UNITED STATES COAST GUARD

2023 ANNUAL EEO PROGRAM STATUS REPORT (Management Directive 715)



Dr. Terri Dickerson, Director
Civil Rights Directorate
2703 Martin Luther King Jr., Avenue, SE
Washington, DC 20593

EEOC FORM
U.S. Equal Employment Opportunity Commission

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

MD-715
Parts A Through E

Part A - Department or Agency Identifying Information

Agency	Second Level Component	Address	City	State	Zip Code (xxxxx)	Agency Code (xxxx)	FIPS Code (xxxx)
Department of Homeland Security	United States Coast Guard	2703 Martin Luther King Jr. Ave SE	Washington	DC	20593	HSAC	7008

Part B - Total Employment

Total Employment	Permanent Workforce	Temporary Workforce	Total Workforce
Number of Employees	10,232	612	10,844

Part C.1 - Head of Agency and Head of Agency Designee

Agency Leadership	Name	Title
Head of Agency	Admiral Linda L. Fagan	Commandant
Head of Agency Designee	Admiral Steven D. Poulin	Vice Commandant

Part C.2 - Agency Official(s) Responsible for Oversight of EEO Program(s)

EEO Program Staff	Name	Title	Occupational Series (xxxx)	Pay Plan and Grade (xx-xx)	Phone Number (xxx-xxx-xxxx)	Email Address
Principal EEO Director/Official	TERRI DICKERSON	Director	0260	ES-00	202-372-4500	Terri.A.Dickerson@uscg.mil
Affirmative Employment Program Manager	NETOSHA WASHINGTON	Equity Program Manager	0260	GS-14	202-372-4596	Netosha.J.Washington@uscg.mil
Complaint Processing Program Manager	EDUARDO ZAYAS	Chief, Complains & Solutions	0260	GS-14	202-372-4524	Eduardo.A.Zayas@uscg.mil

EEO Program Staff	Name	Title	Occupational Series (xxxx)	Pay Plan and Grade (xx-xx)	Phone Number (xxx-xxx-xxxx)	Email Address
Diversity & Inclusion Officer	MARICELA GARCIA	Chief, Diversity & Inclusion Office	0301	GS-15	(202) 475-5254	Maricela.M.Garcia@uscg.mil
Special Emphasis Program Manager (SEPM)	EDWARD STOKER	Special Emphasis Program Manager (SEPM)	0301	GS-	(202) 372-4519	Edward.A.Stoker@uscg.mil
Disability Program Manager (SEPM)	VACANT	Disability Program Manager				
Special Placement Program Coordinator (Individuals with Disabilities)	LINDA AASE	Selective Placement Program Coordinator	0201	GS-13	202-795-6297	Linda.R.Aase@uscg.mil
Reasonable Accommodation Program Manager	VACANT					
Anti-Harassment Program Manager	ELIZABETH MERCADO	EEO Specialist Technical Advisor	0260	GS-13	202-372-4518	Elizabeth.Mercado@uscg.mil
ADR Program Manager	VACANT	ADR Program Manager	0301	GS-13		
Compliance Manager	CATHERINE SOLOMON	Chief, Equity, Policy & Compliance Division	0260	GS-15	202-372-4511	Catherine.C.Solomon@uscg.mil

EEO Program Staff	Name	Title	Occupational Series (xxxx)	Pay Plan and Grade (xx-xx)	Phone Number (xxx-xxx-xxxx)	Email Address
Principal MD-715 Preparer	NETOSHA WASHINGTON	Equity Program Manager	0260	GS-14	202-372-4596	Netosha.J.Washington@uscg.mil

Part D.1 – List of Subordinate Components Covered in this Report

Please identify the subordinate components within the agency (e.g., bureaus, regions, etc.).

X If the agency does not have any subordinate components, please check the box.

Subordinate Component	City	State	Country (Optional)	Agency Code (xxxx)	FIPS Codes (xxxxx)

Part D.2 – Mandatory and Optional Documents for this Report

In the table below, the agency must submit these documents with its MD-715 report.

Did the agency submit the following mandatory documents?	Please respond Yes or No	Comments
Organizational Chart	Yes	
EEO Policy Statement	Yes	
Strategic Plan	Yes	
Anti-Harassment Policy and Procedures	Yes	
Reasonable Accommodation Procedures	Yes	
Personal Assistance Services Procedures	Yes	
Alternative Dispute Resolution Procedures	Yes	

In the table below, the agency may decide whether to submit these documents with its MD-715 report.

Did the agency submit the following optional documents?	Please respond Yes or No	Comments
Federal Equal Opportunity Recruitment Program (FEORP) Report	No	
Disabled Veterans Affirmative Action Program (DVAAP) Report	Yes	
Operational Plan for Increasing Employment of Individuals with Disabilities under Executive Order 13548	No	
Diversity and Inclusion Plan under Executive Order 13583	No	
Diversity Policy Statement	No	
Human Capital Strategic Plan	Yes	
U.S. Coast Guard Civil Rights Strategic Plan	Yes	
Results from most recent Federal Employee Viewpoint Survey or Annual Employee Survey	Yes	

Part E – Executive Summary

Part E.1

As the only military branch within the Department of Homeland Security (DHS), the United States Coast Guard's 56,000+ military and civilian workforce supports and operates a multi-mission, interoperable fleet of over 250 cutters, about 200 fixed and rotary-wing aircraft, and more than 1,600 boats. The Coast Guard's (CG) mission is to ensure our Nation's maritime safety, security, and stewardship. The CG achieves this mission through the management of six major operational mission programs: Maritime Law Enforcement, Maritime Response, Maritime Prevention, Marine Transportation System Management, Maritime Security Operations, and Defense Operations. These operational mission programs are further subdivided into 11 statutory missions codified in the Homeland Security Act of 2002.

Part E.2, A -F – Reports the CG Activities within the U.S. EEOC's Essential Elements Framework

The CG's FY23 self-assessment, using the Equal Employment Opportunity Commission's (EEOC) standards for meeting the six essential elements of a model Equal Employment Opportunity (EEO) program, showed a slight increase in compliance this reporting period. The CG achieved a compliance rate of 96.79% compared with 96.15% in FY22. Full compliance remained for elements A, D, and F, respectively, *Demonstrated Commitment from Agency Leadership*, *Proactive Prevention, and Responsiveness and Legal Compliance.*

In FY23, there was one new weakness identified, along with the EEO Program deficiencies previously noted correlating to essential elements *B, C and E, Integration of EEO into the Agency's Strategic Mission, Management and Program Accountability, and Efficiency.* The new deficiency is related to EEO program officials not participating in agency meetings regarding workforce changes that might impact EEO issues, such as strategic planning, recruitment strategies, vacancy projections, succession planning, and selections for training/career development opportunities.

The CG continued to work to correct weaknesses identified through prior assessments. For FY23, the CG will be reporting the correction of the deficiencies associated with untimely final agency decisions (FAD) and agency final actions. While processed at the DHS Department level, the CG's FAD timeliness rate increased to 90.90% in FY23 from 63.20% in FY22, with the final actions rate of 90%. This is credited to the elimination of a significant backlog in processing FADs. Also, the CG partially corrected the deficiency relating to combining and reporting appropriated fund (AF) and non-appropriated fund (NAF) workforce demographics, in addition to maintaining and reporting complete applicant flow data in the new 2.0 format required by the EEOC. As a result, the CG was able to successfully combine its civilian AF and NAF workforce statistics as one data set for the first time for this reporting cycle. Reporting complete applicant flow data is still a work in progress. The CG remains unable to report its *Relevant Applicant Pool*

data for all the categories as required by the EEOC namely, mission critical occupations, senior grade levels, and management positions. In addition, the untimely

processing of reasonable accommodations and final agency actions are outstanding matters. The CG will evaluate and modify the Part H Plans to incorporate activities to correct the deficiencies to attain compliance.

The CG's FY23 data showed triggers identified in prior MD-715 reports continue and will require investigation through the barrier analysis process to substantiate barriers, if any, in the CG's workplace. While the CG did not conduct barrier analyses in FY23, the Civil Rights Directorate worked with the contracting office to procure a contractor to perform the work. The CG awarded the contract late 4th quarter in FY23, and barrier analyses will begin in FY24. To that end, previous Part I and Part J Plans will be modified and/or updated during the next fiscal year to reflect actions taken to investigate the triggers to determine if any barriers exist.

The CG continues to engage in activities that set the path to attaining the "Model EEO Program" using standards in this directive. CG activities align with each essential element as described below.

Essential Element A: Demonstrated Commitment from Agency Officials

The CG Commandant (agency head) issued the annual Equal Opportunity and Anti-Discrimination/Anti-Harassment Policy Statements reiterating the CG's stance against unlawful discrimination and informing the workforce of their rights. These statements were released to the workforce on September 27, 2023, sent to each CG unit for display, and remain posted throughout the Agency. EEO and anti-harassment information remains available on the CG's official websites. These policies were reinforced to the workforce through in-person facilitated *Civil Rights Awareness (CRA)* training (required triennially) and computer-based *Preventing and Addressing Workplace Harassment* training (required annually), *Sexual Harassment Prevention* training (required annually), and the *DHS Notification of Federal Employee Anti-Discrimination and Retaliation (No FEAR) Act and Anti-Harassment* course (required biennially).

As in past years, the CG provided mandatory EEO training especially tailored to its executive leaders, the *Senior Executive Leadership Equal Opportunity Seminar* (SELEOS). The 2023 seminar was held May 16-17. The attendees represented three Rear Admirals, two Senior Executive Service members, one Captain, and 11 Command Master Chiefs. The participants engaged with executive-level experts who covered subjects in EEO, EO (for military members), Anti-harassment and Hate Incident Procedures, Diversity and Inclusion, Alternative Dispute Resolution, harassment in surrounding communities, climate surveys and other workplace topics.

The CG continues to utilize survey results, including the Federal Employee Viewpoint Survey (FEVS) to assess workforce perceptions and to proactively identify and address concerns and problems. The Office of Civilian Workforce Relations developed the 2023 CG Employee

Engagement Action plan with the goal to increase participation in employee feedback platforms to improve targeted action planning. In addition, this office also established the CG Engagement Steering Committee with strategic partners in executive leadership positions to emphasize participation in FEVS, Exit Survey, and other CG surveys and the role of employee engagement in improving workforce morale, recruitment, and retention.

Essential Element B: Integration of EEO into the Agency's Strategic Mission

The CG is committed to ensuring EEO as an integral part of the Agency's strategic mission. One major strength of the CG is the reporting structure of its Civil Rights Directorate. As such, the Civil Rights Director is a direct report to the Agency's head (Commandant), providing the appropriate line of authority and structure to support resources for effectively carrying out a successful EEO Program.

The recruitment, hiring, retention and development of a highly qualified and diverse workforce inclusive of Persons with Disabilities (PWD) remain a top priority for the Agency. In FY23, the CG exceeded both DHS's hiring goals of 12% for PWD and 2% for PWTD with a rate of 28.23% and 2.46% respectively.

The CG's Recruitment Team participated in 86 recruitment and outreach events. The target audiences included: African Americans, American Indians, Asian Americans, Hispanics or Latinos, military spouses, students and recent graduates, veterans, women, people with disabilities; and skilled trades persons. The CG reached approximately 35,500 potential candidates at in-person, virtual booths, and outreach events and engaged with approximately 3,243 chat participants.

In furthering FY23 diversity initiatives, the Diversity and Inclusion (D&I) Office established an Advisory Board on Women and selected 15 members. The D&I Office also expanded the Diversity and Inclusion Change Agent Program with the addition of 57 new Change Agents, of which fifty were selected via a competitive process and seven based on meeting the criteria of holding a diversity and inclusion focused CG position. In addition, the CG has Memoranda of Understanding with nine affinity groups and updated 16 of 21 Memoranda of Agreement with minority serving institutions during this reporting period.

Essential Element C: Management and Program Accountability

As required by CG policy, all units completed an annual EEO self-assessment to support requirements in Part (G) of this report. Units with 50 or more positions must administer the assessment and develop action plans to respond to any incompliant elements. For FY23, 233 commands evaluated their workplaces against EEO regulatory requirements. This tool, termed The EEO Command Checklist, is a best practice that aids the CG's ability to timely and accurately complete the required annual report.

Essential Element D: Proactive Prevention

In this reporting period, the CG announced the position for the Persons with Disabilities Program Manager to fill a recent vacancy. In the interim, the Agency continued to provide mandatory CRA training which includes topics on the Reasonable Accommodation (RA) process, the requirements outlined in Section 501 of the Rehabilitation Act, and Personal Assistance Services (PAS). As such, 313 civilian managers and supervisors and 2,519 employees completed this training during FY23.

The CG continued to provide equipment for employees, applicants, and visitors with short-term impairments through its Mobility Program. This is an assistive service that provides motorized scooters and wheelchairs for short-term use for individuals recovering from surgery, illness, or injuries. These accommodations allow individuals to move about Coast Guard facilities and to return to the workplace sooner than would otherwise be possible.

In FY23, the CG provided 77 civilian employees reasonable accommodations (RA) for disabilities or medical conditions with $4,408.61 in related expenditures. Typical RA purchases included but were not limited to modification of equipment or devices; mobility scooters and wheelchairs; and special furniture such as ergonomic chairs.

The average processing time for accommodations in FY23 was 10.48 days, with most requests processed within the 15-day time frame set forth in the CG's reasonable accommodation procedures. This was slightly longer compared with the average of 9.9 days for the previous reporting period. The CG continued promoting greater awareness of reasonable accommodation procedures and continually enhancing the process.

The CG launched an Anti-Retaliation communication and training campaign agency wide. This initiative was designed to increase awareness among the total workforce about retaliation issues and protections and educate managers and supervisors on how to prevent retaliation against employees for engaging administrative processes for addressing harassment and reprisal in the workplace. The campaign was overwhelmingly successful and attracted high interest from other DHS components who wanted to learn from it.

During this reporting period, the CG transferred its Anti-Harassment and Hate Incident (AHHI) Program from the Civil Rights Directorate and stood up a new Anti-Harassment Program Office (AHPO). The CG also approved a resource proposal (RP) for FY25 to support the initial operating capability of AHPO, which is currently pending congressional approval. In addition, an FY26 RP to support the final operating capability of the AHPO is currently in review for approval.

The CG published its annual *Sexual Harassment Transparency* Report. Through this publication, CG shared the number and nature of all sexual harassment allegations and case outcomes during the prior FY. The report is published on the CG's Internet website and ensures transparency to all constituencies. In releasing the report, communications re-emphasized the importance of swift responses and ensuring accountability for violations. The report also reminded employees and management officials of the harmful effects of sexual harassment –

including decreased productivity and suppressed retention, -- on affected parties, and mission readiness.

In FY23, the CG continued to proactively support the EEO Special Emphasis Programs (SEP) and promote the workforce's active participation. Senior leaders continued to serve as Executive Champions hosting observances and other activities that helped educate the workforce. The executives sponsored events, static displays, demonstrations, and ethnic food samplings designed to break down stereotypes, and highlight individual and groups' contributions to the nation and the Federal government. The commitment on the part of the champions and the Special Emphasis Program Manager (SEPM) resulted in a 30% increase in the average for workforce participation in special observances.

The CG policy requires units with 50 or more civilian employees to assign an SEP coordinator for the federally mandated programs: Federal Women's Program, Hispanic Employment Program, and Persons with Disabilities Program. Across the agency, SEP coordinators and/or Leadership and Diversity Advisory Councils (LDACs) worked collaboratively to plan local celebrations. The CG commemorated Asian American and Pacific Islander Heritage Month, Holocaust Days of Remembrance, National Native American Heritage Month, National African American History Month, Hispanic Heritage Month, Women's History Month, Martin Luther King Jr. Day, LGBTQ+ Pride Month, Juneteenth, Women's Equality Day, and National Disability Employment Awareness Month.

Essential Element E: Efficiency

In FY23, the CG processed 101 pre-complaints, compared with 91 in FY22, with 100% completed timely. Additionally, the CG investigated and completed 99% of its formal complaints within the regulatory timeframe, exceeding the federal average of 83%. The CG average for completing investigations increased a little to 122.4 days compared with 108.72 days achieved the previous reporting period. Although there was a small increase, the CG was still below the regulatory allowance of 180 days and well below the federal average of 189 days. Thoughtfully review of Investigations Plans and review of digital versions of the Reports of Investigations helped to improve the investigations timelines.

The CG offered Alternative Dispute Resolution (ADR) to 100% of individuals who initiated complaints in FY23 with 58.4% electing to participate at the pre-complaint counseling phase, enabling parties to resolve matters earlier with mutually agreed upon solutions. The participation represents an improvement compared with the FY22 rate of 53.4%

Essential Element F: Responsiveness and Legal Compliance

The CG AHHI policy outlines the procedures for reporting and combating all prohibited harassment. This process includes a prompt inquiry, corrective action, and swift elimination of

any harassing behaviors. CG investigated 69 claims in FY23 by civilian employees. Claims of harassment overall were 3% higher than in FY22 (67). The CG substantiated nine (9) harassment claims in FY23, a decrease by 35.71% as compared to 14 substantiated claims in FY22, which resulted in corrective action.

Part E.3 - Executive Summary: Workforce Analyses

In FY23, the CG civilian workforce comprised 10,232 permanent plus 612 temporary employees totaling 10,844 compared with 10,609 in FY22. The CG civilian workforce increased slightly by 2.21%.

The CG uses the National Civilian Labor Force (NCLF) rate to analyze its total civilian workforce data. The benchmarks for persons with disabilities (PWD) and persons with targeted disabilities (PWTD) (permanent) are 12% and 2% respectively. Highlighted below are PWD, PWTD, and six of 16 NCLF groups' participation rates in the CG's workforce. In FY24, the CG will continue to monitor the participation of all groups, especially the groups that were below expected levels.

(1) PWD participated at 30.72% and PWTD participated at 3.20%, both exceeding EEOC's goal of 12% and 2%, respectively.

(2) Women overall, participated at 34.61% (3,753) in FY23 and were significantly below the 48.30% NCLF rate.

(3) White women participated at 19.08% (2,069), significantly below the 31.80% NCLF rate.

(4) Hispanic or Latino men participated at 5.21% (565) below the 6.80% NCLF rate.

(5) Hispanic or Latino women participated at 3.44% (373) below the 6.20% NCLF rate.

(6) Two or More Races men participated at 0.56% (61) slightly below the 1.0% NCLF rate.

(7) Two or More Races women participated at 0.70% (76) slightly below the 1.1% NCLF rate.

Part E.4 - Executive Summary: Accomplishments

In FY23, the CG:

Procured a contractor in late 4th quarter FY23 to conduct barrier analyses with work slated to begin early FY24;

Successfully merged its non-appropriated and appropriated fund civilian workforce statistics, providing the ability to report the FY23 MD-715 2.0 data tables as one set;

Launched an Anti-Harassment communications and training campaign that can be attributed to a reduction in harassment claims filed on the basis of reprisal;

ADR participation rate at the pre-complaint counseling phase increased to 58% in FY23 from 53.4% in FY22, thereby exceeding EEOC's goal of 50%;

Continued the initial processing time for reasonable accommodation requests agency-wide to under 15 days from 30+ days in prior years.

Exceed the goals (12%/2%) for employment of Persons with Disabilities (PWD) and Persons with Targeted Disabilities (PWTD) in its permanent workforce. The participation rate for PWD was 30.72% and 3.20% for PWTD. The CG also continues to exceed the grade-level cluster benchmark participation rates of 12% for PWD and 2% for PWTD. In FY23, participation rates in grades GS-1 to GS-10 were 29.41% and 3.81% and in grades GS-11 to SES were 33.32% and 3.24%, respectively;

Facilitated in-person CRA training to 2,832 civilian employees (313 managers and supervisors, 2,517 employees, and two human resources professionals);

Reached over 35,500 potential diverse future applicants and/or employees through engaging in targeted outreach and recruitment efforts, inclusive of two (2) informational sessions and five (5) recruitment events targeting PWD/PWTD.

Established an Advisory Board on Women in the Coast Guard and selected 15 members. The D&I Office also added 57 new Chage Agents to its Change Agent Program;

Established a CG Engagement Steering Committee with strategic partners in executive leadership positions to emphasize participation in FEVS, Exit Survey, and other CG surveys and role of employee engagement in improving workforce morale, recruitment, and retention; and

Continued implementing the *Civil Rights Strategic Plan 2020-2025* (CRSP 2025). The *CRSP 2025* methodology includes federal benchmarks and staff performance standards that measure 35 elements. These activities include measuring actions toward achieving a model workforce, such as workforce awareness of civil rights mission, civil rights training satisfaction, workforce training rate, workforce access to civil rights policy, command checklist compliance, MD-715 compliance, EEO pre-complaint timeliness, investigation timeliness, ADR offer rate, resolution rate, EEO review rate, and reasonable accommodation timeliness, etc.

Part E.5 - Executive Summary: Planned Activities

The following represent some of the planned activities to respond to EEO program deficiencies and potential workplace barriers.

The Civil Rights Directorate will provide oversight and monitor the contractor awarded to conduct barrier analyses to ensure implementation of the Statement of Work and update Parts I and J Plans where appropriate.

The CG will continue to work with DHS Office of Civil Rights and Civil Liberties to improve the timeliness of final agency decisions and final actions.

The CG will continue to work to resolve the challenges relating to incomplete applicant flow data to comply with the MD-715 reporting requirements and update the related Part H Plans accordingly.

The CG will work to develop and implement the Agency's next Strategic Plan in an effort to further advance Diversity, Equity, Inclusion, and Accessibility (DEIA) and associated Presidential Executive Order 14035.

The CG will continue to promote participation in various survey platforms and analyze and use data results to further inform employee engagement initiatives.

