susan Condon and Invocation by CAPT William Cuddy;

(c ) Welcome Remarks by ADM Thad Allen set the focus for the Diversity Summit and stated by executing this Summit “we are creating conditions for the future success of the Coast Guard.” Embracing the tenets of diversity and respect for all is not only a moral obligation – it is also a business imperative as diversity is a mission effectiveness and readiness issue. ADM Allen noted the significance of the event and stating his commitment to create an inclusive culture. He mentioned that the Coast Guard is working hard to create awareness of and access to building and sustaining an organizational climate in which people of diverse cultures, races, religions, and ethnicities are fully valued and respected in the workforce. Everyone in the Coast Guard is a key stakeholder in this effort.

(d) USCG Diversity Overview by CAPT Robert Stohlman, Director Office of Diversity; presented the USCG Diversity Overview and emphasized the importance for everyone to understand and accept diversity and inclusion as a way of life in the Coast Guard and its impact on mission readiness. He mentioned how the publication of the Diversity Strategic Plan provides direction for the Coast Guard to ensure we remain a premiere organization and continue to be the front-line maritime safety and security agency.

(e) Audience Participation Technology Survey Part I- presented by Dr. David Campt was designed to survey the audience on their level of diversity knowledge, education and experience. This best practice response tool will help the Coast Guard better understand and analyze certain diversity areas of focus and needed for future training purposes. Dr. Campt asked the audience specific questions to gain an insight on their levels of diversity mindsets. The process provides an innovative way for everyone to explore diversity and set the tone for the dialogue at the summit. A summary of the audience response technology report and narrative analysis is attached at TAB B.

(f) The Keynote speaker was Ms. Peggy O’Neil whose topic was “Celebrating Differences” and focused on people with disabilities. Ms. O’Neil’s unique presentation and her techniques of communication layered with understanding and respect for appreciating people with disabilities was overwhelmingly received by the audience.

### (f) Diversity Panel Session: “Dialogue on Multiculturalism, Diversity and Inclusion”

The educational multicultural panel session featured international leaders in diversity management who discussed the importance of diversity and multiculturalism as it pertains to the internal Coast Guard workforce and external international maritime community. The Panel

session was moderated by Mr. Curtis Odom, Director of Human Resources, who asked a series of questions in diversity to share information, resources, experiences and insights on the return on investments (ROI) of diversity initiatives. A key outcome of the panel session will help the Coast Guard workforce and leadership build positive relationships and garner public support with national decision makers who prioritize diversity and inclusion as a fundamental business imperative to organizational success. Panelists shared information on diversity best practices and emphasized the impact of embracing diversity as an integral part of recruiting and retention, and organizational missions. A key point mentioned was awareness that as we integrate four generations into the workforce, we must understand how interests, motivation, and notions of commitment differ. Millennial notions of “joining” are very different. They want to first know the value, whereas Baby Boomers are more apt to join, engage, and let the value evolve. Social networking has transformed the way we all interact, but especially for Millennials. If organizations want to attract and retain this generation, they must understand their interests and needs. In reviewing the evaluations many people felt more time was needed to allow the panelists to answer questions.

#### Value Added Panel Session Comments:

- Address diverse constituencies by providing cultural competency training;
- Diversity and Inclusion should be an agenda item at every single forum, particularly programs and events;
- Get stories out and build awareness of what the realities are and how to address them;
- Build awareness, particularly in ways that emphasize improved communications to reduce bias;
- Keep whatever you do simple and implement strategies with staying power;
- Be a ripple in the pond to move forward
- Instill a sense of purpose to influence public discourse that centers on diversity and inclusion as a moral imperative and obligation.

The distinguished and honorable Panel Session guest speakers included: Her Excellency Ambassador Houda Ezra Nonoo from the Kingdom of Bahrain, His Excellency Ambassador Raymond Joseph from Haiti, Col Ondra Berry, Diversity Trainer, Cristina Cabellero, CEO “Dialogue on Diversity”, Rev Marcia Dyson, White House Diversity Advisor, Professor Marietta Fryer, Chairman, Humanities at Cheyney University of PA, Lynn Heffron, President, Diversity Spectrum Corporation, Dottie Li, Founder Trans Communications, Dr. David Minderhout, Professor of Anthropology (Native American Indian Specialist) and Sister Jenna, global spiritual leader, author and VP of the Power of One. Following the panel session RADM Ronal Hewitt, presented all the speakers with tokens of appreciation.