CONCLUSION

The CG continues to strive toward achieving a Model EEO Program and is committed to focusing on initiatives that foster equity, diversity, and inclusion. The CG prioritizes a proactive approach to identifying and addressing workforce triggers, deficiencies, and barriers largely through collaboration with its stakeholders. The CG will take immediate action to analyze and rectify deficiencies and/or barriers to eliminate and/or mitigate the impact on recruitment, hiring, training, advancement, and retention to remain an agency of choice for employees and applicants for employment.

EEOC FORM
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FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

MD-715 - PART G
Agency Self-Assessment Checklist

The Part G Self-Assessment Checklist is a series of questions designed to provide federal agencies with an effective means for conducting the annual self-assessment required in Part F of MD-715. This self-assessment permits EEO Directors to recognize, and to highlight for their senior staff, deficiencies in their EEO program that the agency must address to comply with MD-715's requirements. Nothing in Part G prevents agencies from establishing additional practices that exceed the requirements set forth in this checklist.

All agencies will be required to submit Part G to EEOC. Although agencies need not submit documentation to support their Part G responses, they must maintain such documentation on file and make it available to EEOC upon request.

The Part G checklist is organized to track the MD-715 essential elements. As a result, a single substantive matter may appear in several different sections, but in different contexts. For example, questions about establishing an anti-harassment policy fall within Element C (Management and Program Accountability), while questions about providing training under the anti-harassment policy are found in Element A (Demonstrated Commitment from Agency Leadership).

For each MD-715 essential element, the Part G checklist provides a series of "compliance indicators." Each compliance indicator, in turn, contains a series of “yes/no” questions, called “measures.” To the right of the measures, there are two columns, one for the agency to answer the measure with "Yes", "No", or "NA;" and the second column for the agency to provide “comments”, if necessary. Agencies should briefly explain any “N/A” answer in the comments. For example, many of the sub-component agencies are not responsible for issuing final agency decisions (FADs) in the EEO complaint process, so it may answer questions about FAD timeliness with "NA" and explain in the comments column that the parent agency drafts all FADs.

A "No" response to any measure in Part G is a program deficiency. For each such "No" response, an agency will be required in Part H to identify a plan for correcting the identified deficiency. If one or more sub-components answer “No” to a particular question, the agency-wide/parent agency’s report should also include that “No” response.

EEOC FORM 715-01 PARTF	*U.S. Equal Employment Opportunity Commission* FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

CERTIFICATION of ESTABLISHMENT of CONTINUING EQUAL EMPLOYMENT OPPORTUNITY PROGRAMS

I, Terri A. Dickerson, Director, Civil Rights Directorate, SES am the

(Insert name above) (Insert official title/series/grade above)

Principal EEO Director/Official for Department of Homeland Security, United States Coast Guard

(Insert Agency/Component Name above)

The agency has conducted an annual self-assessment of Section 717 and Section 501 programs against the essential elements as prescribed by EEO MD-715. If an essential element was not fully compliant with the standards of EEO MD-715, a further evaluation was conducted and, as appropriate, EEO Plans for Attaining the Essential Elements of a Model EEO Program, are included with this Federal Agency Annual EEO Program Status Report.

The agency has also analyzed its work force profiles and conducted barrier analyses aimed at detecting whether any management or personnel policy, procedure or practice is operating to disadvantage any group based on race, national origin, gender or disability. EEO Plans to Eliminate Identified Barriers, as appropriate, are included with this Federal Agency Annual EEO Program Status Report.

I certify that proper documentation of this assessment is in place and is being maintained for EEOC review up request.

Terri A. Dickerson 1-8-2024

Signature of Principal EEO Director/Official Date
Certifies that this Federal Agency Annual EEO Program Status Report is in compliance with EEO MD-715

Lucas L. Fagan MAR 15 2024

Signature of Agency Head or Agency Head Designee Date

EEOC FORM

U.S. Equal Employment Opportunity Commission

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

MD-715 - PART G
Agency Self-Assessment Checklist

Essential Element A: DEMONSTRATED COMMITMENT FROM AGENCY LEADERSHIP This element requires the agency head to communicate a commitment to equal employment opportunity and a discrimination-free workplace.				
Compliance Indicator ⇩ **Measures**	**A.1 – The agency issues an effective, up-to-date EEO policy statement.**	**Measure Met? (Yes/No/NA)**	**Comments**	**Current Part G Questions**
A.1.a	Does the agency annually issue a signed and dated EEO policy statement on agency letterhead that clearly communicates the agency's commitment to EEO for all employees and applicants? **If "yes", please provide the annual issuance date in the comments column.** [see MD-715, II(A)]	YES	September 27, 2023	A.1.a.2
A.1.b	Does the EEO policy statement address all protected bases (age, color, disability, sex (including pregnancy, sexual orientation and gender identity), genetic information, national origin, race, religion, and reprisal) contained in the laws EEOC enforces? [see 29 CFR § 1614.101(a)]	YES		New
Compliance Indicator ⇩ **Measures**	**A.2 – The agency has communicated EEO policies and procedures to all employees.**	**Measure Met? (Yes/No/NA)**	**Comments**	
A.2.a	Does the agency disseminate the following policies and procedures to all employees:			
A.2.a.1	Anti-harassment policy? [see MD 715, II(A)]	YES		New
A.2.a.2	Reasonable accommodation procedures? [see 29 C.F.R § 1614.203(d)(3)]	YES		New
A.2.b	Does the agency prominently post the following information throughout the workplace and on its public website:			
A.2.b.1	The business contact information for its EEO Counselors, EEO Officers, Special Emphasis Program Managers, and EEO Director? [see 29 C.F.R § 1614.102(b)(7)]	YES		New

A.2.b.2	Written materials concerning the EEO program, laws, policy statements, and the operation of the EEO complaint process? [see 29 C.F.R § 1614.102(b)(5)]	YES		A.2.c
A.2.b.3	Reasonable accommodation procedures? [see 29 C.F.R. § 1614.203(d)(3)(i)] **If so, please provide the internet address in the comments column.**	YES	U.S. COAST GUARD CIVIL RIGHTS MANUAL, COMDTINST M5350.4E (uscg.mil) (Pg. 6-5 – 6.23)	A.3.c
A.2.c	Does the agency inform its employees about the following topics:			
A.2.c.1	EEO complaint process? [see 29 CFR §§ 1614.102(a)(12) and 1614.102(b)(5)] **If "yes", please provide how often.**	YES	The Civil Rights Awareness Training is provided twice a month, one for supervisors and other for employees.	A.2.a
A.2.c.2	ADR process? [see MD-110, Ch. 3(II)(C)] **If "yes", please provide how often.**	YES	The Civil Rights Awareness Training is provided twice a month, one for supervisors and other for employees.	New
A.2.c.3	Reasonable accommodation program? [see 29 CFR § 1614.203(d)(7)(ii)(C)] **If "yes",** please provide how often.	YES	Employees are informed about the RA Program through Civil Rights Awareness Training held multiple times a year.	New
A.2.c.4	Anti-harassment program? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1] **If "yes", please provide how often.**	YES	The anti-harassment program and updated policy and procedures are communicated to employees and supervisors through monthly Civil Rights Awareness Training, and by providing information through the CRD's monthly newsletter to employees. Updates and announcements about the Coast Guard's anti-	New

			harassment and hate incident (AHHI) policy and program are communicated in CG messages (ALCOASTs), articles, and directed correspondence to the Coast Guard workforce and senior leaders.	
A.2.c.5	Behaviors that are inappropriate in the workplace and could result in disciplinary action? [5 CFR § 2635.101(b)] **If "yes", please provide how often.**	YES	Employees are required to complete the Preventing and Addressing Workplace Harassment annually. The content includes information on behaviors that could result in disciplinary actions. Inappropriate behaviors and accountability are defined in the Harassing Behaviors Prevention, Response, and Accountability Instruction, COMDTINST 5350.6 (series). Examples of substantiated harassing behaviors are also included quarterly in the Coast Guard Good Order and Discipline Report.	A.3.b

Compliance Indicator / Measures	A.3 – The agency assesses and ensures EEO principles are part of its culture.	Measure Met? (Yes/No/NA)	Comments / New Compliance Indicator	
A.3.a	Does the agency provide recognition to employees, supervisors, managers, and units demonstrating superior accomplishment in equal employment opportunity? [see 29 CFR § 1614.102(a) (9)] **If "yes", provide one or two examples in the comments section.**	YES	Federal Asian Pacific American Council (FAPAC) Uniformed/Civilian Services Award National Association for the Advancement of Colored People (NAACP) Roy Wilkins Renown Service Award League of United Latin American Citizens Excellence in Public Service Award	New
A.3.b	Does the agency utilize the Federal Employee Viewpoint Survey or other climate assessment tools to monitor the perception of EEO principles within the workforce? [see 5 CFR Part 250]	YES		New
Essential Element B: INTEGRATION OF EEO INTO THE AGENCY'S STRATEGIC MISSION **This element requires that the agency's EEO programs are structured to maintain a workplace that is free from discrimination and support the agency's strategic mission.**				
Compliance Indicator / Measures	**B.1 - The reporting structure for the EEO program provides the principal EEO official with appropriate authority and resources to effectively carry out a successful EEO program.**	**Measure Met? (Yes/No/NA)**	**Comments**	
B.1.a	Is the agency head the immediate supervisor of the person ("EEO Director") who has day-to-day control over the EEO office? [see 29 CFR §1614.102(b)(4)]	YES		B.1.a
B.1.a.1	If the EEO Director does not report to the agency head, does the EEO Director report to the same agency head designee as the mission-related programmatic offices? **If "yes," please provide the title of the agency head designee in the comments.**	NA		New

B.1.a.2	Does the agency's organizational chart clearly define the reporting structure for the EEO office? [see 29 CFR §1614.102(b)(4)]	YES		B.1.d
B.1.b	Does the EEO Director have a regular and effective means of advising the agency head and other senior management officials of the effectiveness, efficiency and legal compliance of the agency's EEO program? [see 29 CFR §1614.102(c)(1); MD-715 Instructions, Sec. I]	YES		B.2.a
B.1.c	During this reporting period, did the EEO Director present to the head of the agency, and other senior management officials, the "State of the agency" briefing covering the six essential elements of the model EEO program and the status of the barrier analysis process? [see MD-715 Instructions, Sec. I)] **If "yes", please provide the date of the briefing in the comments column.**	YES	January 17, 2024	B.2.b
B.1.d	Does the EEO Director regularly participate in senior-level staff meetings concerning personnel, budget, technology, and other workforce issues? [see MD-715, II(B)]	YES		New
Compliance Indicator ↓ **Measures**	**B.2 – The EEO Director controls all aspects of the EEO program.**	**Measure Met? (Yes/No/NA)**	**Comments New Compliance Indicator**	
B.2.a	Is the EEO Director responsible for the implementation of a continuing affirmative employment program to promote EEO and to identify and eliminate discriminatory policies, procedures, and practices? [see MD-110, Ch. 1(III)(A); 29 CFR §1614.102(c)]	YES		B.3.a
B.2.b	Is the EEO Director responsible for overseeing the completion of EEO counseling [see 29 CFR §1614.102(c)(4)]	YES		New
B.2.c	Is the EEO Director responsible for overseeing the fair and thorough investigation of EEO complaints? [see 29 CFR §1614.102(c)(5)] [This question may not be applicable for certain subordinate level components.]	YES		New
B.2.d	Is the EEO Director responsible for overseeing the timely issuance of final agency decisions? [see 29 CFR §1614.102(c)(5)] [This question may not be applicable for certain subordinate level components.]	NA	DHS CRCL issues Final Agency Decisions.	New
B.2.e	Is the EEO Director responsible for ensuring compliance with EEOC orders? [see 29 CFR §§ 1614.102(e); 1614.502]	YES		F.3.b

B.2.f	Is the EEO Director responsible for periodically evaluating the entire EEO program and providing recommendations for improvement to the agency head? [see 29 CFR §1614.102(c)(2)]	YES		New
B.2.g	If the agency has subordinate level components, does the EEO Director provide effective guidance and coordination for the components? [see 29 CFR §§ 1614.102(c)(2) and (c)(3)]	NA		New
Compliance Indicator **Measures**	**B.3 - The EEO Director and other EEO professional staff are involved in, and consulted on, management/personnel actions.**		**Comments**	
B.3.a	Do EEO program officials participate in agency meetings regarding workforce changes that might impact EEO issues, including strategic planning, recruitment strategies, vacancy projections, succession planning, and selections for training/career development opportunities? [see MD-715, II(B)]	NO		B.2.c & B.2.d
B.3.b	Does the agency's current strategic plan reference EEO / diversity and inclusion principles? [see MD-715, II(B)] **If "yes", please identify the EEO principles in the strategic plan in the comments column.**	YES	**U.S. CG Ready Workforce 2030** Section III – USCG as an Choice Employer **2. Representative of the Nation We Serve.** We must continue to press forward with efforts to analyze and remove barriers for recruitment, retention, and progression. We will take decisive action to think differently, challenge the status quo, and create an environment that attracts the best of America's population and, through unparalleled inclusivity, encourages them to stay.	New

			Section VII – Mission Imperatives **3. Diversity and Inclusion** Our future focus on recruiting and retaining a 2030 workforce will include systematically and intentionally integrating diversity and inclusion in our operating environments, processes, and talent management system. The successful execution of the Coast Guard Diversity and Inclusion Action Plan (DIAP) is a bedrock of our Service readiness.	
Compliance Indicator **Measures**	**B.4 - The agency has sufficient budget and staffing to support the success of its EEO program.**	**Measure Met? (Yes/No/NA)**	**Comments**	
B.4.a	Pursuant to 29 CFR §1614.102(a)(1), has the agency allocated sufficient funding and qualified staffing to successfully implement the EEO program, for the following areas:			
B.4.a.1	to conduct a self-assessment of the agency for possible program deficiencies? [see MD-715, II(D)]	YES		B.3.b
B.4.a.2	to enable the agency to conduct a thorough barrier analysis of its workforce? [see MD-715, II(B)]	YES		B.4.a

B.4.a.3	to timely, thoroughly, and fairly process EEO complaints, including EEO counseling, investigations, final agency decisions, and legal sufficiency reviews? [see 29 CFR § 1614.102(c)(5) & 1614.105(b) – (f); MD-110, Ch. 1(IV)(D) & 5(IV); MD-715, II(E)]	YES	The CG's Civil Rights Directorate (CRD) has sufficient resources, including access to agency legal attorneys, to support all phases of its discrimination complaints program from processing complaints, to writing final agency decisions to conducting legal sufficiency reviews. However, it is policy that only DHS Office of Civil Rights & Civil Liberties (CRCL) write and issue final agency decisions and final actions for the entire Department. The CG's CRD has been and will continue working with DHS/CRCL to improve timelines.	E.5.b
B.4.a.4	to provide all supervisors and employees with training on the EEO program, including but not limited to retaliation, harassment, religious accommodations, disability accommodations, the EEO complaint process, and ADR? [see MD-715, II(B) and III(C)] If not, please identify the type(s) of training with insufficient funding in the comments column.	YES		B.4.f & B.4.g
B.4.a.5	to conduct thorough, accurate, and effective field audits of the EEO programs in components and the field offices, if applicable? [see 29 CFR §1614.102(c)(2)]	YES		E.1.c
B.4.a.6	to publish and distribute EEO materials (e.g. harassment policies, EEO posters, reasonable accommodations procedures)? [see MD-715, II(B)]	YES		B.4.c
B.4.a.7	**to maintain accurate data collection and tracking systems** for the following types of data: complaint tracking, **workforce demographics, and applicant flow data**? [see MD-715, II(E)]. If not, please identify the systems with insufficient funding in the comments section.	NO	The Coast Guard does not maintain and report complete applicant flow data.	New
B.4.a.8	to effectively administer its special emphasis programs (such as, Federal Women's Program, Hispanic Employment Program, and People with	YES		B.3.c, B.3.c.1,

	Disabilities Program Manager)? [5 USC § 7201; 38 USC § 4214; 5 CFR § 720.204; 5 CFR § 213.3102(t) and (u); 5 CFR § 315.709]			B.3.c.2, & B.3.c.3
B.4.a.9	to effectively manage its anti-harassment program? [see MD-715 Instructions, Sec. I); EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1]	YES	The Coast Guard has approved a resource proposal (RP) for Fiscal Year (FY) 2025 to support the initial operating capability of the Anti-Harassment Program Management Office (AHPO). The FY25 RP is currently pending congressional approval. A FY2026 RP to support the final operating capability of the AHPO is currently in review.	New
B.4.a.10	to effectively manage its reasonable accommodation program? [see 29 CFR § 1614.203(d)(4)(ii)]	YES		B.4.d
B.4.a.11	to ensure timely and complete compliance with EEOC orders? [see MD-715, II(E)]	YES		New
B.4.b	Does the EEO office have a budget that is separate from other offices within the agency? [see 29 CFR § 1614.102(a)(1)]	YES		New
B.4.c	Are the duties and responsibilities of EEO officials clearly defined? [see MD-110, Ch. 1(III)(A), 2(III), & 6(III)]	YES		B.1.b
B.4.d	Does the agency ensure that all new counselors and investigators, including contractors and collateral duty employees, receive the required 32 hours of training, pursuant to Ch. 2(II)(A) of MD-110?	YES		E.2.d
B.4.e	Does the agency ensure that all experienced counselors and investigators, including contractors and collateral duty employees, receive the required 8 hours of annual refresher training, pursuant to Ch. 2(II)(C) of MD-110?	YES		E.2.e

Compliance Indicator / Measures	B.5 – The agency recruits, hires, develops, and retains supervisors and managers who have effective managerial, communications, and interpersonal skills.	Measure Met? (Yes/No/NA)	Comments / New Indicator	
B.5.a	Pursuant to 29 CFR § 1614.102(a)(5), have all managers and supervisors received training on their responsibilities under the following areas under the agency EEO program:			
B.5.a.1	EEO Complaint Process? [see MD-715(II)(B)]	YES		New
B.5.a.2	Reasonable Accommodation Procedures? [see 29 C.F.R. § 1614.102(d)(3)]	YES		A.3.d
B.5.a.3	Anti-Harassment Policy? [see MD-715(II)(B)]	YES		New
B.5.a.4	Supervisory, managerial, communication, and interpersonal skills in order to supervise most effectively in a workplace with diverse employees and avoid disputes arising from ineffective communications? [see MD-715, II(B)]	YES		New
B.5.a.5	ADR, with emphasis on the federal government's interest in encouraging mutual resolution of disputes and the benefits associated with utilizing ADR? [see MD-715(II)(E)]	YES		E.4.b
Compliance Indicator / Measures	**B.6 – The agency involves managers in the implementation of its EEO program.**	**Measure Met? (Yes/No/NA)**	**Comments / New Indicator**	
B.6.a	Are senior managers involved in the implementation of Special Emphasis Programs? [see MD-715 Instructions, Sec. I]	YES		New
B.6.b	Do senior managers participate in the barrier analysis process? [see MD-715 Instructions, Sec. I]	YES		D.1.a
B.6.c	When barriers are identified, do senior managers assist in developing agency EEO action plans (Part I, Part J, or the Executive Summary)? [see MD-715 Instructions, Sec. I]	YES		D.1.b
B.6.d	Do senior managers successfully implement EEO Action Plans and incorporate the EEO Action Plan Objectives into agency strategic plans? [29 CFR § 1614.102(a)(5)]	YES		D.1.c

Essential Element C: MANAGEMENT AND PROGRAM ACCOUNTABILITY **This element requires the agency head to hold all managers, supervisors, and EEO officials responsible for the effective implementation of the agency's EEO Program and Plan.**				
Compliance Indicator **Measures**	**C.1 – The agency conducts regular internal audits of its component and field offices.**	**Measure Met? (Yes/No/NA)**	**Comments**	
C.1.a	Does the agency regularly assess its component and field offices for possible EEO program deficiencies? [see 29 CFR §1614.102(c)(2)] **If "yes", please provide the schedule for conducting audits in the comments section.**	YES	Annually. All CG units are required to complete an EEO self-assessment (Command Checklist) of their commands by October 31.	New
C.1.b	Does the agency regularly assess its component and field offices on their efforts to remove barriers from the workplace? [see 29 CFR §1614.102(c)(2)**] If "yes", please provide the schedule for conducting audits in the comments section.**	YES	CG Commands develop plans to address deficiencies, if any, following the assessment.	New
C.1.c	Do the component and field offices make reasonable efforts to comply with the recommendations of the field audit? [see MD-715, II(C)]	YES		New
Compliance Indicator **Measures**	**C.2 – The agency has established procedures to prevent all forms of EEO discrimination.**	**Measure Met? (Yes/No/NA)**	**Comments** **New Indicator**	
C.2.a	Has the agency established comprehensive anti-harassment policy and procedures that comply with EEOC's enforcement guidance? [see MD-715, II(C); Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (Enforcement Guidance), EEOC No. 915.002, § V.C.1 (June 18, 1999)]	YES		New
C.2.a.1	Does the anti-harassment policy require corrective action to prevent or eliminate conduct before it rises to the level of unlawful harassment? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1]	YES		New

C.2.a.2	Has the agency established a firewall between the Anti-Harassment Coordinator and the EEO Director? [see EEOC Report, Model EEO Program Must Have an Effective Anti-Harassment Program (2006]	YES		New
C.2.a.3	Does the agency have a separate procedure (outside the EEO complaint process) to address harassment allegations? [see Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (Enforcement Guidance), EEOC No. 915.002, § V.C.1 (June 18, 1999)]	YES		New
C.2.a.4	Does the agency ensure that the EEO office informs the anti-harassment program of all EEO counseling activity alleging harassment? [see Enforcement Guidance, V.C.]	YES		New
C.2.a.5	Does the agency conduct a prompt inquiry (beginning within 10 days of notification) of all harassment allegations, including those initially raised in the EEO complaint process? [see Complainant v. Dep't of Veterans Affairs, EEOC Appeal No. 0120123232 (May 21, 2015); Complainant v. Dep't of Defense (Defense Commissary Agency), EEOC Appeal No. 0120130331 (May 29, 2015)] **If "no", please provide the percentage of timely-processed inquiries in the comments column.**	YES		New
C.2.a.6	Do the agency's training materials on its anti-harassment policy include examples of disability-based harassment? [see 29 CFR 1614.203(d)(2)]	YES		New
C.2.b	Has the agency established disability reasonable accommodation procedures that comply with EEOC's regulations and guidance? [see 29 CFR 1614.203(d)(3)]	YES		New
C.2.b.1	Is there a designated agency official or other mechanism in place to coordinate or assist with processing requests for disability accommodations throughout the agency? [see 29 CFR 1614.203(d)(3)(D)]	YES	The CG uses DHS's Accessibility Compliance Management system (ACMS) to assist in processing RA requests.	E.1.d
C.2.b.2	Has the agency established a firewall between the Reasonable Accommodation Program Manager and the EEO Director? [see MD-110, Ch. 1(IV)(A)]	YES		New
C.2.b.3	Does the agency ensure that job applicants can request and receive reasonable accommodations during the application and placement processes? [see 29 CFR 1614.203(d)(1)(ii)(B)]	YES		New
C.2.b.4	Do the reasonable accommodation procedures clearly state that the agency should process the request within a maximum amount of time (e.g., 20 business days), as established by the agency in its affirmative action plan? [see 29 CFR 1614.203(d)(3)(i)(M)]	YES		New

C.2.b.5	Does the agency process all accommodation requests within the time frame set forth in its reasonable accommodation procedures? [see MD-715, II(C)] If "no", please provide the percentage of timely-processed requests in the comments column.	NO	During FY23, 85.4% of requests for reasonable accommodations were timely. The other 14.6% were delayed due to searches for reassignments and/or the requestors' delay in submitting requested medical information.	E.1.e
C.2.c	Has the agency established procedures for processing requests for personal assistance services that comply with EEOC's regulations, enforcement guidance, and other applicable executive orders, guidance, and standards? [see 29 CFR 1614.203(d)(6)]	YES		New
C.2.c.1	Does the agency post its procedures for processing requests for Personal Assistance Services on its public website? [see 29 CFR § 1614.203(d)(5)(v)] **If "yes", please provide the internet address in the comments column.**	YES	U.S. COAST GUARD CIVIL RIGHTS MANUAL, COMDTINST M5350.4E (uscg.mil) (Pg. 6-5 – 6-23)	New
Compliance Indicator ⇩ **Measures**	**C.3 - The agency evaluates managers and supervisors on their efforts to ensure equal employment opportunity.**	**Measure Met? (Yes/No/NA)**	**Comments** **New Indicator**	
C.3.a	**Pursuant to 29 CFR §1614.102(a)(5), do all managers and supervisors have an element in their performance appraisal that evaluates their commitment to agency EEO policies and principles and their participation in the EEO program?**	YES		New
C.3.b	Does the agency require rating officials to evaluate the performance of managers and supervisors based on the following activities:			
C.3.b.1	Resolve EEO problems/disagreements/conflicts, including the participation in ADR proceedings? [see MD-110, Ch. 3.I]	YES		A.3.a.1
C.3.b.2	Ensure full cooperation of employees under his/her supervision with EEO officials, such as counselors and investigators? [see 29 CFR §1614.102(b)(6)]	YES		A.3.a.4
C.3.b.3	Ensure a workplace that is free from all forms of discrimination, including harassment and retaliation? [see MD-715, II(C)]	YES		A.3.a.5

C.3.b.4	Ensure that subordinate supervisors have effective managerial, communication, and interpersonal skills to supervise in a workplace with diverse employees? [see MD-715 Instructions, Sec. I]	YES		A.3.a.6
C.3.b.5	Provide religious accommodations when such accommodations do not cause an undue hardship? [see 29 CFR §1614.102(a)(7)]	YES		A.3.a.7
C.3.b.6	Provide disability accommodations when such accommodations do not cause an undue hardship? [see 29 CFR §1614.102(a)(8)]	YES		A.3.a.8
C.3.b.7	Support the EEO program in identifying and removing barriers to equal opportunity. [see MD-715, II(C)]	YES		New
C.3.b.8	Support the anti-harassment program in investigating and correcting harassing conduct. [see Enforcement Guidance, V.C.2]	YES		A.3.a.2
C.3.b.9	Comply with settlement agreements and orders issued by the agency, EEOC, and EEO-related cases from the Merit Systems Protection Board, labor arbitrators, and the Federal Labor Relations Authority? [see MD-715, II(C)]	YES		New
C.3.c	Does the EEO Director recommend to the agency head improvements or corrections, including remedial or disciplinary actions, for managers and supervisors who have failed in their EEO responsibilities? [see 29 CFR §1614.102(c)(2)]	YES		New
C.3.d	When the EEO Director recommends remedial or disciplinary actions, are the recommendations regularly implemented by the agency? [see 29 CFR §1614.102(c)(2)]	YES		New
Compliance Indicator **Measures**	**C.4 – The agency ensures effective coordination between its EEO programs and Human Resources (HR) program.**	**Measure Met? (Yes/No/NA)**	**Comments**	
C.4.a	Do the HR Director and the EEO Director meet regularly to assess whether personnel programs, policies, and procedures conform to EEOC laws, instructions, and management directives? [see 29 CFR §1614.102(a)(2)]	YES		New
C.4.b	Has the agency established timetables/schedules to review at regular intervals its merit promotion program, employee recognition awards program, employee development/training programs, and management/personnel policies, procedures, and practices for systemic barriers that may be impeding full participation in the program by all EEO groups? [see MD-715 Instructions, Sec. I]	YES		C.2.a, C.2.b, & C.2.c

C.4.c	Does the EEO office have timely access to accurate and complete data (e.g., demographic data for workforce, applicants, training programs, etc.) **required to prepare the MD-715 workforce data tables**? [see 29 CFR §1614.601(a)]	NO	The Coast Guard does not maintain and report complete applicant flow data.	New
C.4.d	Does the HR office timely provide the EEO office with access to other data (e.g., exit interview data, climate assessment surveys, and grievance data), upon request? [see MD-715, II(C)]	YES		New
C.4.e	Pursuant to Section II(C) of MD-715, does the EEO office collaborate with the HR office to:			
C.4.e.1	Implement the Affirmative Action Plan for Individuals with Disabilities? [see 29 CFR §1614.203(d); MD-715, II(C)]	YES		New
C.4.e.2	Develop and/or conduct outreach and recruiting initiatives? [see MD-715, II(C)]	YES		New
C.4.e.3	Develop and/or provide training for managers and employees? [see MD-715, II(C)]	YES		New
C.4.e.4	Identify and remove barriers to equal opportunity in the workplace? [see MD-715, II(C)]	YES		New
C.4.e.5	Assist in preparing the MD-715 report? [see MD-715, II(C)]	YES		New
Compliance Indicator **Measures**	**C.5 – Following a finding of discrimination, the agency explores whether it should take a disciplinary action.**	**Measure Met? (Yes/No/NA)**	**Comments**	
C.5.a	Does the agency have a disciplinary policy and/or table of penalties that covers discriminatory conduct? [see 29 CFR § 1614.102(a)(6); see also Douglas v. Veterans Administration, 5 MSPR 280 (1981)]	YES		C.3.a.
C.5.b	When appropriate, does the agency discipline or sanction managers and employees for discriminatory conduct? [see 29 CFR §1614.102(a)(6)] **If "yes", please state the number of disciplined/sanctioned individuals during this reporting period in the comments.**	YES	There were no individuals disciplined or sanctioned.	C.3.c
C.5.c	If the agency has a finding of discrimination (or settles cases in which a finding was likely), does the agency inform managers and supervisors about the discriminatory conduct? [see MD-715, II(C)]	YES		New

Compliance Indicator / Measures	C.6 – The EEO office advises managers/supervisors on EEO matters.	Measure Met? (Yes/No/NA)	Comments	
C.6.a	Does the EEO office provide management/supervisory officials with regular EEO updates on at least an annual basis, including EEO complaints, workforce demographics and data summaries, legal updates, barrier analysis plans, and special emphasis updates? [see MD-715 Instructions, Sec. I] If "yes", please identify the frequency of the EEO updates in the comments column.	YES	This occurs in various forums, i.e., triennial training, weekly meetings, No Fear act postings, newsletter, etc.	C.1.a
C.6.b	Are EEO officials readily available to answer managers' and supervisors' questions or concerns? [see MD-715 Instructions, Sec. I]	YES		New
Essential Element D: PROACTIVE PREVENTION **This element requires that the agency head make early efforts to prevent discrimination and to identify and eliminate barriers to equal employment opportunity.**				
Compliance Indicator / Measures	**D.1 – The agency conducts a reasonable assessment to monitor progress towards achieving equal employment opportunity throughout the year.**	**Measure Met? (Yes/No/NA)**	**Comments**	
D.1.a	Does the agency have a process for identifying triggers in the workplace? [see MD-715 Instructions, Sec. I]	YES		New
D.1.b	Does the agency regularly use the following sources of information for trigger identification: workforce data; complaint/grievance data; exit surveys; employee climate surveys; focus groups; affinity groups; union; program evaluations; special emphasis programs; reasonable accommodation program; anti-harassment program; and/or external special interest groups? [see MD-715 Instructions, Sec. I]	YES		New
D.1.c	Does the agency conduct exit interviews or surveys that include questions on how the agency could improve the recruitment, hiring, inclusion, retention and advancement of individuals with disabilities? [see 29 CFR 1614.203(d)(1)(iii)(C)]	YES		New

Compliance Indicator / Measures	D.2 – The agency identifies areas where barriers may exclude EEO groups (reasonable basis to act.)	Measure Met? (Yes/No/NA)	Comments / New Indicator	
D.2.a	Does the agency have a process for analyzing the identified triggers to find possible barriers? [see MD-715, (II)(B)]	YES		New
D.2.b	Does the agency regularly examine the impact of management/personnel policies, procedures, and practices by race, national origin, sex, and disability? [see 29 CFR §1614.102(a)(3)]	YES		B.2.c.2
D.2.c	Does the agency consider whether any group of employees or applicants might be negatively impacted prior to making human resource decisions, such as re-organizations and realignments? [see 29 CFR §1614.102(a)(3)]	YES		B.2.c.1
D.2.d	Does the agency regularly review the following sources of information to find barriers: complaint/grievance data, exit surveys, employee climate surveys, focus groups, affinity groups, union, program evaluations, anti-harassment program, special emphasis programs, reasonable accommodation program; anti-harassment program; and/or external special interest groups? [see MD-715 Instructions, Sec. I] **If "yes", please identify the data sources in the comments column.**	YES	Complaints/grievance Employee Climate Surveys (DEOCS) Program Evaluation (Command Checklist) CG Anti-harassment program CG Reasonable Accommodation Program	New
Compliance Indicator / Measures	**D.3 – The agency establishes appropriate action plans to remove identified barriers.**	**Measure Met? (Yes/No/NA)**	**Comments / New Indicator**	
D.3.a.	Does the agency effectively tailor action plans to address the identified barriers, in particular policies, procedures, or practices? [see 29 CFR §1614.102(a)(3)]	YES		New
D.3.b	If the agency identified one or more barriers during the reporting period, did the agency implement a plan in Part I, including meeting the target dates for the planned activities? [see MD-715, II(D)]	YES		New

D.3.c	Does the agency periodically review the effectiveness of the plans? [see MD-715, II(D)]	YES		New
Compliance Indicator **Measures**	**D.4 – The agency has an affirmative action plan for people with disabilities, including those with targeted disabilities.**	**Measure Met? (Yes/No/NA)**	**Comments** **New Indicator**	
D.4.a	Does the agency post its affirmative action plan on its public website? [see 29 CFR 1614.203(d)(4)] **Please provide the internet address in the comments.**	YES	https://www.uscg.mil/Resources/Civil-Rights/Reports-and-References/	New
D.4.b	Does the agency take specific steps to ensure qualified people with disabilities are aware of and encouraged to apply for job vacancies? [see 29 CFR 1614.203(d)(1)(i)]	YES		New
D.4.c	Does the agency ensure that disability-related questions from members of the public are answered promptly and correctly? [see 29 CFR 1614.203(d)(1)(ii)(A)]	YES		New
D.4.d	Has the agency taken specific steps that are reasonably designed to increase the number of persons with disabilities or targeted disabilities employed at the agency until it meets the goals? [see 29 CFR 1614.203(d)(7)(ii)]	YES		New
Essential Element E: EFFICIENCY **This element requires the agency head to ensure that there are effective systems for evaluating the impact and effectiveness of the agency's EEO programs and an efficient and fair dispute resolution process.**				
Compliance Indicator **Measures**	**E.1 - The agency maintains an efficient, fair, and impartial complaint resolution process.**	**Measure Met? (Yes/No/NA)**	**Comments**	
E.1.a	Does the agency timely provide EEO counseling, pursuant to 29 CFR §1614.105?	YES		E.3.a.1
E.1.b	Does the agency provide written notification of rights and responsibilities in the EEO process during the initial counseling session, pursuant to 29 CFR §1614.105(b)(1)?	YES		E.3.a.2

E.1.c	Does the agency issue acknowledgment letters immediately upon receipt of a formal complaint, pursuant to MD-110, Ch. 5(I)?	YES		New
E.1.d	Does the agency issue acceptance letters/dismissal decisions within a reasonable time (e.g., 60 days) after receipt of the written EEO Counselor report, pursuant to MD-110, Ch. 5(I**)? If so, please provide the average processing time in the comments.**	YES	The average processing time was 35.68 days.	New
E.1.e	Does the agency ensure all employees fully cooperate with EEO counselors and EEO personnel in the EEO process, including granting routine access to personnel records related to an investigation, pursuant to 29 CFR §1614.102(b)(6)?	YES		New
E.1.f	Does the agency timely complete investigations, pursuant to 29 CFR §1614.108?	YES		E.3.a.3
E.1.g	If the agency does not timely complete investigations, does the agency notify complainants of the date by which the investigation will be completed and of their right to request a hearing or file a lawsuit, pursuant to 29 CFR §1614.108(g)?	YES		New
E.1.h	When the complainant does not request a hearing, does the agency timely issue the final agency decision, pursuant to 29 CFR §1614.110(b)?	YES		E.3.a.4
E.1.i	Does the agency timely issue final actions following receipt of the hearing file and the administrative judge's decision, pursuant to 29 CFR §1614.110(a)?	YES		E.3.a.7
E.1.j	If the agency uses contractors to implement any stage of the EEO complaint process, does the agency hold them accountable for poor work product and/or delays? [See MD-110, Ch. 5(V)(A)] If "yes", please describe how in the comments column.	YES	Performance issues with contract counselors/investigators are communicated to vendor CEO/Owner and requests are made to disallow low/poor contract personnel to work on USCG cases.	E.2.c
E.1.k	If the agency uses employees to implement any stage of the EEO complaint process, does the agency hold them accountable for poor work product and/or delays during performance review? [See MD-110, Ch. 5(V)(A)]	YES		New
E.1.l	Does the agency submit complaint files and other documents in the proper format to EEOC through the Federal Sector EEO Portal (FedSEP)? [See 29 CFR § 1614.403(g)]	YES		New

Compliance Indicator / Measures	E.2 – The agency has a neutral EEO process.	Measure Met? (Yes/No/NA)	Comments Revised Indicator	
E.2.a	Has the agency established a clear separation between its EEO complaint program and its defensive function? [see MD-110, Ch. 1(IV)(D)]	YES		New
E.2.b	When seeking legal sufficiency reviews, does the EEO office have access to sufficient legal resources separate from the agency representative? [see MD-110, Ch. 1(IV)(D)] If "yes", please identify the source/location of the attorney who conducts the legal sufficiency review in the comments column.	YES		E.6.a
E.2.c	If the EEO office relies on the agency's defensive function to conduct the legal sufficiency review, is there a firewall between the reviewing attorney and the agency representative? [see MD-110, Ch. 1(IV)(D)]	N/A	CG's defensive function does not conduct legal sufficiency reviews for CRD.	New
E.2.d	Does the agency ensure that its agency representative does not intrude upon EEO counseling, investigations, and final agency decisions? [see MD-110, Ch. 1(IV)(D)]	YES		E.6.b
E.2.e	If applicable, are processing time frames incorporated for the legal counsel's sufficiency review for timely processing of complaints? [see EEOC Report, *Attaining a Model Agency Program: Efficiency* (Dec. 1, 2004)]	YES		E.6.c
Compliance Indicator / Measures	**E.3 - The agency has established and encouraged the widespread use of a fair alternative dispute resolution (ADR) program.**	**Measure Met? (Yes/No/NA)**	**Comments**	
E.3.a	Has the agency established an ADR program for use during both the pre-complaint and formal complaint stages of the EEO process? [see 29 CFR §1614.102(b)(2)]	YES		E.4.a
E.3.b	Does the agency require managers and supervisors to participate in ADR once it has been offered? [see MD-715, II(A)(1)]	YES		E.4.c
E.3.c	Does the agency encourage all employees to use ADR, where ADR is appropriate? [see MD-110, Ch. 3(IV)(C)]	YES		D.2.a

E.3.d	Does the agency ensure a management official with settlement authority is accessible during the dispute resolution process? [see MD-110, Ch. 3(III)(A)(9)]	YES		New
E.3.e	Does the agency prohibit the responsible management official named in the dispute from having settlement authority? [see MD-110, Ch. 3(I)]	YES		E.4.d
E.3.f	Does the agency annually evaluate the effectiveness of its ADR program? [see MD-110, Ch. 3(II)(D)]	YES		New
Compliance Indicator ⇩ **Measures**	**E.4 – The agency has effective and accurate data collection systems in place to evaluate its EEO program.**	**Measure Met? (Yes/No/NA)**	**Comments**	
E.4.a	Does the agency have systems in place to accurately collect, monitor, and analyze the following data:			
E.4.a.1	Complaint activity, including the issues and bases of the complaints, the aggrieved individuals/complainants, and the involved management official? [see MD-715, II(E)]	YES		E.5.a
E.4.a.2	The race, national origin, sex, and disability status of agency employees? [see 29 CFR §1614.601(a)]	YES		E.5.c
E.4.a.3	Recruitment activities? [see MD-715, II(E)]	YES		E.5.f
E.4.a.4	External and internal applicant flow data concerning the applicants' race, national origin, sex, and disability status? [see MD-715, II(E)]	NO	The Coast Guard does not maintain complete applicant flow data.	New
E.4.a.5	The processing of requests for reasonable accommodation? [29 CFR § 1614.203(d)(4)]	YES		New
E.4.a.6	The processing of complaints for the anti-harassment program? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.2]	YES		New
E.4.b	Does the agency have a system in place to re-survey the workforce on a regular basis? [MD-715 Instructions, Sec. I]	YES		New
Compliance Indicator ⇩ **Measures**	**E.5 – The agency identifies and disseminates significant trends and best practices in its EEO program.**	**Measure Met? (Yes/No/NA)**	**Comments**	

E.5.a	Does the agency monitor trends in its EEO program to determine whether the agency is meeting its obligations under the statutes EEOC enforces? [see MD-715, II(E)] **If "yes", provide an example in the comments.**	YES	• 462 Report • MD-715 • CG Civil Rights Strategic Plan 2020 2025	E.5.e
E.5.b	Does the agency review other agencies' best practices and adopt them, where appropriate, to improve the effectiveness of its EEO program? [see MD-715, II(E)] **If "yes", provide an example in the comments.**	YES	Annually, EEO personnel analyze its 462 elements' performance against DHS components and the federal community. Staff uses this information to interact with those components who excel in some areas.	E.5.g
E.5.c	Does the agency compare its performance in the EEO process to other federal agencies of similar size? [see MD-715, II(E)]	YES		E.3.a
Essential Element F: RESPONSIVENESS AND LEGAL COMPLIANCE **This element requires federal agencies to comply with EEO statutes and EEOC regulations, policy guidance, and other written instructions.**				
Compliance Indicator **Measures**	**F.1 – The agency has processes in place to ensure timely and full compliance with EEOC Orders and settlement agreements.**	**Measure Met? (Yes/No/NA)**	**Comments**	
F.1.a	Does the agency have a system of management controls to ensure that its officials timely comply with EEOC orders/directives and final agency actions? [see 29 CFR §1614.102(e); MD-715, II(F)]	YES		F.1.a
F.1.b	Does the agency have a system of management controls to ensure the timely, accurate, and complete compliance with resolutions/settlement agreements? [see MD-715, II(F)]	YES		E.3.a.6
F.1.c	Are there procedures in place to ensure the timely and predictable processing of ordered monetary relief? [see MD-715, II(F)]	YES		F.2.a.1
F.1.d	Are procedures in place to process other forms of ordered relief promptly? [see MD-715, II(F)]	YES		F.2.a.2
F.1.e	When EEOC issues an order requiring compliance by the agency, does the agency hold its compliance officer(s) accountable for poor work product and/or delays during performance review? [see MD-110, Ch. 9(IX)(H)]	YES		F.3.a.