(g) Keynote Luncheon speaker was Mrs. Harriet Mayor Fulbright, President of the J. William and Harriet Fulbright Center, who presented the topic “Case for Diversity.” Mrs. Fulbright is highly regarded as a leader in diversity management and presented a superb and empowering message to all who had the opportunity to hear her. Her focus theme was working in a multicultural environment and its impact on understanding and appreciating differences. Mrs.

Fulbright mentioned the important to partner and build alliances with organizations that want to advance the field of multiculturalism to leverage each other's expertise.

(h) Chairman Elijah Cummings addressed the audience and thanked Admiral Allen for the progress made over the past few years and his superb commitment to diversity and inclusion in the Coast Guard Workforce.

(i) All-Hands Diversity Training on the first day was presented by Mr. Keith Arachikavitz, owner of Impact Diversity and Inclusion Training. A key outcome of this training proved to help the workforce gain enriching learning experiences on a variety of diverse topics and better promote diversity and inclusiveness of thought and style among Coast Guard members and across all Coast Guard services and programs. Evaluations of the training showed the desire for more diversity training and dialogue at grass-roots levels.

#### 4. Diversity Summit Highlights: Tuesday, 22 April 10

(a) The Guardian Quest Trainers delivered cutting edge diversity training. They had 6 team facilitators leading the breakout sessions. A key take away of the training is the fact that "Everyone in an organization adds talent and value regardless of their cultural differences, religious or sexual orientations." By all accounts in the evaluations from the majority of the participants felt the training greatly helped ignite a movement of positive change regarding diversity and inclusion practices in the workforce. Many comments showed the need for greater dialogue on diversity discussions.

(b) The keynote luncheon speaker was Mr. Frederick Douglass IV, the great grandson of abolitionist Frederick Douglass who gave an outstanding presentation on the legacy and history of his ancestor and the efforts he and his wife BJ Douglass have done to promote education and understanding in schools throughout America. After Mr. Douglass presentation, BJ Douglass performed a song entitled "You Are My Hero" and delighted the audience with her presentation. She generously gave all participants a copy of her new CD sound track of recordings.

(c) Mr. Leon Harris, Anchor for ABC7/WJLA-TV spoke on the topic "The Media and Diversity" and talked about the challenges of his 20 year career and climb to the top of the media industry. Mr. Harris gave a superb presentation and he was highly received by the audience.

(d) Dr. Michael Eric Dyson is a Professor of Sociology at Georgetown University and is hailed as one of the most influential and inspiring African-American scholars. His presentation sparked interest and empowered the audience to probe social themes and challenge the status quo on issues concerning diversity, inclusion and multiculturalism. There was time for a 15 minute Q&A session that was interesting and provocative.

(e) Janet Langhart Cohen, Chairman of Langhart Communications and her husband (former) Secretary of Defense William J. Cohen spoke to the audience and discussed the book they both wrote entitled, "Love in Black and White" and remarked on what can happen when people with diverse backgrounds move beyond their differences and embrace their common humanity. It was an honor and privilege to listen to these remarkable individuals. Q&A session followed.

(f) Entertainment followed with presentations of song and dance by the Kenmore Middle School under the direction of Dottie Lyndon, artistic director and a special song by Abiodun Koya from

Nigeria. The Summit ended with an outstanding performance by the U.S. Coast Guard Academy “Fairwinds” Cadet Glee Club under the arrangement and direction of Dr. Robert G. Newton. RADM Ronald Hewitt presented all the performers with awards for their contributions to perform the Diversity Summit.