Compliance Indicator / Measures	F.2 – The agency complies with the law, including EEOC regulations, management directives, orders, and other written instructions.	Measure Met? (Yes/No/NA)	Comments Indicator moved from E-III Revised	
F.2.a	Does the agency timely respond and fully comply with EEOC orders? [see 29 CFR §1614.502; MD-715, II(E)]	YES		C.3.d
F.2.a.1	When a complainant requests a hearing, does the agency timely forward the investigative file to the appropriate EEOC hearing office? [see 29 CFR §1614.108(g)]	YES		E.3.a.5
F.2.a.2	When there is a finding of discrimination that is not the subject of an appeal by the agency, does the agency ensure timely compliance with the orders of relief? [see 29 CFR §1614.501]	YES		E.3.a.7
F.2.a.3	When a complainant files an appeal, does the agency timely forward the investigative file to EEOC's Office of Federal Operations? [see 29 CFR §1614.403(e)]	YES		New
F.2.a.4	Pursuant to 29 CFR §1614.502, does the agency promptly provide EEOC with the required documentation for completing compliance?	YES		F.3.d (1 to 9)
Compliance Indicator / Measures	**F.3 - The agency reports to EEOC its program efforts and accomplishments.**	**Measure Met? (Yes/No/NA)**	**Comments**	
F.3.a	Does the agency timely submit to EEOC an accurate and complete No FEAR Act report? [Public Law 107-174 (May 15, 2002), §203(a)]	YES		New
F.3.b	Does the agency timely post on its public webpage its quarterly No FEAR Act data? [see 29 CFR §1614.703(d)]	YES		New

MD-715 – Part H.1
Agency EEO Plan to Attain the Essential Elements of a Model EEO Program

Please describe the status of each plan that the agency has implemented to correct deficiencies in the EEO program.

☐ If the agency did not address any deficiencies during the reporting period, please check the box.

Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
Element B: Integration of EEO Into the Agency's Strategic Mission.	B.4.a.7 The agency has not allocated sufficient funding and qualified staffing to successfully implement the EEO Program to maintain accurate data collection and tracking systems for workforce demographics and applicant flow data (in the form required by the EEOC).

Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
10/23/2020	Collect, maintain, and track non-appropriated fund workforce and complete applicant flow demographics data, consolidate with appropriated fund personnel statistics, and report in the new 2.0 format required by the EEOC and MD-715.	09/30/2022	09/30/2028	

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
CG-1D Deputy Assistant Commandant for Human Resources	Dr. D. M. Navarro	Yes

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
11/30/2020	Contact DHS components to obtain best practices regarding systems relating to MD-715 reporting.	Yes		11/06/2020
03/31/2021	Identify potential stakeholders and schedule meeting to discuss EEO Program deficiency.	Yes		03/19/2021
05/28/2021	Meet with stakeholders and discuss EEO Program deficiency and identify primary responsible official(s).	Yes		05/21/2021
06/30/2021	Provide stakeholders with information regarding the MD-715 2.0 data tables format.	Yes		06/14/2021
09/30/2021	Designate dedicated resource(s) with appropriate skills.	Yes		09/30/2021
10/15/2021	Prepare non-appropriated fund workforce demographics data in the MD-715 2.0 format and upload to designated SharePoint portal.	Yes		10/12/2021
02/28/2022	Determine if current data system can be modified or new application/system will be required.	No		09/30/2022
06/30/2022	Explore options to automate consolidation of non-appropriated fund workforce statistics and appropriated fund demographics data using external resources or obtaining funding for system or process to accomplish the consolidation.	No	03/31/2024	10/10/2023
09/30/2022	Consolidate non-appropriated fund workforce demographics data with appropriated fund personnel statistics, and report in the new 2.0 format.	No	09/30/2024	10/10/2023
09/30/2024	Develop process to pull relevant applicant pool data from the automated system.	Yes		

Report of Accomplishments

Fiscal Year	Accomplishments
2021	• Met with DHS and Components MD-715 report preparers regarding system used to generate MD-715 workforce data tables (identified DHS prepares 2.0 tables for multiple sub agencies USCIS, FEMA, ICE, FLETC, and CBP). • Transitioned from using old MD-715 data tables to new 2.0 format (provided by DHS). • Collaborated with DHS to pursue merging appropriated fund and non-appropriated fund (NAF) workforce demographics and applicant flow data on behalf of the CG. • Community Services Command (CSC) benchmarked the U.S. Marine Corps for potential solutions relating to consolidating appropriated and non-appropriated workforce data. • CSC designated a dedicated resource to prepare the NAF workforce demographics data in the 2.0 format required by the EEOC. • CSC completed and provided FY21 NAF workforce demographics data in the 2.0 format required by the EEOC.
2022	• The Civil Rights Directorate coordinated and participated in two meetings during the reporting period with an EEOC management official/personnel, Assistant Commandant for Human Resources (CG-1) and CSC stakeholders. The EEOC provided CG stakeholders with guidance and informed of the requirements for reporting AF and NAF workforce data. • CG-1 offices examined if it was feasible to consolidate AF and NAF data systems. Entirely new HR systems would need to be designed for the different workforces and were not feasible. • Explored options to automate consolidation of AF workforce statistics and NAF demographics data. Coast Guard lacks the skills and resources to support even a manual, non-repeatable process without addition of personnel and software/coding outside of component.
2023	• The CSC worked collaboratively with DHS Office of Civil Rights and Civil Liberties (CRCL) and submitted non-appropriated fund workforce data that was subsequently consolidated with appropriated fund workforce statistics for the first time for MD-715 reporting purposes.

MD-715 – Part H.2
Agency EEO Plan to Attain the Essential Elements of a Model EEO Program

Please describe the status of each plan that the agency has implemented to correct deficiencies in the EEO program.

☐ If the agency did not address any deficiencies during the reporting period, please check the box.

Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
Element C: Management and Program Accountability	C.2.b.5 The agency does not process all accommodation requests within the timeframe set forth in its reasonable accommodation procedures.

Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
09/01/2019	Provide guidance and resources necessary to ensure that the agency can process accommodation requests within the time frame set forth in its reasonable accommodation procedures, which is within 15 business days; share analyses with leadership, working groups and field staff to promote timeliness.	09/30/2020	09/30/2025	

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Disability Program Manager	Caroline Mapp	Yes
Human Resources Personnel	Various	Yes
Agency Management Officials	Various	Yes

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
09/30/2019	Analyze late accommodation approvals to see if there is a common factor that can be addressed.	Yes		09/30/2019
09/30/2019	Guidance regarding service animals provided.	Yes		09/26/2019
10/22/2019	Meet with civil rights Regional Directors to discuss how to address late accommodations.	Yes		10/22/2019
01/31/2020	Develop a Reasonable Accommodation Promotion Plan to educate the workforce and management officials about reasonable accommodation procedures and timeframe.	Yes		01/30/2020
01/07/2020	Quarterly review of accommodation requests.	Yes		01/27/2020
04/07/2020	Quarterly review of accommodation requests.	Yes		04/10/2020
04/30/2020	Civil rights and human resources collaboration on guidance regarding the reassignment process.	Yes		04/30/2020
08/07/2020	Quarterly review of accommodation requests.	Yes		08/25/2020
08/30/2020	Obtain approval and implement the Reasonable Accommodation Promotion Plan.	Yes		01/30/2020
12/31/2020	Meet with civil rights Regional Directors to discuss how to address late accommodations and provide training to CRSPs and managers.	Yes		12/17/2020
01/31/2021	Review the current Reasonable Accommodation Promotion Plan to educate the workforce and management officials about reasonable accommodation procedures and timeframe.	Yes	05/31/2021	05/31/2021
01/31/2021	Quarterly review of accommodation requests.	Yes		04/12/2021

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
03/31/2021	Meet with Regional Directors to review the progress in enhancing timelines of the RA process.	Yes		03/11/2021
03/31/2021	Meet with Civil rights and human resources to follow up on procedures regarding the reassignment process.	Yes		12/17/2020
04/31/2021	Quarterly review of accommodation requests.	Yes		04/15/2021
06/30/2021	Review status of timeliness.	Yes	07/31/21	07/27/2021
11/30/2021	Meet with Regional Directors to review the progress in enhancing timelines of the RA process.	Yes		02/04/2022
12/31/2021	Initiated monthly review of accommodation requests.	Yes		02/04/2022
02/28/2022	Perform analysis and review of RAs.	Yes		03/17/2022
03/31/2022	Make an assessment of the Civil Rights Awareness Training.	Yes		07/18/2022
07/31/2022	Provide RA training to Managers and Supervisors.	Yes		07/27/2022
07/31/2022	Review status of timeliness.	Yes		07/31/2022
09/30/2023	Review current policy for timeline assessment and any areas for processing time improvements to complete all requests within timeframes.	Yes	12/30/2024	

Report of Accomplishments

Fiscal Year	Accomplishments
2018	A review of late accommodation approvals found that they usually involved reassignment and service animals.
2019	Service animal guidance was disseminated to the civil rights staff and posted on the civil rights website.
2020	A meeting was held with the civil rights Regional Directors and timeliness regarding accommodation approval was addressed.

2021	• Met with directors to discuss timelines concerns. • The agency provided six training sessions for RA request procedures to all managers and supervisors. The training was virtual via Teams. • The agency hired two new Attorneys' Advisors to work with the disability program. The activities ultimately resulted in a decrease of the time average to process of RAs. The new days average is 8.6 days.
2022	• Implemented a reasonable accommodation requests (RA) monthly reporting requirement to monitor processing timeliness and identify gaps. • Developed and implemented use of a reasonable accommodation processing packet job aide for processing RA requests. • Conducted multiple training sessions on RAs for managers, supervisors, and Civil Rights Service Providers. • Improved the initial processing time of RA requests to under 15 days from 30+ days.
2023	• Announced on USA JOBS and conducted interviews to hire for the Disability Program Manager to fill vacant position. • Met with the union to discuss and initiate a proposed change from 15 business days to 30 to process reasonable accommodations.

MD-715 – Part H.3
Agency EEO Plan to Attain the Essential Elements of a Model EEO Program

Please describe the status of each plan that the agency has implemented to correct deficiencies in the EEO program.

☐ If the agency did not address any deficiencies during the reporting period, please check the box.

Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
Element C: Management Program and Accountability	C.4.c The EEO office does not have timely access to accurate and complete data (e.g., demographic data for workforce, applicants, training programs, etc.) required to prepare the MD-715 workforce data tables.

Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
10/23/2020	Collect, maintain, and track non-appropriated fund workforce and complete applicant flow demographics data, consolidate with appropriated fund personnel statistics, and report in the new 2.0 format required by the EEOC and MD-715.	09/30/2022	09/30/2024	

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
CG-1D Deputy Assistant Commandant for Human Resources	Dr. D. M. Navarro	Yes

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
11/30/2020	Contact DHS components to obtain best practices regarding systems relating to MD-715 reporting.	Yes		11/06/2021
03/31/2021	Identify potential stakeholders and schedule meeting to discuss EEO Program deficiency.	Yes		03/19/2021
05/28/2021	Meet with stakeholders and discuss EEO Program deficiency and identify primary responsible official(s).	Yes		05/21/2021
06/30/2021	Provide stakeholders with information regarding the MD-715 2.0 data tables format.	Yes		06/14/2021
09/30/2021	Designate dedicated resource(s) with appropriate skills.	Yes		09/30/2021
10/15/2021	Prepare non-appropriated fund workforce demographics data in the MD-715 2.0 format and upload to designated SharePoint portal.	Yes		10/12/2021
02/28/2022	Determine if current data system can be modified or new application/system will be required.	No		09/30/2022
06/30/2022	Explore options to automate consolidation of non-appropriated fund workforce statistics and appropriated fund demographics data using external resources or obtaining funding for system or process to accomplish the consolidation.	No	03/31/2024	10/10/2023
09/30/2022	Consolidate non-appropriated fund workforce demographics data with appropriated fund personnel statistics, and report in the new 2.0 format.	No	09/30/2024	10/10/2023
09/30/2024	Develop process to pull relevant applicant pool data from the automated system.	Yes		

Report of Accomplishments

Fiscal Year	Accomplishments
2021	• Met with DHS and Components MD-715 report preparers regarding system used to generate MD-715 workforce data tables (identified DHS prepares 2.0 tables for multiple sub agencies USCIS, FEMA, ICE, FLETC, and CBP). • Transitioned from using old MD-715 data tables to new 2.0 format (provided by DHS). • Collaborated with DHS to pursue merging appropriated fund and non-appropriated fund (NAF) workforce demographics and applicant flow data on behalf of the CG. • Community Services Command (CSC) benchmarked the U.S. Marine Corps for potential solutions relating to consolidating appropriated and non-appropriated workforce data. • CSC designated a dedicated resource to prepare the NAF workforce demographics data in the 2.0 format required by the EEOC. • CSC completed and provided FY21 NAF workforce demographics data in the 2.0 format required by the EEOC.
2022	• The Civil Rights Directorate coordinated and participated in two meetings during the reporting period with an EEOC management official/personnel, Assistant Commandant for Human Resources (CG-1) and CSC stakeholders. The EEOC provided CG stakeholders with guidance and informed of the requirements for reporting AF and NAF workforce data. • CG-1 offices examined if it was feasible to consolidate AF and NAF data systems. Entirely new HR systems would need to be designed for the different workforces and were not feasible. • Explored options to automate consolidation of AF workforce statistics and NAF demographics data. Coast Guard lacks the skills and resources to support even a manual, non-repeatable process without addition of personnel and software/coding outside of component.
2023	• The CSC worked collaboratively with DHS Office of Civil Rights and Civil Liberties (CRCL) and submitted non-appropriated fund workforce data that was subsequently consolidated with appropriated fund workforce statistics for the first time.

MD-715 – Part H.4
Agency EEO Plan to Attain the Essential Elements of a Model EEO Program

Please describe the status of each plan that the agency has implemented to correct deficiencies in the EEO program.

☐ If the agency did not address any deficiencies during the reporting period, please check the box.

Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
Element E: Efficiency	E.4.a The agency does not have systems in place to accurately collect, monitor, and analyze external and internal applicant flow data concerning the applicants' race, national origin, sex, and disability status.

Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
10/23/2020	Collect, maintain, and track non-appropriated fund workforce and complete applicant flow demographics data, consolidate with appropriated fund personnel statistics, and report in the new 2.0 format required by the EEOC and MD-715.	09/30/2022	09/30/2024	

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
CG-1D Deputy Assistant Commandant for Human Resources	Dr. D. M. Navarro	Yes

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
11/30/2020	Contact DHS components to obtain best practices regarding systems relating to MD-715 reporting.	Yes		11/06/2021
03/31/2021	Identify potential stakeholders and schedule meeting to discuss EEO Program deficiency.	Yes		03/19/2021
05/28/2021	Meet with stakeholders and discuss EEO Program deficiency and identify primary responsible official(s).	Yes		05/21/2021
06/30/2021	Provide stakeholders with information regarding the MD-715 2.0 data tables format.	Yes		06/14/2021
09/30/2021	Designate dedicated resource(s) with appropriate skills.	Yes		09/30/2021
10/15/2021	Prepare non-appropriated fund workforce demographics data in the MD-715 2.0 format and upload to designated SharePoint portal.	Yes		10/12/2021
02/28/2022	Determine if current data system can be modified or new application/system will be required.	No		09/30/2022
06/30/2022	Explore options to automate consolidation of non-appropriated fund workforce statistics and appropriated fund demographics data using external resources or obtaining funding for system or process to accomplish the consolidation.	No	03/31/2024	10/10/2023
09/30/2022	Consolidate non-appropriated fund workforce demographics data with appropriated fund personnel statistics, and report in the new 2.0 format.	No	09/30/2024	10/10/2023
09/30/2024	Develop process to pull relevant applicant pool data from the automated system.	Yes		

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)

Report of Accomplishments

Fiscal Year	Accomplishments
2021	• Met with DHS and Components MD-715 report preparers regarding system used to generate MD-715 workforce data tables (identified DHS prepares 2.0 tables for multiple sub agencies USCIS, FEMA, ICE, FLETC, and CBP). • Transitioned from using old MD-715 data tables to new 2.0 format (provided by DHS). • Collaborated with DHS to pursue merging appropriated fund and non-appropriated fund (NAF) workforce demographics and applicant flow data on behalf of the CG. • Community Services Command (CSC) benchmarked the U.S. Marine Corps for potential solutions relating to consolidating appropriated and non-appropriated workforce data. • CSC designated a dedicated resource to prepare the NAF workforce demographics data in the 2.0 format required by the EEOC. • CSC completed and provided FY21 NAF workforce demographics data in the 2.0 format required by the EEOC.
2022	• The Civil Rights Directorate coordinated and participated in two meetings during the reporting period with an EEOC management official/personnel, Assistant Commandant for Human Resources (CG-1) and CSC stakeholders. The EEOC provided CG stakeholders with guidance and informed of the requirements for reporting AF and NAF workforce data. • CG-1 offices examined if it was feasible to consolidate AF and NAF data systems. Entirely new HR systems would need to be designed for the different workforces and were not feasible. • Explored options to automate consolidation of AF workforce statistics and NAF demographics data. Coast Guard lacks the skills and resources to support even a manual, non-repeatable process without addition of personnel and software/coding outside of component.
2023	• The CSC worked collaboratively with DHS Office of Civil Rights and Civil Liberties (CRCL) and submitted non-appropriated fund workforce data that was subsequently consolidated with appropriated fund workforce statistics for the first time.

MD-715 – Part H.5
Agency EEO Plan to Attain the Essential Elements of a Model EEO Program

Please describe the status of each plan that the agency has implemented to correct deficiencies in the EEO program.

☐ If the agency did not address any deficiencies during the reporting period, please check the box.

Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
Element E: Efficiency.	E.1.h The agency does not timely issue all Final Agency Decisions when the Complainant does not request a EEOC hearing within the time frame set in accordance with EEOC and 29 CFR section 1614.110(a)

Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
11/05/2022	Enhance the timelines of the agency in issuing Final Agency Decision (FAD) when the complainant does not request a hearing as required by the EEOC and the 29 CFR section 1614.110(b).	09/30/2023	12/30/2024	09/30/2023

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Coast Guard Civil Rights Directorate Chief Solutions and Complaints	Eduardo Zayas	YES

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
11/30/2022	Contact DHS/ CRCL to discuss Schedule a meeting to address USCG Concerns related to the timelines.	Yes	11/30/2023	
01/31/2023	Conduct a meeting with DHS/CRCL to discuss EEO Program deficiency.	Yes	01/30/2024	
03/28/2023	Conduct an iComplaints analysis of the midyear numbers of FADs to make an assessment to be discuss with DHS/CRCL.	Yes	03/30/2024	
04/30/2023	Meet with DHS/CRCL to discuss improvements and shortcomings and determine next course of action.	Yes	04/30/2024	
06/30/2023	Conduct another iComplaints analysis to verify the status of the FADs Timelines.	Yes	06/30/2024	
07/15/2023	Schedule an additional meeting with DHS CRCL TO discuss findings of the analysis and asses the goals.	Yes	07/30/2024	
10/30/2023	Run an annual report to determine the effectiveness of the actions taken to improve the timelines.	Yes	10/30/2024	
11/30/2023	Determine if current process is effective or see if the current process can be modified or new steps applied to meet timelines goals.	Yes	11/29/2024	

Report of Accomplishments

Fiscal Year	Accomplishments
2023	The CG's FAD timeliness rate increased to 90.9% in FY23, up from 63.2% for the previous reporting period, thereby correcting this deficiency.

MD-715 – Part H.6
Agency EEO Plan to Attain the Essential Elements of a Model EEO Program

Please describe the status of each plan that the agency has implemented to correct deficiencies in the EEO program.

☐ If the agency did not address any deficiencies during the reporting period, please check the box.

Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
Element E: Efficiency	E.1.i The agency does not issue timely all Final Actions after receiving the hearing files and the AJs Decision requests within the time frame set in accordance with EEOC and 29 CFR section 1614.110(a)

Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
09/01/2022	To enhance the timelines of the agency in issuing final actions per EEOC AJs decisions as required by the EEOC and the 29 CFR section 1614.110(b).	09/30/2023	12/30/2024	

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Equity, Policy, and Compliance Division Chief Solutions and Complaints	Eduardo A. Zayas	Yes

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
11/30/2022	Contact DHS/ CRCL to discuss Schedule a meeting to address USCG Concerns related to the timelines.	Yes	11/30/2023	
01/31/2023	Conduct a meeting with DHS/CRCL to discuss EEO Program deficiency.	Yes	01/31/2024	
03/28/2023	Conduct an iComplaints analysis of the midyear numbers of FADs to make an assessment to be discuss with DHS/CRCL.	Yes	03/28/2024	
04/30/2023	Meet with DHS/CRCL to discuss improvements and shortcomings and determine next course of action.	Yes	04/30/2024	
06/30/2023	Conduct another iComplaint analysis to verify the status of the FADs Timelines.	Yes	06/30/2024	
07/15/2023	Schedule an additional meeting with DHS CRCL to discuss findings of the analysis and asses the goals.	Yes	07/30/2024	
10/30/2023	Run an annual report to determine the effectiveness of the actions taken to improve the timelines.	Yes	10/30/2024	
11/30/2023	Determine if current process is effective or see if the current process can be modified or new steps applied to meet timelines goals.	Yes	11/30/2024	

Report of Accomplishments

Fiscal Year	Accomplishments
FY 2003	The CG's final actions timeliness rate was 90.9% in FY23 thereby correcting this deficiency.

MD-715 – Part H.7
Agency EEO Plan to Attain the Essential Elements of a Model EEO Program

Please describe the status of each plan that the agency has implemented to correct deficiencies in the EEO program.

☐ If the agency did not address any deficiencies during the reporting period, please check the box.

Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
Element B: Integration of EEO Into the Agency's Strategic Mission.	B.3.a EEO program officials do not participate in agency meetings regarding workforce changes that might impact EEO issues, including strategic planning, recruitment strategies, vacancy projections, succession planning, and selections for training/career development opportunities [see MD-715, II(B)].

Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
12/28/2023	Include Coast Guard's Civil Rights Directorate EEO program officials in agency meetings regarding workforce changes that might impact EEO issues, including strategic planning, recruitment strategies, vacancy projections, succession planning, and selections for training/career development opportunities as required by MD-715, II(B).	09/30/2024		

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Vice Commandant	Admiral Steven D. Poulin	Yes

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
03/29/2024	Schedule and implement quarterly meetings between the Civil Rights Directorate and Personnel Readiness to discuss agency-wide changes.	Yes		

Report of Accomplishments

Fiscal Year	Accomplishments

MD-715 – Part I.1
Agency EEO Plan to Eliminate Identified Barrier

Please describe the status of each plan that the agency implemented to identify possible barriers in policies, procedures, or practices for employees and applicants by race, ethnicity, and gender.

[x] If the agency did not conduct barrier analysis during the reporting period, please check the box.

Statement of Condition That Was a Trigger for a Potential Barrier:

Source of the Trigger	Specific Workforce Data Table	Narrative Description of Trigger
FY18 – 23 MD-715 Workforce Data Table	Table A1: Total Workforce - Distribution by Race/Ethnicity and Sex	Overall participation rates of females, and specifically, Hispanic or Latino females and White females fell below the expected civilian labor force rate greater than 1% for their respective group for five consecutive fiscal years (FY18 – 23).

EEO Group(s) Affected by Trigger

EEO Group	
All Men	
All Women	
Hispanic or Latino Males	
Hispanic or Latino Females	X
White Males	
White Females	X
Black or African American Males	
Black or African American Females	
Asian Males	
Asian Females	
Native Hawaiian or Other Pacific Islander Males	
Native Hawaiian or Other Pacific Islander Females	
American Indian or Alaska Native Males	
American Indian or Alaska Native Females	

EEO Group	
Two or More Races Males	
Two or More Races Females	

Barrier Analysis Process

Sources of Data	Source Reviewed? (Yes or No)	Identify Information Collected
Workforce Data Tables	Yes	FY18 23 Table A1: Total Workforce - Distribution by Race/Ethnicity and Sex.
Complaint Data (Trends)		
Grievance Data (Trends)		
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)		
Climate Assessment Survey (e.g., FEVS)		
Exit Interview Data		
Focus Groups		
Interviews		
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)		
Other (Please Describe)		

Status of Barrier Analysis Process

Barrier Analysis Process Completed? (Yes or No)	Barrier(s) Identified? (Yes or No)
No	No

Statement of Identified Barrier(s)

Description of Policy, Procedure, or Practice

Objective(s) and Dates for EEO Plan

Objective	Date Initiated (mm/dd/yyyy)	Target Date (mm/dd/yyyy)	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
Increase the overall workforce participation rates of females, specifically, Hispanic or Latino and White females to meet or exceed the expected civilian labor force rate.	03/01/2022	08/30/2028			

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
SADI/CG-1D Deputy Assistant Commandant for Human Resources	Dr. D. M. Navarro	Yes
CG-12 Director of Civilian Human Resources, Diversity, and Leadership	Ms. B. A. Sanchez	Yes
CG-127 Chief, Diversity, Equity, and Inclusion Officer	Ms. Maricela Garcia	Yes
Civil Rights Directorate Chief, Equity, Policy, and Compliance Division	Ms. Catherine Solomon	Yes

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
03/01/2022	Implement CG Exit Survey for civilian workforce.		09/01/2022
03/01/2022	Review and analyze FEVS results.		03/01/2022
09/30/2022	Conduct trend analysis of recruitment, hiring, and separations data.		05/01/2022
12/30/2022	Develop and implement remote work policy.		10/27/2022
09/30/2023	Market FEVS to increase participation to the planned activities.		07/14/2023
12/30/2023	Review and analyze participation rates for women with emphasis on White and Hispanic or Latino women.	12/31/2024	
12/30/2023	Establish CG Engagement Steering Committee to emphasize participation in FEVS, Exit Survey, and other CG Surveys and role of employee engagement in improving workforce morale, recruitment, and retention.		04/20/2023
12/30/2023	Develop 2023 CG Employee Engagement Action plan with goal to increase participation in employee feedback platforms in order to improve targeted action planning.		08/09/2023
08/30/2024	Analyze CG Exit Survey demographic data and responses for targeted populations. Provide analysis to CG-127 and SADI.		
09/30/2024	Develop a targeted employee engagement communication campaign to link current and future initiatives to employee input and engagement action plans for the total workforce.		
12/31/2024	Conduct CG Engagement Steering Committee meetings to emphasize participation in FEVS, Exit Survey, and other CG Surveys and role of employee engagement in improving workforce morale, recruitment and retention.		
12/31/2024	Improve awareness of core CG surveys and feedback platforms: FEVS, OAS, DEOCS, CIS, and Exit Survey; CG Ideas@Work.		

Target Date (mm/dd/yyyy)	Planned Activities	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
12/31/2024	Make employee survey results and CG action plan information available to the workforce.		

Report of Accomplishments

Fiscal Year	Accomplishments
2022	• The Civil Rights Directorate submitted a budget request for a contractor, conducted market research, and drafted a statement of work in an effort to procure a vendor to conduct a barrier analysis. • Implemented an internal Exit Survey, which will provide real-time results to commands. Currently, there is not enough information to address this issue for the targeted population. • Attended seven recruitment and outreach events for Hispanics and Latinos. • Attended six recruitment and outreach events for Women. • Conducted an analysis of FEVS, but there wasn't sufficient information to pull any meaningful insights. • Conducted trend analysis of recruitment, hiring, and separations data.
2023	• The Coast Guard issued Remote Work Policy October 27, 2022. In addition, an ANCHR (Advisory Notice from Civilian Human Resources) was issued on November 2, 2022, to all civilian employees announcing the Remote Work Program requirements and eligibility. • The Civil Rights Directorate worked with CG's Contracting office to procure a contractor to conduct barrier analyses. The contract was awarded late 4th quarter in FY23 and barrier analyses will begin in FY24. • The Office of Civilian Workforce Relations (CG-124) submitted a budget request to add additional resources to focus on employee engagement activities. • The Office of Civilian Workforce Relations (CG-124) established a CG Engagement Steering Committee with strategic partners in executive leadership positions to emphasize participation in FEVS, Exit Survey, and other CG Surveys and role of employee engagement in improving workforce morale, recruitment and retention. Remaining planned activities will be addressed additional steering committee meetings. • The Office of Civilian Workforce Relations (CG-124) developed the 2023 CG Employee Engagement Action plan with goal to increase participation in employee feedback platforms in order to improve targeted action planning. Further actions are incorporated as new planned activities in this report.

MD-715 – Part I.2
Agency EEO Plan to Eliminate Identified Barrier

Please describe the status of each plan that the agency implemented to identify possible barriers in policies, procedures, or practices for employees and applicants by race, ethnicity, and gender.

[x] If the agency did not conduct barrier analysis during the reporting period, please check the box.

Statement of Condition That Was a Trigger for a Potential Barrier:

Source of the Trigger	Specific Workforce Data Table	Narrative Description of Trigger
FY18 – 23 MD-715 Workforce Data Tables	Table A4-1: Participation Rates for General Schedule (GS) Grades by Race/Ethnicity and Sex (Permanent)	There was no participation at the SES level for six consecutive fiscal years (FY18 - 23) for Hispanic or Latino males, Asian males, Native Hawaiian or Pacific Islander males and females, American Indian or Alaska Native females, and males and females of Two or More races. For the same period, participation for Black or African males and females at the SES level fell below the expect ed rate greater than 1% when compared with the respective groups' participation in the permanent workforce.

EEO Group(s) Affected by Trigger

EEO Group	
All Men	
All Women	
Hispanic or Latino Males	X
Hispanic or Latino Females	
White Males	
White Females	
Black or African American Males	X
Black or African American Females	X
Asian Males	X
Asian Females	
Native Hawaiian or Other Pacific Islander Males	X
Native Hawaiian or Other Pacific Islander Females	X
American Indian or Alaska Native Males	

EEO Group	
American Indian or Alaska Native Females	X
Two or More Races Males	X
Two or More Races Females	X

Barrier Analysis Process

Sources of Data	Source Reviewed? (Yes or No)	Identify Information Collected
Workforce Data Tables	Yes	FY18 – 23 MD-715 Data Table A4-1: Participation Rates for General Schedule (GS) Grades by Race/Ethnicity and Sex (Permanent).
Complaint Data (Trends)		
Grievance Data (Trends)		
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)		
Climate Assessment Survey (e.g., FEVS)		
Exit Interview Data		
Focus Groups		
Interviews		
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)		
Other (Please Describe)		

Status of Barrier Analysis Process

Barrier Analysis Process Completed? (Yes or No)	Barrier(s) Identified? (Yes or No)
No	No

Statement of Identified Barrier(s)

Description of Policy, Procedure, or Practice

Objective(s) and Dates for EEO Plan

Objective	Date Initiated (mm/dd/yyyy)	Target Date (mm/dd/yyyy)	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
Increase the participation of minorities at the SES level to meet or exceed the respective groups' rate in the permanent workforce.	03/01/2022	08/30/2024			

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
CG-1D Deputy Assistant Commandant for Human Resources	Dr. D. M. Navarro	Yes
Civil Rights Directorate Chief, Equity, Policy, and Compliance Division	Ms. Catherine Solomon	Yes

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
03/01/2022	Create and implement an outreach plan with each SES recruitment.		02/04/2022
04/30/2023	CG-1D will send an email to all selecting officials to consider PWD, PWTD applicants when SES vacancies occur to enhance promotion.	06/10/2022	10/31/2022

Target Date (mm/dd/yyyy)	Planned Activities	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
05/31/2023	Pilot redacting names and email addresses from resumes before issuance to Rating and Ranking Panels.	05/09/2023	05/31/2023
09/30/2023	Continue implementing the Diversity Outreach Plan for SES recruitments.		09/30/2023
09/30/2023	Continue implementing the Executive Outreach Plan for SES recruitment actions.		09/30/2023
09/30/2023	Continue sending diversity organizations the link to USCG's SES job vacancy announcements to reach a wider pool of possible qualified candidates.		09/30/2023
09/30/2023	Continue posting all SES job announcements for 30 days or more to allow qualified candidates more time to apply.		09/30/2023
07/31/2024	Analyze results of redacting resumes.		

Report of Accomplishments

Fiscal Year	Accomplishments
2022	• The Civil Rights Directorate submitted a budget request for a contractor, conducted market research, and drafted a statement of work in an effort to procure a vendor to conduct a barrier analysis. • The Deputy Assistant Commandant for Human Resources sent an email to all Flag Officers and SESs to encourage recruiting and applications for a diverse candidate pool.
2023	• The Civil Rights Directorate worked with CG's Contracting office to procure a contractor to conduct barrier analyses. The contract was awarded late 4th quarter in FY23 and barrier analyses will begin in FY24. • The CG implemented a pilot of redacting names and emails from applicant resumes for the Rating and Ranking panels as a way to remove possible barriers. • The CG continued implementing the Diversity and Executive Outreach Plans for SES recruitments/actions. • The CG continued sending diversity organizations the link to USCG's SES job vacancy announcements to reach a wider pool of possible qualified candidates. • The CG continued posting all SES job announcements for 30 days or more to allow qualified candidates more time to apply.

MD-715 – Part I.3
Agency EEO Plan to Eliminate Identified Barrier

Please describe the status of each plan that the agency implemented to identify possible barriers in policies, procedures, or practices for employees and applicants by race, ethnicity, and gender.

[x] If the agency did not conduct barrier analysis during the reporting period, please check the box.

Statement of Condition That Was a Trigger for a Potential Barrier:

Source of the Trigger	Specific Workforce Data Table	Narrative Description of Trigger
MD-715 Workforce Data Tables	FY19 – 23 MD-715 Table A1: Total Workforce - Distribution by Race/Ethnicity and Sex and FY18 MD-715 Table A8: New Hires by Type of Appointment by Race/Ethnicity and Sex.	New hires for females overall, and specifically, Hispanic or Latino and White females fell below their availability in the civilian labor force greater than 1% for six consecutive fiscal years (FY18 – 23).

EEO Group(s) Affected by Trigger

EEO Group	
All Men	
All Women	
Hispanic or Latino Males	
Hispanic or Latino Females	X
White Males	
White Females	X
Black or African American Males	
Black or African American Females	
Asian Males	
Asian Females	
Native Hawaiian or Other Pacific Islander Males	

EEO Group	
Native Hawaiian or Other Pacific Islander Females	
American Indian or Alaska Native Males	
American Indian or Alaska Native Females	
Two or More Races Males	
Two or More Races Females	

Barrier Analysis Process

Sources of Data	Source Reviewed? (Yes or No)	Identify Information Collected
Workforce Data Tables	Yes	FY19 – 23 MD-715 Table A1: Total Workforce - Distribution by Race/Ethnicity and Sex and FY18 MD-715 Table A8: New Hires by Type of Appointment by Race/Ethnicity and Sex.
Complaint Data (Trends)		
Grievance Data (Trends)		
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)		
Climate Assessment Survey (e.g., FEVS)		
Exit Interview Data		
Focus Groups		
Interviews		
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)		
Other (Please Describe)		

Status of Barrier Analysis Process

Barrier Analysis Process Completed? (Yes or No)	Barrier(s) Identified? (Yes or No)
No	No

Statement of Identified Barrier(s)

Description of Policy, Procedure, or Practice

Objective(s) and Dates for EEO Plan

Objective	Date Initiated (mm/dd/yyyy)	Target Date (mm/dd/yyyy)	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
Increase the new hires rate for females overall, and specifically, Hispanic or Latino and White females to meet or exceed their availability in the civilian labor force.	09/28/2022	08/30/2024			

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
CG-1D Deputy Assistant Commandant for Human Resources	Dr. D. M. Navarro	No
Civil Rights Directorate Chief, Equity, Policy, and Compliance Division	Ms. Catherine Solomon	Yes

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
09/28/2022	Collect, review, and analyze relative data to identify recurring themes.	08/30/2024	
11/04/2022	Review and evaluate recruitment plans, initiatives, and sources.		09/30/2022
11/30/2022	Conduct trend analysis of recruitment and hiring data (including applicant flow data).		10/30/2022
12/20/2022	Review and analyze job vacancies.	04/30/2023	
12/30/2022	Develop and implement Remote Work policy.		10/27/2022
02/14/2023	Prepare report of analysis results.	05/01/2023	
03/10/2023	Develop and implement action items to reverse triggers.	08/30/2024	
12/30/2023	Establish CG Engagement Steering Committee to emphasize participation in FEVS, Exit Survey, and other CG Surveys and role of employee engagement in improving workforce morale, recruitment and retention.		04/20/2023
12/30/2023	Develop 2023 CG Employee Engagement Action plan with goal to increase participation in employee feedback platforms in order to improve targeted action planning.		08/09/2023
12/31/2024	Conduct CG Engagement Steering Committee meetings to emphasize participation in FEVS, Exit Survey, and other CG Surveys and role of employee engagement in improving workforce morale, recruitment and retention.		
09/30/2024	Develop a targeted employee engagement communication campaign to link current and future initiatives to employee input and engagement action plans for the total workforce.		
12/31/2024	Improve awareness of core CG surveys and feedback platforms: FEVS, OAS, DEOCS, CIS, and Exit Survey; CG Ideas@Work.		
12/31/2024	Make employee survey results and CG action plan information available to the workforce.		

Report of Accomplishments

Fiscal Year	Accomplishments
2022	• The Civil Rights Directorate submitted a budget request for a contractor, conducted market research, and drafted a statement of work in an effort to procure a vendor to conduct a barrier analysis. • Office of Civilian Human Resources, Diversity and Leadership Directorate (CG-12) completed trend analysis for recruitment and hiring data and provided to leadership. • The Coast Guard issued its Remote Work Policy October 27, 2022. In addition, an ANCHR (Advisory Notice from Civilian Human Resources) was issued on November 2, 2022, to all civilian employees announcing the Remote Work Program requirements and eligibility.
2023	• The Civil Rights Directorate worked with CG's Contracting office to procure a contractor to conduct barrier analyses. The contract was awarded late 4th quarter in FY23 and barrier analyses will begin in FY24. • The Office of Civilian Workforce Relations (CG-124) submitted a budget request to add additional resources to focus on employee engagement activities. • The Office of Civilian Workforce Relations (CG-124) established a CG Engagement Steering Committee with strategic partners in executive leadership positions to emphasize participation in FEVS, Exit Survey, and other CG Surveys and role of employee engagement in improving workforce morale, recruitment and retention. Remaining planned activities will be addressed additional steering committee meetings. • The Office of Civilian Workforce Relations (CG-124) developed the 2023 CG Employee Engagement Action plan with goal to increase participation in employee feedback platforms in order to improve targeted action planning. Further actions are incorporated as new planned activities in this report.

MD-715 – Part I.4
Agency EEO Plan to Eliminate Identified Barrier

Please describe the status of each plan that the agency implemented to identify possible barriers in policies, procedures, or practices for employees and applicants by race, ethnicity, and gender.

[x] If the agency did not conduct barrier analysis during the reporting period, please check the box.

Statement of Condition That Was a Trigger for a Potential Barrier:

Source of the Trigger	Specific Workforce Data Table	Narrative Description of Trigger
MD-715 Workforce Data Tables	FY19 – 23 MD-715 Table A1: Total Workforce - Distribution by Race/Ethnicity and Sex and FY18 MD-715 Table A14: Separations by Type of Separation by Race/Ethnicity and Sex.	Female separations, in general, and specifically, White, Hispanic or Latino, and Black or African Americans females separated at rates higher than their participation in the permanent workforce.

EEO Group(s) Affected by Trigger

EEO Group	
All Men	
All Women	
Hispanic or Latino Males	
Hispanic or Latino Females	X
White Males	
White Females	X
Black or African American Males	
Black or African American Females	X
Asian Males	
Asian Females	
Native Hawaiian or Other Pacific Islander Males	
Native Hawaiian or Other Pacific Islander Females	
American Indian or Alaska Native Males	

EEO Group	
American Indian or Alaska Native Females	
Two or More Races Males	
Two or More Races Females	

Barrier Analysis Process

Sources of Data	Source Reviewed? (Yes or No)	Identify Information Collected
Workforce Data Tables	Yes	FY19 – 23 MD-715 Table A1: Total Workforce - Distribution by Race/Ethnicity and Sex and FY18 MD-715 Table A14: Separations by Type of Separation by Race/Ethnicity and Sex.
Complaint Data (Trends)		
Grievance Data (Trends)		
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)		
Climate Assessment Survey (e.g., FEVS)		
Exit Interview Data		
Focus Groups		
Interviews		
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)		
Other (Please Describe)		

Status of Barrier Analysis Process

Barrier Analysis Process Completed? (Yes or No)	Barrier(s) Identified? (Yes or No)
No	No

Statement of Identified Barrier(s)

Description of Policy, Procedure, or Practice

Objective(s) and Dates for EEO Plan

Objective	Date Initiated (mm/dd/yyyy)	Target Date (mm/dd/yyyy)	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
Decrease the separation rate for White, Hispanic or Latino, and Black or African Americans females to below the respective groups' participation in the permanent workforce.	04/06/2022	08/30/2024			

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Chief, Office of Workforce Relations (CG-124)	Ms. Kathryn Jones	Yes
Civil Rights Directorate Chief, Equity, Policy, and Complaints Division	Ms. Catherine Solomon	Yes

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
04/06/2022	Collect, review, and analyze relative data to identify recurring themes.		04/06/2022
05/13/2022	Review and analyze exit survey data.		05/13/2022
12/30/2022	Develop and implement Remote Work Policy.		10/27/2022

Target Date (mm/dd/yyyy)	Planned Activities	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
01/30/2023	Issue Remote Work Program guidance and program requirements to civilian workforce.		11/02/2022
12/30/2023	Establish CG Engagement Steering Committee to emphasize participation in FEVS, Exit Survey, and other CG Surveys and role of employee engagement in improving workforce morale, recruitment and retention.		04/20/2023
12/30/2023	Develop 2023 CG Employee Engagement Action plan with goal to increase participation in employee feedback platforms in order to improve targeted action planning.		08/09/2023
12/31/2024	Conduct CG Engagement Steering Committee meetings to emphasize participation in FEVS, Exit Survey, and other CG Surveys and role of employee engagement in improving workforce morale, recruitment and retention.		
09/30/2024	Develop a targeted employee engagement communication campaign to link current and future initiatives to employee input and engagement action plans for the total workforce.		
12/31/2024	Improve awareness of core CG surveys and feedback platforms: FEVS, OAS, DEOCS, CIS, and Exit Survey; CG Ideas@Work.		
12/31/2024	Make employee survey results and CG action plan information available to the workforce.		

Report of Accomplishments

Fiscal Year	Accomplishments
2022	• The Civil Rights Directorate submitted a budget request for a contractor, conducted market research, and drafted a statement of work in an effort to procure a vendor to conduct a barrier analysis. • The CG implemented its internal Exit Survey which provides real-time separations information/data that will be used to help leaders make more informed decisions on retaining talent. • The Coast Guard issued Remote Work Policy October 27, 2022. In addition, an ANCHR (Advisory Notice from Civilian Human Resources) was issued on November 2, 2022, to all civilian employees announcing the Remote Work Program requirements and eligibility.

2023	• The Civil Rights Directorate worked with CG's Contracting office to procure a contractor to conduct barrier analyses. The contract was awarded late 4th quarter in FY23 and barrier analyses will begin in FY24. • The Office of Civilian Workforce Relations (CG-124) submitted a budget request to add additional resources to focus on employee engagement activities. • The Office of Civilian Workforce Relations (CG-124) established a CG Engagement Steering Committee with strategic partners in executive leadership positions to emphasize participation in FEVS, Exit Survey, and other CG Surveys and role of employee engagement in improving workforce morale, recruitment and retention. Further actions are incorporated as new planned activities in this report. • The Office of Civilian Workforce Relations (CG-124) developed the 2023 CG Employee Engagement Action plan with goal to increase participation in employee feedback platforms in order to improve targeted action planning. Further actions are incorporated as new planned activities in this report.

MD-715 – Part I.5
Agency EEO Plan to Eliminate Identified Barrier

[x] If the agency did not conduct barrier analysis during the reporting period, please check the box.