(g) VADM John Carrier gave the closing comments and told the attendees that the Summit provided opportunities:

- To listen and learn from globally recognized leaders in diversity;
- Participate in diversity educational training sessions;
- Utilize advanced audience response technology;
- Collect resources and training tools to help build and sustain an organizational climate in which people of diverse backgrounds, cultures, races, ethnicities, and religions are fully included, valued and respected.

RADM Carrier reinforced the fact that “diversity is not only a moral obligation, it is a mission readiness issue.” He asked the audience to think about three key phrases; curiosity, introspection, and openness when they go back to their home stations. He stated, “these phases of the diversity and inclusive process, will give you something to think about—and even more importantly, to act upon—as we build relationships and work to make the Coast Guard the “Employer of Choice in America.”

## 5. Summary of the Planning and Execution of the Diversity Summit

(a) CAPT Stohlman appointed Portia Davidson to serve as the Project officer for the planning and execution of the Diversity Leadership Summit. The CCG was briefed on the concept of the Diversity Leadership Summit and approved the plan to execute the event. A Letter of Instruction (LOI) was prepared and signed by the Chief of Staff on 12 Dec 09 to delineate staff responsibilities in addition to outlining the master schedule of events to drive the overall coordination of staffs across the Directorates.

An ALCOAST Message was approved 27 Jan 10 for release announcing information on the event.

A key element in organizing an event of this nature and scope required that the provisions of the LOI be meticulously coordinated with all applicable Directorates and Agencies and serve as a central point of contact for all units across the staff involved with the coordination of the event. Numerous briefs were prepared for senior leader review during the milestone process to ensure staff coordination and communication was ongoing. The budget estimate for execution is \$250K and another \$50K for the DAC/LAC TONOs.

(b) The CG-12B Diversity staff played critical roles in the planning and execution process to ensure over 200 TONO’s were processed, supplies ordered and printing was done in a timely manner. A major accomplishment was the coordination of the hotel and event planning contracts which was superbly executed by CDR Carol Stundtner. It is important to mention that Chairpersons, Kim Hyde and Kim Ly volunteered to organize committees to coordinate the escorts and exhibitor displays for the event. Chairperson Margaret Woosley volunteered to handle the VIP protocol responsibilities and coordinated all the awards for the guest speakers.

(c) Of noteworthy acclaim is that Dr. Mary Gibbons volunteered to compile the Diversity Summit and Information Book, (40 page document) and created Summit CD’s, and organized volunteers to work in the conference operations center. She accomplished a multitude of other tasks to numerous to mention. Dr. Gibbons made 200 CD’s for distribution to all participants

which contained critical Summit and Diversity resource materials to include the Diversity Strategic Plan.

(d) Over 200 other volunteers supported the Diversity Summit and executed their roles with true professionalism marked with a sincere desire to assist in any way possible to ensure the event was a success. Their untiring efforts to handle critical tasks such as; preparing the Diversity Summit Information and Welcome Book, ordering all the awards, handling the protocol efforts, securing the hotel contract, ordering and moving conference supplies, preparing gift bags for the school children, setting up and breaking down the diversity exhibit, preparing over 200 TONO's and budget requests, assisting in the preparation of Dr. Camp's presentation, securing the escorts for the guest speakers and exhibits, arranging the entertainment, coordinating legal approvals, publicity, photos and videos interviews, preparing all the signs, setting up and managing the operations center, and numerous other tasks. All the hard work paid off in high benefits and attests to the Coast Guard workforce Directorates and Agencies true sense of professionalism, team and organizational excellence!

(e) We received numerous positive comments regarding the execution of the Coast Guard Diversity Leadership Summit from both internal and external federal government organizations to include members of Congress, State Department, and outside influencers. Feedback from social networking sites showed positive comments and value-added benefits to the organization.

(f) We are in the process of making 200 CD's for distribution to senior leadership and Directorate's which contain all the guest speaker video presentations. These materials will be of value as we continue our strategic communication venues.

(g) An award ceremony is scheduled on Monday, 3 May 10 to recognize members of the Coast Guard organization who contributed to the success of the Diversity Summit.

Portia Davidson  
Diversity Summit Project Officer  
CG-12B  
Office of Diversity