Statement of Condition That Was a Trigger for a Potential Barrier:

Source of the Trigger	Specific Workforce Data Table	Narrative Description of Trigger
MD-715 Workforce Data Tables	FY19 – 23 MD-715 Table A9: Employee Recognition and Awards - Distribution by Race/Ethnicity and Sex and FY18 MD-715 Table A13: Employee Recognition and Awards - Distribution by Race/Ethnicity and Sex.	Quality step increases (QSI) for Hispanic or Latino males and females, Black or African American males, and Native Hawaiian or Other Pacific Islander males and females average award for QSI's was below the average benefit given to all employees. (Note: FY23 showed a trigger for females overall, and all female groups (except Black or African American Females))

EEO Group(s) Affected by Trigger

EEO Group	
All Men	
All Women	
Hispanic or Latino Males	X
Hispanic or Latino Females	X
White Males	
White Females	
Black or African American Males	X
Black or African American Females	
Asian Males	
Asian Females	
Native Hawaiian or Other Pacific Islander Males	X
Native Hawaiian or Other Pacific Islander Females	X
American Indian or Alaska Native Males	

EEO Group	
American Indian or Alaska Native Females	
Two or More Races Males	
Two or More Races Females	

Barrier Analysis Process

Sources of Data	Source Reviewed? (Yes or No)	Identify Information Collected
Workforce Data Tables	Yes	FY19 – 23 MD-715 Table A9: Employee Recognition and Awards - Distribution by Race/Ethnicity and Sex and FY18 MD-715 Table A13: Employee Recognition and Awards - Distribution by Race/Ethnicity and Sex.
Complaint Data (Trends)		
Grievance Data (Trends)		
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)		
Climate Assessment Survey (e.g., FEVS)		
Exit Interview Data		
Focus Groups		
Interviews		
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)		
Other (Please Describe)		

Status of Barrier Analysis Process

Barrier Analysis Process Completed? (Yes or No)	Barrier(s) Identified? (Yes or No)
No	No

Statement of Identified Barrier(s)

Description of Policy, Procedure, or Practice

Objective(s) and Dates for EEO Plan

Objective	Date Initiated (mm/dd/yyyy)	Target Date (mm/dd/yyyy)	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
Increase quality step increases (QSI) average award benefit for Hispanic or Latino males and females, African American males, and Native Hawaiian or Other Pacific Islander males and females to meet or exceed the QSI average benefit given to all employees.	05/30/2022	09/30/2024			

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Chief, Office of Workforce Relations (CG-124)	Ms. Kathryn Jones	Yes
Civil Rights Directorate Chief, Equity, Policy, and Complaints Division	Ms. Catherine Solomon	Yes

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
05/30/2022	Conduct trend analysis of QSI distribution data.		05/30/2022

Target Date (mm/dd/yyyy)	Planned Activities	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
10/15/2022	Review policy and procedures, and application of such.		10/15/2022
09/30/2024	Update policy to include language for equitable distribution of QSI's.		
09/30/2024	Distribute revised policy to all employees.		
09/30/2024	Post revised policy to internal website.		

Report of Accomplishments

Fiscal Year	Accomplishments
2022	• The Civil Rights Directorate submitted a budget request for a contractor, conducted market research, and drafted a statement of work in an effort to procure a vendor to conduct a barrier analysis. • The Office of Workforce Relations began the process of updating CG's Civilian Awards manual and plan to include language on ensuring fair distribution of awards and QSI's. • Conducted trend analysis of QSI distribution data.
2023	• The Civil Rights Directorate worked with CG's Contracting office to procure a contractor to conduct barrier analyses. The contract was awarded late 4th quarter in FY23 and barrier analyses will begin in FY24. • The Office of Civilian Workforce Relations (CG-124) is on track to meet its goal to update the policy to include language for equitable distribution of QSI's. • Additional planned activities developed to ensure employee and supervisor awareness of updated policy.

MD-715 – Part J

Special Program Plan for the Recruitment, Hiring, Advancement, and Retention of Persons with Disabilities

To capture agencies' affirmative action plan for persons with disabilities (PWD) and persons with targeted disabilities (PWTD), EEOC regulations (29 C.F.R. § 1614.203(e)) and MD-715 require agencies to describe how their plan will improve the recruitment, hiring, advancement, and retention of applicants and employees with disabilities. All agencies, regardless of size, must complete this Part of the MD-715 report.

Section I: Efforts to Reach Regulatory Goals

EEOC regulations (29 C.F.R. § 1614.203(d)(7)) require agencies to establish specific numerical goals for increasing the participation of persons with reportable and targeted disabilities in the federal government.

1. Using the goal of 12% as the benchmark, does your agency have a trigger involving PWD by grade level cluster in the permanent workforce? If "yes", describe the trigger(s) in the text box.

a.	Cluster GS-1 to GS-10 (PWD)	Yes	No X
b.	Cluster GS-11 to SES (PWD)	Yes	No X

2. Using the goal of 2% as the benchmark, does your agency have a trigger involving PWTD by grade level cluster in the permanent workforce? If "yes", describe the trigger(s) in the text box.

a.	Cluster GS-1 to GS-10 (PWTD)	Yes	No X
b.	Cluster GS-11 to SES (PWTD)	Yes	No X

3. Describe how the agency has communicated the numerical goals to the hiring managers and/or recruiters.

The USCG establishes expected goals at the beginning of the performance year. In addition, all HR leadership includes performance elements related to meeting or achieving this goal. Therefore, communication and training associated with this goal is communicated to hiring

managers frequently through recruitment consultation and guidance memo throughout the year.

Section II: Model Disability Program

Pursuant to 29 C.F.R. §1614.203(d)(1), agencies must ensure sufficient staff, training and resources to recruit and hire persons with disabilities and persons with targeted disabilities, administer the reasonable accommodation program and special emphasis program, and oversee any other disability hiring and advancement program the agency has in place.

A. PLAN TO PROVIDE SUFFICIENT & COMPETENT STAFFING FOR THE DISABILITY PROGRAM

Has the agency designated sufficient qualified personnel to implement its disability program during the reporting period? If "no", describe the agency's plan to improve the staffing for the upcoming year.

Yes X No

The DPM left mid FY 23 and the agency reclassified the position from Attorney to EEO Specialist and announced the position. A selection was made in the fourth quarter of FY23 with anticipated onboarding at the beginning of the next fiscal year.

Identify all staff responsible for implementing the agency's disability employment program by the office, staff employment status, and responsible official.

Disability Program Task	# of FTE Staff by Employment Status			Responsible Official (Name, Title, Office, Email)
	Full Time	Part Time	Collateral Duty	
Processing applications from PWD and PWTD	0	0	1	Joint collateral responsibilities depending on the method the applications are received.
	0	0	1	Victoria Council HR Manager (NAF) CG Community Services Command Victoria.Council@cgexchange.org
Answering questions from the public about hiring authorities that take disability into account	0	0	1	Office of Civilian Workforce Management Recruitment Team, civjobs@uscg.mil

	0	0	1	Victoria Council HR Manager (NAF) CG Community Services Command Victoria.Council@cgexchange.org
Processing reasonable accommodation requests from applicants and employees	1	0	0	Eduardo A. Zayas, Acting Persons with Disabilities Program Manager, Civil Rights Directorate CivilRightsRA@uscg.mil
	0	0	1	Kristi Mowry HR Manager (NAF) CG Community Services Command Kristi.Mowry@cgexchange.org
Section 508 Compliance	1	1	0	Dr. Eleanor Thompson, Branch Chief, Section 508 Program Management, Section.508@uscg.mil
Architectural Barriers Act Compliance	1	0	0	LCDR Nicholas Herndon Facilities Engineer Nicholas.D.Herndon@uscg.mil
Special Emphasis Program for PWD and PWTD	1	0	0	Eduardo A. Zayas, Acting Persons with Disabilities Program Manager, Civil Rights Directorate CivilRightsRA@uscg.mil

Has the agency provided disability program staff with sufficient training to carry out their responsibilities during the reporting period? If "yes", describe the training that disability program staff have received. If "no", describe the training planned for the upcoming year.

Yes No X

The DPM left mid FY 23 and the agency announced the position. A selection was made in the fourth quarter of FY23 for onboarding at the beginning of the next fiscal year.

B. PLAN TO ENSURE SUFFICIENT FUNDING FOR THE DISABILITY PROGRAM

Has the agency provided sufficient funding and other resources to successfully implement the disability program during the reporting period? If "no", describe the agency's plan to ensure all aspects of the disability program have sufficient funding and other resources.

Yes X No

The CG continued to provide sufficient funding and other resources that aided in successfully implementing its disability program.

Section III: Plan to Recruit and Hire Individuals with Disabilities

Pursuant to 29 C.F.R. § 1614.203(d)(1)(i) and (ii), agencies must establish a plan to increase the recruitment and hiring of individuals with disabilities. The questions below are designed to identify outcomes of the agency's recruitment program plan for PWD and PWTD.

A. PLAN TO IDENTIFY JOB APPLICANTS WITH DISABILITIES

1. Describe the programs and resources the agency uses to identify job applicants with disabilities, including individuals with targeted disabilities.

The Selective Placement Program Coordinator in the Office of Civilian Human Resources Workforce Management is the POC for Schedule A applicants. The coordinator works closely with the Office of Civilian Human Resources Operations and shares applicants' resumes who have applied to the JOA on USAJOBS as an opportunity to apply Schedule A to eligible applicants.

2. Pursuant to 29 C.F.R. § 1614.203(a)(3), describe the agency's use of hiring authorities that take disability into account (e.g., Schedule A) to recruit PWD and PWTD for positions in the permanent workforce.

Individuals requesting consideration as Schedule A persons with disabilities applicants are encouraged to apply for all USCG job openings that are posted. The vacancy announcements clearly communicate to all applicants how to apply using the Schedule A authority or any other non-competitive authority such as 30% or more disabled veteran. Coast Guard hiring managers are encouraged to use the 30% or more disabled veterans and the Schedule A hiring authorities. Hiring managers may contact the CG Selective Placement Program Coordinator or the Veterans Employment Manager to discuss hiring authorities and to develop recruitment strategies to hire persons with disabilities using the Schedule A and 30% or more disabled veterans hiring authority.

3. When individuals apply for a position under a hiring authority that takes disability into account (e.g., Schedule A), explain how the agency (1) determines if the individual is eligible for appointment under such authority and (2) forwards the individual's application to the relevant hiring officials with an explanation of how and when the individual may be appointed.

Applicants who self-disclose their disability, provide the appropriate documentation, and are determined qualified for the position are referred to the selecting official with other non-competitive eligibles.

4. Has the agency provided training to all hiring managers on the use of hiring authorities that take disability into account (e.g., Schedule A)? If "yes", describe the type(s) of training and frequency. If "no", describe the agency's plan to provide this training.

Yes X No N/A

The Learning Management System (LMS) provides annual training to hiring managers/supervisors on the use of hiring authorities that include Schedule A hiring.

B. PLAN TO ESTABLISH CONTACTS WITH DISABILITY EMPLOYMENT ORGANIZATIONS

Describe the agency's efforts to establish and maintain contacts with organizations that assist PWD, including PWTD, in securing and maintaining employment.

The Office of Civilian Human Resources Workforce Management has taken a proactive approach to recruitment. The CG reached out to all Vocational Rehabilitation agencies in the DC Metro area and held informational sessions on how to navigate USAJOBS, mock interviewing, and how to write a Federal resume. FY23 included two (2) informational PWD sessions and five (5) recruitment events for PWD.

C. PROGRESSION TOWARDS GOALS (RECRUITMENT AND HIRING)

1. Using the goals of 12% for PWD and 2% for PWTD as the benchmarks, do triggers exist for PWD and/or PWTD among the new hires in the permanent workforce? If "yes", please describe the triggers below.

   a. New Hires for Permanent Workforce (PWD) Yes No X
   b. New Hires for Permanent Workforce (PWTD) Yes No X

2. Using the qualified applicant pool as the benchmark, do triggers exist for PWD and/or PWTD among the new hires for any of the mission-critical occupations (MCO)? If "yes", please describe the triggers below.

a. New Hires for MCO (PWD) Yes No X
b. New Hires for MCO (PWTD) Yes X No

The qualified applicant pool (QAP) rate among new hires for the Information Technology (IT) MCO for PWTD was 1.69% compared with their selection rate of 1.64%. PWTD new hires for the IT MCO was slightly lower than their participation rate among the QAP.

3. Using the relevant applicant pool as the benchmark, do triggers exist for PWD and/or PWTD among the qualified *internal* applicants for any of the mission-critical occupations (MCO)? If "yes", please describe the triggers below.

a. Qualified Applicants for MCO (PWD) Yes No
b. Qualified Applicants for MCO (PWTD) Yes No

Relevant applicant pool data was not available for comparison to qualified internal applicants.

4. Using the qualified applicant pool as the benchmark, do triggers exist for PWD and/or PWTD among employees promoted to any of the mission-critical occupations (MCO)? If "yes", please describe the triggers below.

a. Promotions for MCO (PWD) Yes No X
b. Promotions for MCO (PWTD) Yes X No

The QAP rate for promotion for the Information Technology (IT) MCO for PWTD was 1.04% compared with their selection rate of 0%. PWTD promotions for the IT MCO was lower than their participation rate among the QAP.

Section IV: Plan to Ensure Advancement Opportunities for Employees with Disabilities

Pursuant to 29 C.F.R §1614.203(d)(1)(iii), agencies are required to provide sufficient advancement opportunities for employees with disabilities. Such activities might include

specialized training and mentoring programs, career development opportunities, awards programs, promotions, and similar programs that address advancement. In this section, agencies should identify, and provide data on programs designed to ensure advancement opportunities for employees with disabilities.

A. ADVANCEMENT PROGRAM PLAN

Describe the agency's plan to ensure PWD, including PWTD, have sufficient opportunities for advancement.

The CG Civilian Career Management Team (CCMT) advertises professional and leadership development opportunities, detail opportunities, and provides career mapping information. CG employees are able to view and apply to detail opportunities online through the CCMT website.

B. CAREER DEVELOPMENT OPPORTUNITIES

Please describe the career development opportunities that the agency provides to its employees.

The CG provides a variety of career and leadership development opportunities for its employees. These include an open enrollment for the mentoring program, leadership training programs and other career training programs. The CG tracks selectees and available program seats but does not track individual applicants for programs except for the mentoring program, where enrollment is open to every person who applies on an open basis. All information in the mentoring program is self-submitted and unverified. There are no applicants or selectees as used in the below table. The mentoring program is creating a disability focused online community to connect and empower both members with PWD and PWTD, as well as their peers and supervisors.

In the table below, please provide the data for career development opportunities that require competition and/or supervisory recommendation/approval to participate. [Collection begins with the FY 2018 MD-715 report, which is due on February 28, 2019.]

Career Development Opportunities	Total Participants		PWD		PWTD	
	Applicants (#)	Selectees (#)	Applicants (%)	Selectees (%)	Applicants (%)	Selectees (%)
Internship Programs	N/A	N/A	N/A	N/A	N/A	N/A
Fellowship Programs	N/A	N/A	N/A	N/A	N/A	N/A
Mentoring Programs	----------	----------	----------	----------	----------	----------

Coaching Programs	N/A	N/A	N/A	N/A	N/A	N/A
Training Programs	----------	----------	----------	----------	----------	----------
Detail Programs	----------	----------	----------	----------	----------	----------
Other Career Development Programs	N/A	N/A	N/A	N/A	N/A	N/A

3. Do triggers exist for PWD among the applicants and/or selectees for any of the career development programs? (The appropriate benchmarks are the relevant applicant pool for the applicants and the applicant pool for selectees.) If "yes", describe the trigger(s) in the text box.

a. Applicants (PWD) Yes No N/A X
b. Selections (PWD) Yes No N/A X

The CG does not offer a career development program that would qualify participants for a promotion to a senior grade level upon completion.

4. Do triggers exist for PWTD among the applicants and/or selectees for any of the career development programs identified? (The appropriate benchmarks are the relevant applicant pool for applicants and the applicant pool for selectees.) If "yes", describe the trigger(s) in the text box.

a. Applicants (PWTD) Yes No N/A X
b. Selections (PWTD) Yes No N/A X

The CG does not offer a career development program that would qualify participants for a promotion to a senior grade level upon completion.

C. AWARDS

1. Using the inclusion rate as the benchmark, does your agency have a trigger involving PWD and/or PWTD for any level of the time-off awards, bonuses, or other incentives? If "yes", please describe the trigger(s) in the text box. Note: Time-off (five levels)/Cash (seven levels)

a. Awards, Bonuses, & Incentives (PWD) Yes X No
b. Awards, Bonuses, & Incentives (PWTD) Yes X No

For time-off awards 1-10 hours, PWD and PWTD inclusion rate was 4.20% and 1.93% respectively. Persons with no disabilities rate was 4.36%. Therefore, a trigger exists for PWD and PWTD.

Cash awards $500 and under for PWD and PWTD inclusion was 23.10% and 18.96% respectively compared with person with no disabilities rate of 25.37%; cash awards $501 - $599 PWD and PWTD inclusion rate was 17.75% and 16.82% respectively compared with person with no disabilities rate of 19.60%; cash awards $2,000 to $2,999 inclusion rate for PWD was 11.90% and 11.62% for PWTD compared with persons with no disabilities rate of 12.88%; cash awards $3,000 - $3,999 inclusion rate for PWD and PWTD was 20.36% and 19.27% respectively compared with persons with no disability rate of 21.35%; cash awards $4,000 - $4,999 inclusion rate for PWD was 10.28% compared with persons with no disability rate of 10.97%; and cash award $5,000 and over inclusion rate for PWD and PWTD was 7.60% and 8.26% respectively compared with persons with no disability rate of 8.94%. A trigger exists for multiple cash award categories.

2. Using the inclusion rate as the benchmark, does your agency have a trigger involving PWD and/or PWTD for quality step increases or performance-based pay increases? If “yes”, please describe the trigger(s) in the text box.

a. Pay Increases (PWD)	Yes	No X
b. Pay Increases (PWTD)	Yes X	No

The inclusion rate for PWTD quality step increases (QSI) was 2.14% compared with persons with no disabilities rate of 2.48%. PWTD inclusion rate for QSIs was lower than persons with no disability. A trigger exists.

3. If the agency has other types of employee recognition programs, are PWD and/or PWTD recognized disproportionately less than employees without disabilities? (The appropriate benchmark is the inclusion rate.) If “yes”, describe the employee recognition program and relevant data in the text box.

a. Other Types of Recognition (PWD)	Yes	No	N/A X
b. Other Types of Recognition (PWTD)	Yes	No	N/A X

The Coast Guard did not have any other types of employee recognition programs.

D. PROMOTIONS

1. Does your agency have a trigger involving PWD among the qualified *internal* applicants and/or selectees for promotions to the senior grade levels? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) For non-GS pay plans, please use the approximate senior grade levels. If "yes", describe the trigger(s) in the text box.

   a. SES

      i. Qualified Internal Applicants (PWD) (Relevant applicant pool data not available)

      ii. Internal Selections (PWD) Yes X No

   b. Grade GS-15

      i. Qualified Internal Applicants (PWD) (Relevant applicant pool data not available)

      ii. Internal Selections (PWD) Yes No X

   c. Grade GS-14

      i. Qualified Internal Applicants (PWD) (Relevant applicant pool data not available)

      ii. Internal Selections (PWD) Yes No X

   d. Grade GS-13

      i. Qualified Internal Applicants (PWD) (Relevant applicant pool data not available)

      ii. Internal Selections (PWD) Yes No X

a. SES - (i) Relevant applicant pool data was not available for comparison. (ii) PWD qualified applicant pool rate was 2.00% compared with their 0% selection rate. A trigger exists.
b. GS-15 (i) Relevant applicant pool data was not available for comparison.
c. GS-14 (i) Relevant applicant pool data was not available for comparison.
d. GS-13 (i) Relevant applicant pool data was not available for comparison.

2. Does your agency have a trigger involving PWTD among the qualified *internal* applicants and/or selectees for promotions to the senior grade levels? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) For non-GS pay plans, please use the approximate senior grade levels. If "yes", describe the trigger(s) in the text box.

   a. SES

      i. Qualified Internal Applicants (PWTD) (Relevant applicant pool data not available)

      ii. Internal Selections (PWTD) Yes X No

   b. Grade GS-15

      i. Qualified Internal Applicants (PWTD) (Relevant applicant pool data not available)

      ii. Internal Selections (PWTD) Yes X No

   c. Grade GS-14

      i. Qualified Internal Applicants (PWTD) (Relevant applicant pool data not available)

      ii. Internal Selections (PWTD) Yes X No

   d. Grade GS-13

      i. Qualified Internal Applicants (PWTD) (Relevant applicant pool data not available)

      ii. Internal Selections (PWTD) Yes No X

a. SES - (i) Relevant applicant pool data was not available for comparison.
   (ii) PWTD qualified applicant pool rate was 1.11% compared with their 0% selection rate. A trigger exists.
b. GS-15 - (i) Relevant applicant pool data was not available for comparison.
   (ii) PWTD qualified applicant pool rate was 2.30% compared with their 0% selection rate. A trigger exists.
c. GS-14 - (i) Relevant applicant pool data was not available for comparison.
   (ii) PWTD qualified applicant pool rate was 2.12% compared with their selection rate of 1.85%. A trigger exists.
d. GS-13 - (i) Relevant applicant pool data was not available for comparison.

3. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWD among the new hires to the senior grade levels? For non-GS pay plans, please use the approximate senior grade levels. If "yes", describe the trigger(s) in the text box.

a.	New Hires to SES (PWD)	Yes	No X
b.	New Hires to GS-15 (PWD)	Yes	No X
c.	New Hires to GS-14 (PWD)	Yes	No X
d.	New Hires to GS-13 (PWD)	Yes	No X

4. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWTD among the new hires to the senior grade levels? For non-GS pay plans, please use the approximate senior grade levels. If "yes", describe the trigger(s) in the text box.

a.	New Hires to SES (PWTD)	Yes X	No
b.	New Hires to GS-15 (PWTD)	Yes X	No
c.	New Hires to GS-14 (PWTD)	Yes	No X
d.	New Hires to GS-13 (PWTD)	Yes	No X

a. SES – The new hires qualified applicant pool rate for PWTD was 0.60% compared to their 0% selection rate. A trigger exists.

b. GS-15 - The new hires qualified applicant pool rate for PWTD was 0.65% compared to their 0% selection rate. A trigger exists.

5. Does your agency have a trigger involving PWD among the qualified *internal* applicants and/or selectees for promotions to supervisory positions? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) If "yes", describe the trigger(s) in the text box.

a. Executives

i. Qualified Internal Applicants (PWD)	(Relevant applicant pool data not available)	
ii. Internal Selections (PWD)	Yes	No X

b. Managers

i. Qualified Internal Applicants (PWD)	(Relevant applicant pool not available)	
ii. Internal Selections (PWD)	Yes	No X

c. Supervisors

i. Qualified Internal Applicants (PWD)	(Relevant applicant pool data not available)	
ii. Internal Selections (PWD)	Yes	No X

a. Executives - (i) Relevant applicant pool data was not available for comparison.
b. Managers - (i) Relevant applicant pool data was not available for comparison.
c. Supervisors - (i) Relevant applicant pool data was not available for comparison.

6. Does your agency have a trigger involving PWTD among the qualified *internal* applicants and/or selectees for promotions to supervisory positions? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) If “yes”, describe the trigger(s) in the text box.

a. Executives

i. Qualified Internal Applicants (PWTD)	(Relevant applicant pool data not available)	
ii. Internal Selections (PWTD)	Yes	No X

b. Managers

i. Qualified Internal Applicants (PWTD)	(Relevant applicant pool data not available)	
ii. Internal Selections (PWTD)	Yes	No X

c. Supervisors

i. Qualified Internal Applicants (PWTD)	(Relevant applicant pool data not available)	
ii. Internal Selections (PWTD)	Yes	No X

a. Executives - (i) Relevant applicant pool data was not available for comparison.
b. Managers - (i) Relevant applicant pool data was not available for comparison.
c. Supervisors - (i) Relevant applicant pool data was not available for comparison.

7. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWD among the selectees for new hires to supervisory positions? If “yes”, describe the trigger(s) in the text box.

a. New Hires for Executives (PWD)	Yes	No X
b. New Hires for Managers (PWD)	Yes	No X
c. New Hires for Supervisors (PWD)	Yes	No X

8. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWTD among the selectees for new hires to supervisory positions? If “yes”, describe the trigger(s) in the text box.

a.	New Hires for Executives (PWTD)	Yes X	No
b.	New Hires for Managers (PWTD)	Yes	No X
c.	New Hires for Supervisors (PWTD)	Yes	No X

a. Executives - The new hires qualified applicant pool rate for PWTD was 0.25% compared to their 0% selection rate. A trigger exists.

Section V: Plan to Improve Retention of Persons with Disabilities

To be a model employer for persons with disabilities, agencies must have policies and programs in place to retain employees with disabilities. In this section, agencies should: (1) analyze workforce separation data to identify barriers retaining employees with disabilities; (2) describe efforts to ensure accessibility of technology and facilities; and (3) provide information on the reasonable accommodation program and workplace personal assistance services.

A. VOLUNTARY AND INVOLUNTARY SEPARATIONS

1. In this reporting period, did the agency convert all eligible Schedule A employees with a disability into the competitive service after two years of satisfactory service (5 C.F.R. § 213.3102(u)(6)(i))? If “no”, please explain why the agency did not convert all eligible Schedule A employees.

Yes No X N/A

The CG converted 4 (12%) of 33 eligible Schedule A employees after two years of satisfactory performance.

2. Using the inclusion rate as the benchmark, did the percentage of PWD among voluntary and involuntary separations exceed that of persons without disabilities? If “yes”, describe the trigger below.

a.	Voluntary Separations (PWD)	Yes X	No
b.	Involuntary Separations (PWD)	Yes	No X

The voluntary and involuntary separation inclusion rate for PWD was 6.78% and 2.32%. The voluntary and involuntary separation rate for employees without disabilities was 6.56% and 2.33% respectively. PWD voluntarily separated at rates higher than persons without disabilities. A trigger exist for PWD among voluntary separations.

3. Using the inclusion rate as the benchmark, did the percentage of PWTD among voluntary and involuntary separations exceed that of persons without targeted disabilities? If "yes", describe the trigger below.

a. Voluntary Separations (PWTD)	Yes X	No
b. Involuntary Separations (PWTD)	Yes	No X

The voluntary and involuntary separation inclusion rate for PWTD was 8.26% and 2.14%. The voluntary and involuntary separation rate for employees without disabilities was 6.56% and 2.33% respectively. PWTD voluntarily separated at a rate higher than persons without disabilities. A trigger exist for PWTD among voluntary separations.

4. If a trigger exists involving the separation rate of PWD and/or PWTD, please explain why they left the agency using exit interview results and other data sources.

Office of Workforce Relations is gathering preliminary information in Exit Surveys through root cause analysis to examine trends.

B. ACCESSIBILITY OF TECHNOLOGY AND FACILITIES

Pursuant to 29 C.F.R. § 1614.203(d)(4), federal agencies are required to inform applicants and employees of their rights under Section 508 of the Rehabilitation Act of 1973 (29 U.S.C. § 794(b), concerning the accessibility of agency technology, and the Architectural Barriers Act of 1968 (42 U.S.C. § 4151-4157), concerning the accessibility of agency facilities. In addition, agencies are required to inform individuals where to file complaints if other agencies are responsible for a violation.

1. Please provide the internet address on the agency's public website for its notice explaining employees' and applicants' rights under Section 508 of the Rehabilitation Act, including a description of how to file a complaint.

The internet address is as follows: https://www.uscg.mil/access/access/

2. Please provide the internet address on the agency's public website for its notice explaining employees' and applicants' rights under the Architectural Barriers Act, including a description of how to file a complaint.

The internet address is as follows: https://www.uscg.mil/access/access/

3. Describe any programs, policies, or practices that the agency has undertaken, or plans on undertaking over the next fiscal year, designed to improve accessibility of agency facilities and/or technology.

In FY23, the CG initiated the review of its reasonable accommodation policy and forms for purposes of incorporating recent changes outlined in the Pregnant Workers Fairness Act (PWFA) and the Providing Urgent Maternal Protections (PUMP) For Nursing Mothers Act. The review was delayed due to the subsequent DPM vacancy. Continuation of the review and updating the policy are planned for FY24. Also, the CG continues to explore a reasonable accommodations database with robust features that offer interactive secure communications with privacy protection for information or documents.

C. REASONABLE ACCOMMODATION PROGRAM

Pursuant to 29 C.F.R. § 1614.203(d)(3), agencies must adopt, post on their public website, and make available to all job applicants and employees, reasonable accommodation procedures.

1. Please provide the average timeframe for processing initial requests for reasonable accommodations during the reporting period. (Please do not include previously approved requests with repetitive accommodations, such as interpreting services.)

The average timeframe for processing initial requests for reasonable accommodations for all USCG regions was approximately 10 days (10.48).

2. Describe the effectiveness of the policies, procedures, or practices to implement the agency's reasonable accommodation program. Some examples of an effective program include timely processing requests, timely providing approved accommodations, conducting training for managers and supervisors, and monitoring accommodation requests for trends.

Enforcing the practice of reducing the amount of time each region processes reasonable accommodation requests has resulted in a faster processing time from 30 days or more to under 15 days. The agency has established conversations with the union with the intent to established an agreement in raising the Agency standard Reasonable process time from 15 business day to 30 business days. This action would help the agency to be more effective processing the RA requests withing the legal requirements. This practice includes ensuring that each region reports monthly to HQ on the number or reasonable accommodation requests received, time frames from the receipt of the request to temporary accommodation (if provided) to denial or approval of the request, and any other tolling of the time (search for reassignment, medical documentation pending receipt). Additionally, the Disability Program Manager monitors processing times quarterly and notifies CG regions if their processing of reasonable accommodation requests are too slow or if they are right on track, while also reaching out to each regional director to provide any additional assistance or training if they are exceeding the 15-day processing time.

D. PERSONAL ASSISTANCE SERVICES ALLOWING EMPLOYEES TO PARTICIPATE IN THE WORKPLACE

Pursuant to 29 C.F.R. § 1614.203(d)(5), federal agencies, as an aspect of affirmative action, are required to provide personal assistance services (PAS) to employees who need them because of a targeted disability, unless doing so would impose an undue hardship on the agency.

1. Describe the effectiveness of the policies, procedures, or practices to implement the PAS requirement. Some examples of an effective program include timely processing requests for PAS, timely providing approved services, conducting training for managers and supervisors, and monitoring PAS requests for trends.

While the Agency did not receive any PAS requests in FY23, the CG continued to provide CRA training to managers, supervisors, and employees which covers PAS to ensure and promote awareness of this option.

Section VI: EEO Complaint and Findings Data

A. EEO COMPLAINT DATA INVOLVING HARASSMENT

1. During the last fiscal year, did a higher percentage of PWD file a formal EEO complaint alleging harassment, as compared to the government-wide average?

Yes No X N/A

USCG FY23: 17.07%

Federal FY23: 23.12%

2. During the last fiscal year, did any complaints alleging harassment based on disability status result in a finding of discrimination or a settlement agreement?

Yes No X N/A

1 Settlements during the formal stage.

3. If the agency had one or more findings of discrimination alleging harassment based on disability status during the last fiscal year, please describe the corrective measures taken by the agency.

There were no findings of discrimination in FY23 alleging Harassment based on disability status.

B. EEO COMPLAINT DATA INVOLVING REASONABLE ACCOMMODATION

1. During the last fiscal year, did a higher percentage of PWD file a formal EEO complaint alleging failure to provide a reasonable accommodation, as compared to the government-wide average?

Yes No X N/A

USCG FY23: There were five (5) or 11.11% complaints of 45 alleging failure to provide a reasonable accommodation.

Federal FY23: 13.79%

2. During the last fiscal year, did any complaints alleging failure to provide reasonable accommodation result in a finding of discrimination or a settlement agreement?

Yes X No N/A

1 Settlement during the informal stage and 2 settlements during the formal stage.

3. If the agency had one or more findings of discrimination involving the failure to provide a reasonable accommodation during the last fiscal year, please describe the corrective measures taken by the agency.

There were no findings of discrimination for failure to accommodate during FY23.

Section VII: Identification and Removal of Barriers

Element D of MD-715 requires agencies to conduct a barrier analysis when a trigger suggests that a policy, procedure, or practice may be impeding the employment opportunities of a protected EEO group.

1. Has the agency identified any barriers (policies, procedures, and/or practices) that affect employment opportunities for PWD and/or PWTD?

Yes X No

2. Has the agency established a plan to correct the barrier(s) involving PWD and/or PWTD?

Yes X No N/A

3. Identify each trigger and plan to remove the barrier(s), including the identified barrier(s), objective(s), responsible official(s), planned activities, and, where applicable, accomplishments.

Trigger 1	For time-off awards 1-10 hours, PWD and PWTD inclusion rate was 4.20% and 1.93% respectively. Persons with no disabilities rate was 4.36%. Therefore, a trigger exists for PWD and PWTD. Cash awards $500 and under for PWD and PWTD inclusion was 23.10% and 18.96% respectively compared with person with no disabilities rate of 25.37%; cash awards $501 - $599 PWD and PWTD inclusion rate was 17.75% and 16.82% respectively compared with person with no disabilities rate of 19.60%; cash awards $2,000 to $2,999 inclusion rate for PWD was 11.90% and 11.62% for PWTD compared with persons with no disabilities rate of 12.88%; cash awards $3,000 - $3,999 inclusion rate for PWD and PWTD was 20.36% and 19.27% respectively compared with persons with no disability rate of 21.35%; cash awards $4,000 - $4,999 inclusion rate for PWD was 10.28% compared with persons with no disability rate of 10.97%; and cash award $5,000 and over inclusion rate for PWD and PWTD was 7.60% and 8.26% respectively compared with persons with no disability rate of 8.94%. The CG's FY23 data showed triggers continue to exist across multiple awards categories. (See Part J; Section IV – C (2))
Barrier(s)	TBD
Objective(s)	Increase the inclusion rate of time-off and cash awards for persons with disabilities and persons with targeted disabilities to meet or exceed the rate of persons without disabilities.

Responsible Official(s)	**Performance Standards Address the Plan? (Yes or No)**
Kathryn Jones, Chief, Office of Workforce Relations (CG-124)	Yes
Catherine Solomon, Chief, Equity, Policy, and Complaints Division	Yes

Barrier Analysis Process Completed? (Yes or No)	**Barrier(s) Identified? (Yes or No)**
No	No

Sources of Data	**Sources Reviewed? (Yes or No)**	**Identify Information Collected**
Workforce Data Tables	Yes	FY20-23 MD-715 Table B9-1: Employee Recognition and Awards - Distribution by Disability.
Complaint Data (Trends)		
Grievance Data (Trends)		
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)		
Climate Assessment Survey (e.g., FEVS)		
Interview Data		

Focus Groups		
Interviews		
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)		
Other (Please Describe)		

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Staffing & Funding (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
04/01/2022	Review awards policy and procedures, and application of such.	Yes		04/01/2022
08/30/2024	Prepare report of analysis results.	No		
08/30/2024	Collect, review, and analyze relative data to identify recurring themes and trends.	No		
08/30/2024	Develop and implement action items to communicate equity in awards and identified issues.	No		

Fiscal Year	Accomplishments
2022	• The Civil Rights Directorate submitted a budget request for a contractor, conducted market research, and drafted a statement of work in an effort to procure a vendor to conduct a barrier analysis. • The Office of Workforce Relations began the process of updating CG's awards instruction and will include language to help address this issue.
2023	• The Civil Rights Directorate worked with CG's Contracting office to procure a contractor to conduct barrier analyses. The contract was awarded late 4th quarter in FY23 and barrier analyses will begin in FY24. • The Office of Civilian Workforce Relations (CG-124) submitted a budget request to add additional resources to improve the awards and recognition programs. • The Office of Civilian Workforce Relations (CG-124) executed its process to update the CG's awards instructions to include language to communicate equity in awards and is on track to meet the goal.

4. Please explain the factor(s) that prevented the agency from timely completing any of the planned activities.

5. For the planned activities that were completed, please describe the actual impact of those activities toward eliminating the barrier(s).

6. If the planned activities did not correct the trigger(s) and/or barrier(s), please describe how the agency intends to improve the plan for the next fiscal year.

Look at ways to better train managers on equal distribution of awards.

Trigger 2	PWD qualified applicant pool rate for internal promotions to SES was 2.00% compared with their 0% selection rate. PWTD qualified applicant pool rate for internal promotions to SES was 1.11% compared with their 0% selection rate; PWTD qualified applicant pool rate for internal promotions to GS-15 was 2.30% compared with their 0% selection rate; and PWTD qualified applicant pool rate for promotion to GS14 was 2.12% compared with their selection rate of 1.85%. PWTD new hires qualified applicant pool rate for promotion to SES was 0.60% compared to their 0% selection rate. PWTD new hires qualified applicant pool rate for promotion to GS-15 was 0.65% compared to their 0% selection rate. Data for FY3 showed triggers continue to exist. (See Part J – Section IV (D))
Barrier(s)	TBD
Objective(s)	Increase the internal selections and new hires rate of persons with disabilities and persons with targeted disabilities for promotions to management and senior level positions to meet or exceed the respective groups' participation qualified applicants rate.

Responsible Official(s)	**Performance Standards Address the Plan? (Yes or No)**
Dr. D.M. Navarro, Deputy Assistant Commandant for Human Resources, CG-1D	Yes
Catherine Solomon Chief, Equity, Policy, and Complaints Division	Yes

Barrier Analysis Process Completed? (Yes or No)	**Barrier(s) Identified? (Yes or No)**
No	No

Sources of Data	**Sources Reviewed? (Yes or No)**	**Identify Information Collected**
Workforce Data Tables	Yes	FY20-23 MD-715 Table B7-1: Senior Grade Levels - Distribution by Disability; Table B8-1: Management Positions - Distribution by Disability
Complaint Data (Trends)		
Grievance Data (Trends)		
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)		
Climate Assessment Survey (e.g., FEVS)		
Exit Interview Data		
Focus Groups		
Interviews		

Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)				
Other (Please Describe)				
Target Date (mm/dd/yyyy)	**Planned Activities**	**Sufficient Staffing & Funding** (Yes or No)	**Modified Date** (mm/dd/yyyy)	**Completion Date** (mm/dd/yyyy)
04/30/2022	CG-1D will send an email to all selecting officials to consider PWD, PWTD applicants when SES vacancies occur to enhance promotion.	Yes	06/10/2022	10/31/2022
05/31/2023	Pilot redacting names and email addresses from resumes before issuance to Rating and Ranking Panels.	Yes	05/09/2023	05/31/2023
09/30/2023	Continue implementing the Diversity Outreach Plan for SES recruitments.	Yes		09/30/2023
09/30/2023	Continue implementing the Executive Outreach Plan for SES recruitment actions.	Yes		09/30/2023
09/30/2023	Continue sending diversity organizations the link to USCG's SES job vacancy announcements to reach a wider pool of possible qualified candidates.	Yes		09/30/2023
09/30/2023	Continue posting all SES job announcements for 30 days or more to allow qualified candidates more time to apply.	Yes		09/30/2023
07/31/2024	Analyze results of redacting resumes.	Yes		
Fiscal Year	**Accomplishments**			
2022	• The Civil Rights Directorate submitted a budget request for a contractor, conducted market research, and drafted a statement of work in an effort to procure a vendor to conduct a barrier analysis. • CG-1D sent an email to all Flag Officers and SESs to encourage recruiting and applications for a diverse candidate pool.			
2023	• The Civil Rights Directorate worked with CG's Contracting office to procure a contractor to conduct barrier analyses. The contract was awarded late 4th quarter in FY23 and barrier analyses will begin in FY24. • CG-1D/SADI implemented a pilot redacting names and emails from applicants resume before sending to Rating and Ranking Panels to remove possible barriers. • The CG continued implementing the Diversity and Executive Outreach Plans for SES recruitments/actions. • The CG continued sending diversity organizations the link to USCG's SES job vacancy announcements to reach a wider pool of possible qualified candidates. • The CG continued posting all SES job announcements for 30 days or more to allow qualified candidates more time to apply.			

4. Please explain the factor(s) that prevented the agency from timely completing any of the planned activities.

5. For the planned activities that were completed, please describe the actual impact of those activities toward eliminating the barrier(s).

Raise awareness for the executives to consider diverse candidates, including PWDs/PWTDs.

6. If the planned activities did not correct the trigger(s) and/or barrier(s), please describe how the agency intends to improve the plan for the next fiscal year.

Continue emphasis during SES training (for example, New Flag and SES Orientation and other events for senior leaders). Have SES added to the Recruitment and Retention Dashboard to monitor the number of SES PWDs/PWTDs, to help raise awareness.

Trigger 3	The voluntary and involuntary separation inclusion rate for PWD was 6.78% and 2.32%. The voluntary and involuntary separation rate for employees without disabilities was 6.56% and 2.33% respectively. PWD voluntarily separated at rates higher than persons without disabilities. The voluntary and involuntary separation inclusion rate for PWTD was 8.26% and 2.14%. The voluntary and involuntary separation rate for employees without disabilities was 6.56% and 2.33% respectively. PWTD voluntarily separated at a rate higher than persons without disabilities. The CG's FY23 separations data showed triggers continue to exist. (See Part J - Section V; A (2-3))
Barrier(s)	TBD
Objective(s)	Decrease the voluntary and involuntary separation inclusion rate for PWD and voluntary separation inclusion rate for PWTD to below the rate of those without disabilities.

Responsible Official(s)	**Performance Standards Address the Plan? (Yes or No)**
Kathryn Jones, Chief, Office of Workforce Relations (CG-124)	No
Civil Rights Directorate Chief, Equity, Policy, and Complaints Division	Yes

Barrier Analysis Process Completed? (Yes or No)	**Barrier(s) Identified? (Yes or No)**

Sources of Data	**Sources Reviewed? (Yes or No)**	**Identify Information Collected**
Workforce Data Tables	Yes	FY20-23 MD-715 Data Table B1: Total Workforce - Distribution by Disability
Complaint Data (Trends)		
Grievance Data (Trends)		
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)		
Climate Assessment Survey (e.g., FEVS)		
Exit Interview Data		
Focus Groups		
Interviews		
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)		
Other (Please Describe)		

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Staffing & Funding (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
09/01/2022	Implement CG Exit Survey.			09/01/2022
05/13/2022	Review and analyze exit survey data.		12/30/2023	
12/30/2022	Develop and implement Remote Work Policy.			10/27/2022
01/30/2023	Issue Remote Work Program guidance and program requirements to civilian workforce.			11/02/2022
12/30/2023	Establish CG Engagement Steering Committee to emphasize participation in FEVS, Exit Survey, and other CG Surveys and role of employee engagement in improving workforce morale, recruitment and retention.			04/20/2023
12/30/2023	Develop 2023 CG Employee Engagement Action plan with goal to increase participation in employee feedback platforms in order to improve targeted action planning.			08/09/2023
12/31/2024	Conduct CG Engagement Steering Committee meetings to emphasize participation in FEVS, Exit Survey, and other CG Surveys and role of employee engagement in improving workforce morale, recruitment and retention.	No		
09/30/2024	Develop a targeted employee engagement communication campaign to link current and future initiatives to employee input and engagement action plans for the total workforce.	No		
12/31/2024	Improve awareness of core CG surveys and feedback platforms: FEVS, OAS, DEOCS, CIS, and Exit Survey; CG Ideas@Work.	No		
12/31/2024	Make employee survey results and CG action plan information available to the workforce.	No		

Fiscal Year	Accomplishments
2022	• The Civil Rights Directorate submitted a budget request for a contractor, conducted market research, and drafted a statement of work in an effort to procure a vendor to conduct a barrier analysis. • The Coast Guard issued Remote Work Policy October 27, 2022. In addition, an ANCHR (Advisory Notice from Civilian Human Resources) was issued on November 2, 2022, to all civilian employees announcing the Remote Work Program requirements and eligibility. • Coast Guard implemented the CG Exit Survey to collect improved data on separating civilian employees. Data collection is underway.

2023	• The Civil Rights Directorate worked with CG's Contracting office to procure a contractor to conduct barrier analyses. The contract was awarded late 4th quarter in FY23 and barrier analyses will begin in FY24. • The Office of Civilian Workforce Relations (CG-124) submitted a budget request to add additional resources to focus on employee engagement activities. • The Office of Civilian Workforce Relations (CG-124) established a CG Engagement Steering Committee with strategic partners in executive leadership positions to emphasize participation in FEVS, Exit Survey, and other CG Surveys and role of employee engagement in improving workforce morale, recruitment and retention. Remaining planned activities will be addressed additional steering committee meetings. • The Office of Civilian Workforce Relations (CG-124) developed the 2023 CG Employee Engagement Action plan with goal to increase participation in employee feedback platforms in order to improve targeted action planning. Further actions are incorporated as new planned activities in this report.

4. Please explain the factor(s) that prevented the agency from timely completing any of the planned activities.

5. For the planned activities that were completed, please describe the actual impact of those activities toward eliminating the barrier(s).

Initial analysis of the legacy Exit Survey data was inconclusive. The agency implemented a new CG specific Exit Survey and are in the process of collecting sufficient data for analysis by the Employee Engagement Steering Committee.

6. If the planned activities did not correct the trigger(s) and/or barrier(s), please describe how the agency intends to improve the plan for the next fiscal year.

The CG continued implementation of its Exit Survey that provides real time information and will continue working towards increasing the response rate and collecting sufficient data for analysis by the Employee Engagement Steering Committee.

Trigger 4	The inclusion rate for PWTD quality step increases (QSI) was 2.14% compared with persons with no disabilities rate of 2.48%. PWTD inclusion rate for QSIs was lower than persons with no disability. The CG's FY23 data showed a trigger exist for PWTD. (See Part J – Section IV; C (2))
Barrier(s)	TBD
Objective(s)	Increase the inclusion rate for QSIs for PWTD to meet or exceed the rate of those without disabilities.

Responsible Official(s)	**Performance Standards Address the Plan? (Yes or No)**
Kathryn Jones, Chief, Office of Workforce Relations	No
Catherine Solomon Chief, Equity, Policy, and Complaints Division	Yes

Barrier Analysis Process Completed? (Yes or No)	**Barrier(s) Identified? (Yes or No)**
No	No

Sources of Data	**Sources Reviewed? (Yes or No)**	**Identify Information Collected**
Workforce Data Tables	Yes	FY20-23 MD-715 Table B9-1: Employee Recognition and Awards - Distribution by Disability.
Complaint Data (Trends)		
Grievance Data (Trends)		
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)		
Climate Assessment Survey (e.g., FEVS)		
Exit Interview Data		
Focus Groups		
Interviews		
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)		
Other (Please Describe)		

Target Date (mm/dd/yyyy)	**Planned Activities**	**Sufficient Staffing & Funding (Yes or No)**	**Modified Date (mm/dd/yyyy)**	**Completion Date (mm/dd/yyyy)**
05/31/2022	Conduct trend analysis of QSI distribution data.	Yes		05/31/2022
05/31/2022	Review policy and procedures, and application of such.	No		05/31/2022
09/30/2024	Update policy to include language for equitable distribution of QSI's.	No		

09/30/2024	Distribute revised policy to all employees.	No		
09/30/2024	Post revised policy to internal website.	No		

Fiscal Year	**Accomplishments**
2022	• The Civil Rights Directorate submitted a budget request for a contractor, conducted market research, and drafted a statement of work in an effort to procure a vendor to conduct a barrier analysis. • The Office of Workforce Relations began the process of updating CG's awards instruction and will include language to help address this issue. • Conducted trend analysis of QSI distribution data.
2023	• The Civil Rights Directorate worked with CG's Contracting office to procure a contractor to conduct barrier analyses. The contract was awarded late 4th quarter in FY23 and barrier analyses will begin in FY24. • The Office of Civilian Workforce Relations (CG-124) is on track to meet its goal to update the policy to include language for equitable distribution of QSI's. • Additional planned activities developed to ensure employee and supervisor awareness of updated policy.

4. Please explain the factor(s) that prevented the agency from timely completing any of the planned activities.

5. For the planned activities that were completed, please describe the actual impact of those activities toward eliminating the barrier(s).

6. If the planned activities did not correct the trigger(s) and/or barrier(s), please describe how the agency intends to improve the plan for the next fiscal year.

Trigger 5	All Schedule A employees are not converted to permanent positions after two years of satisfactory performance. In FY23, four (4) of 33 eligible Schedule A employees were converted.
Barrier(s)	TBD
Objective(s)	Convert Schedule A employees to permanent positions after two years of satisfactory performance.

Responsible Official(s)	**Performance Standards Address the Plan? (Yes or No)**
Angela Ricks, Chief, Office of Civilian Human Resources Operations	Yes
Catherine Solomon, Civil Rights Directorate Chief, Equity, Policy, and Complaints Division	Yes

Barrier Analysis Process Completed? (Yes or No)	**Barrier(s) Identified? (Yes or No)**
No	No

Sources of Data	**Sources Reviewed? (Yes or No)**	**Identify Information Collected**
Workforce Data		
Complaint Data (Trends)		
Grievance Data (Trends)		
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)		
Climate Assessment Survey (e.g., FEVS)		
Exit Interview Data		
Focus Groups		
Interviews		
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)		
Other (Please Describe)	Yes	

Target Date (mm/dd/yyyy)	**Planned Activities**	**Sufficient Staffing & Funding (Yes or No)**	**Modified Date (mm/dd/yyyy)**	**Completion Date (mm/dd/yyyy)**
09/30/2020	The Selective Placement Program Coordinator (SPPC) will continue sending a list of Schedule A employees eligible for conversion to the Office of Civilian Human Resources Operations at the end of each quarter. The DEIA liaison in the Office of Civilian Human Resources Operations will reach out to	Yes		08/28/2020

	hiring managers and HR specialists and send them list of those Schedule A eligible employees on a quarterly basis.			
01/30/2022	Responsible POC's will monitor quarterly.	Yes	09/30/2024	
10/01/2022	Send reminders to management team about pending Schedule A conversions.	Yes	09/30/2024	
09/30/2024	Develop updated process to address Schedule A conversions.	Yes		
Fiscal Year	**Accomplishments**			
2021	• Established a process where a list of eligible Schedule A candidates for conversion is sent to the Office of Civilian Human Resources Operations.			
2022	• The Civil Rights Directorate submitted a budget request for a contractor, conducted market research, and drafted a statement of work in an effort to procure a vendor to conduct a barrier analysis. • The CG converted 10 eligible Schedule A employees to permanent positions.			
2023	• The Civil Rights Directorate worked with CG's Contracting office to procure a contractor to conduct barrier analyses. The contract was awarded late 4th quarter in FY23 and barrier analyses will begin in FY24. • The CG converted 4 eligible Schedule A employees to permanent positions.			

4. Please explain the factor(s) that prevented the agency from timely completing any of the planned activities.

The CG has a process for converting Schedule A eligible employees and are proactively addressing this with supervisors to increase the number of conversions. Quarterly reminders are sent to appropriate managers and supervisors.

5. For the planned activities that were completed, please describe the actual impact of those activities toward eliminating the barrier(s).

6. If the planned activities did not correct the trigger(s) and/or barrier(s), please describe how the agency intends to improve the plan for the next fiscal year.

Trigger 6	The percentage of formal complaints alleging failure to accommodate in FY21 was 20.6%. One complaint was COVID related. Without this complaint, the FY21 rate would be 17%. Regardless, both percentages are higher than the Government-Wide average of 14.33% in FY21. The CG's FY22 rate was 16.98% compared with 14.03% government-wide average. In FY23, the CG's rate was 11.11% compared with the government-wide average of 13.79%.
Barrier(s)	Lack of sufficient training and education among employees and management has resulted in a misunderstanding of how to properly handle reasonable accommodations. This creates conflict, which may result in the filing of formal complaints.
Objective(s)	Educate all employees and management on how to properly address situations that may arise out of reasonable accommodation requests.

Responsible Official(s)	Performance Standards Address the Plan? (Yes or No)
Caroline Mapp, Persons with Disabilities Program Manager	Yes

Barrier Analysis Process Completed? (Yes or No)	**Barrier(s) Identified? (Yes or No)**
Yes	Yes

Sources of Data	**Sources Reviewed? (Yes or No)**	**Identify Information Collected**
Workforce Data Tables	No	N/A
Complaint Data (Trends)	Yes	Reviewed data from 462 report.
Grievance Data (Trends)	No	N/A
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	Yes	Reviewed data from 462 report.
Climate Assessment Survey (e.g., FEVS)	No	N/A
Exit Interview Data	No	N/A
Focus Groups	No	N/A
Interviews	No	N/A
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	No	N/A
Other (Please Describe)	N/A	N/A

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Staffing & Funding (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
03/31/2022	Review current training material for information gaps or common situations/issues that need clarification.	Yes		06/17/2022
03/31/2022	Review SOPs, policies, and other guidance materials for improvement purposes.	Yes		06/07/2022
04/30/2022	Review complaint activity for common factors that may relate to reasonable accommodation complaints.	Yes		05/21/2022
04/30/2022	Review reasonable accommodation requests to see if there are common issues arising from requests.	Yes		05/21/2022
04/30/2022	Explore possibility of providing regular training to the workforce regarding reasonable accommodation processing.	Yes		05/10/2022
05/20/2022	Conduct review of accommodation based complaints to ascertain status.	Yes		05/21/2022
08/01/2022	Conduct near end-of-year review of accommodation based complaints and continue to address issues as they become apparent.	Yes		08/01/2022
08/30/2022	Complete a written analysis of reviews conducted thus far and provide outcomes and recommendations.	Yes		08/30/2022
09/30/2023	Review current policy for timeline assessment and any areas for processing time improvements to complete all requests within timeframes.	Yes	09/30/2024	
09/30/2025	Revise RA Policy and Procedures.	Yes		
09/30/2025	Revamp RA Training.	Yes		
Fiscal Year	Accomplishments			
2022	• The processing time for reasonable accommodations has drastically reduced from over 30 days to under 15 days with the average at 10 days.			
2023	• Posted job announcement to fill DPM vacant position. • Submitted a proposal for FTEs to help stand up a formal RA program and procure a centralized RA fund to better track requests and service employees. • Continue processing RA times under 30 days. • The CG's percentage (11.11%) of PWDs who filed a formal EEO complaint alleging failure to provide a reasonable accommodation was lower than the government-wide rate of 13.79%.			

4. Please explain the factor(s) that prevented the agency from timely completing any of the planned activities.

5. For the planned activities that were completed, please describe the actual impact of those activities toward eliminating the barrier(s).

Employees and managers learned how to properly address and timely process reasonable accommodation requests through training and communicating with the disability program manager and Civil Rights Service Providers before taking any action.

6. If the planned activities did not correct the trigger(s) and/or barrier(s), please describe how the agency intends to improve the plan for the next fiscal year.

FY 2023 Supplemental Part J - Reasonable Accommodation Report												
	Component	Applicant, Employee, or Contractor	Occupational Series	Grade	Reasonable Accommodation or Personal Assistance Service as an Affirmative Obligation (AO)	Description of Reasonable Accommodation or PAS Requested	Type of Accommodation (to apply for a job; to perform the essential functions of a job; or enjoy the benefits and privileges of employment) or Affirmative Action Obligation	Request Granted (which may include an accommodation different from the one requested) or denied; Yes/No	Deciding Official Name or Office	If denied, basis for denial	Total number of days to process request	Total Cost ($)
2	USCG	Employee	GS-0675	7	Reasonable Accommodation	Additional Telework Days, and Approved Advanced Sick Leave	To enjoy the benefits and privileges of employment	Yes	Conway, Bradley	Advanced Sick Leave not effective	37	$0.00
3	USCG	Employee	GS-0301	8	Reasonable Accommodation	Space Heater	To enjoy the benefits and privileges of employment	Yes	LCDR Shaka Hill	N/A	10	$0.00
4	USCG	Employee	GS-0560	13	Reasonable Accommodation	PERMANENT REMOTE WORK	To enjoy the benefits and privileges of employment	Yes	GRANATI, PHILLIP	COVID MAY END	56	$0.00
5	USCG	Employee	WG-4607-	9	Reasonable Accommodation	requesting nap time due to obstructive sleep apnea	To enjoy the benefits and privileges of employment	Yes	Bain, Shawn	N/A	15	$0.00
6	USCG	Employee	GS-0326	7	Reasonable Accommodation	TEMPORARY FULL-TIME TELEWORK	To enjoy the benefits and privileges of employment	Yes	PROCTOR, RUSSELL	N/A	13	$0.00
7	USCG	Employee	GS-2101	13	Reasonable Accommodation	FULL-TIME TELEWORK	To enjoy the benefits and privileges of employment	Yes	MAURO, CATHLEEN	N/A	10	$0.00
8	USCG	Employee	GS-2101	13	Reasonable Accommodation	BALL CHAIR	To perform the essential functions of a job	Yes	MEACHAM, MATHEW	N/A	9	$0.00
9	USCG	Employee	GS-2210	13	Reasonable Accommodation	EXTRA TIME TO COMPLETE TASKS, INSTRUCTION IN SMALL SEGMENTS, EVIRONMENT WITH	To perform the essential functions of a job	Yes	KOCH, BRIAN	MISSION RELATED NATURE OF WORK	10	$0.00
10	USCG	Employee	GS-0303	8	Reasonable Accommodation	TELEWORK FROM HOME UNITL 30, 2023	To enjoy the benefits and privileges of employment	Yes	DOHERTY, JENNIFER	N/A	9	$0.00
11	USCG	Employee	GS-0301	14	Reasonable Accommodation	TEMPORARY REMOTE WORK	To perform the essential functions of a job	Yes	NEWMAN. JENNIFER	N/A	4	$0.00
12	USCG	Employee	WG-2606	8	Reasonable Accommodation	Powered air purifying respirator (PAPR)	To perform the essential functions of a job	Yes	CDR Lauren Dufrene	N/A	10	$0.00
13	USCG	Employee	WG-4204	11	Reasonable Accommodation	Powered air purifying respirator (PAPR)	To perform the essential functions of a job	Yes	CDR Lauren Dufrene	N/A	15	$0.00
14	USCG	Employee	WG-3820	11	Reasonable Accommodation	Powered air purifying respirator (PAPR)	To perform the essential functions of a job	Yes	CDR Lauren Dufrene	N/A	12	$0.00
15	USCG	Employee	WL-2805	12	Reasonable Accommodation	Powered air purifying respirator (PAPR)	To perform the essential functions of a job	Yes	CDR Lauren Dufrene	N/A	5	$0.00
16	USCG	Employee	GS-0802	11	Reasonable Accommodation	Telework schedule.	To enjoy the benefits and privileges of employment	Yes	LT Nickolas Palacios	N/A	16	$0.00
17	USCG	Employee	GS-0301	13	Reasonable Accommodation	REMOTE WORK	To enjoy the benefits and privileges of employment	Yes	EY, JENNIFER	N/A	19	$0.00
18	USCG	Employee	AD-1710	0	Reasonable Accommodation	telework flexibility and easier classroom access	To perform the essential functions of a job	Yes	Matthes, Melissa	N/A	27	$0.00
19	USCG	Employee	NF-2091	2	Reasonable Accommodation	2nd line of verification on register closing	To enjoy the benefits and privileges of employment	Yes	Kristi Mowry	N/A	5	$0.00
20	USCG	Employee	GS-0101	14	Reasonable Accommodation	1. Computer w/voice recognition software; 2. More time to complete tasks; 3. More time to complete lateral movement tasks; 4. Assistance with lifting and filing heavy charts.	To perform the essential functions of a job	Yes	DENCHFIELD, MARTA	N/A	15	$0.00
21	USCG	Employee	GS-0346	13	Reasonable Accommodation	FT Telework	To enjoy the benefits and privileges of employment	Yes	Michael Hayden	N/A	5	$0.00
22	USCG	Employee	GS-1102	12	Reasonable Accommodation	Telework	To enjoy the benefits and privileges of employment	Yes	Orelia Parker	N/A	15	$0.00
24	USCG	Employee	WG-2805	5	Reasonable Accommodation	Work Modification	To perform the essential functions of a job	Pending	Pelar, Christopher J., CDR, USCG	MEACHAM, MATHEW	Pending	$0.00
25	USCG	Employee	GS-0343	8	Reasonable Accommodation	REMOTE WORK	To enjoy the benefits and privileges of employment	Yes	LT AMANDA KLAWINSKI	N/A	1	$0.00
26	USCG	Employee	WG-4701	5	Reasonable Accommodation	Flexible scheduling	To enjoy the benefits and privileges of employment	Yes	CDR Christopher Pelar	N/A	7	$0.00

27	USCG	Employee	GS-0871	13	Reasonable Accommodation	Full Time Telework & Loaner Laptop through 7/7/23	To enjoy the benefits and privileges of employment	Yes	Tim McCallister	Empl. Can't telework from hospital room/submitted paperwork for different dates	33	$0.00
28	USCG	Employee	GS-0510	14	Reasonable Accommodation	TELEWORK 5 DAYS PER WEEK	To enjoy the benefits and privileges of employment	Yes	CDR JUSTIN GORDON	N/A	27	$0.00
29	USCG	Employee	GS-0343	14	Reasonable Accommodation	FULL-TEMPORARY TELEWORK	To enjoy the benefits and privileges of employment	Yes	TRACEY TENWALDE	N/A	8	$0.00
30	USCG	Employee	AD-1710	0	Reasonable Accommodation	occasional telework and no early morning classes	To enjoy the benefits and privileges of employment	Yes	Zuczek, Richard	N/A	10	$0.00
31	USCG	Employee	GS-0081	7	Reasonable Accommodation	work as dispatcher	To perform the essential functions of a job	No	Cameron Jr., Michael	unable to perform essential job functions	118	$0.00
32	USCG	Employee	GS-0343	12	Reasonable Accommodation	Full Time Telework	To enjoy the benefits and privileges of employment	Yes	RUSKIE, PEGGY	N/A	1	$0.00
33	USCG	Employee	WG-4701	10	Reasonable Accommodation	Re-assignment	To perform the essential functions of a job	Pending	CDR Christopher Pelar	N/A	0	$0.00
N/A	USCG	Employee	GS-2210	12	Reasonable Accommodation	Frequent breaks 10-15 minute per hour. Standing desk. Time for biweekly physical therapy sessions, to increase as needed per therapist recommendations. Employee will be reassessed by physician in 3 months.	To enjoy the benefits and privileges of employment	Yes	Sarah R. Price, IT Specialist (INFOSEC), GS-2210-13, Aviation Logistics Center, Information Systems Division (ISD)	N/A	1	$0.00
38	USCG	Employee	GS-303	12	Reasonable Accommodation	Full Time Telework	To enjoy the benefits and privileges of employment	Yes	Matt F. Perciak Supervisory Program Analysis Officer GS-0343-14 Community Services Command	N/A	1	$0.00
39	USCG	Employee	GS-2210	12	Reasonable Accommodation	Temporary Full-Time Telework	To enjoy the benefits and privileges of employment	Yes	Megan E. Quigley Supervisory Accountant GS-0510-13 Information Control Division FINCEN	N/A	1	$0.00
	USCG	Employee	GS-0303	7	Reasonable Accommodation	Employee offered option of a reassignment within/outside the organization as an	To enjoy the benefits and privileges of employment	Yes	Corey B. Larry Supervisory Customer Service	Employee offered option of a reassignment within/outside the organization as an	1	$0.00
	USCG	Employee	GS-2010	12	Reasonable Accommodation	*Dual Monitors and cords/situational telework on flare up days, moved to first floor, close parking spot*	To perform the essential functions of a job	Yes	Michael Sawyer	N/A	1	$0.00
	USCG	Employee	WG-8852	10	Reasonable Accommodation	Change in schedule/Moved to night shift	To enjoy the benefits and privileges of employment	Yes	John Galligan	N/A	1	$0.00
	USCG	Employee	NF-1101	3	Reasonable Accommodation	Temporary telework 01/20 to 03/03	To enjoy the benefits and privileges of employment	Yes	Kristi Mowry	N/A	1	$0.00
	USCG	Employee	WL-4102	9	Reasonable Accommodation	Change in Schedule	To enjoy the benefits and privileges of employment	Yes	James Sanderlin	N/A	1	$0.00
	USCG	Employee	WG-8852	8	Reasonable Accommodation	Change in Schedule	To enjoy the benefits and privileges of employment	Yes	Jonathan Dalstra	N/A	1	$0.00
	USCG	Employee	NF-2091	1	Reasonable Accommodation	15-min break after 4 hours work	To enjoy the benefits and privileges of employment	Yes	Kristi Mowry	N/A	1	$0.00
	USCG	Employee	NF-2210	4	Reasonable Accommodation	Longboss ergonomic adjustable back stool	To enjoy the benefits and privileges of employment	Yes	Kristi Mowry	N/A	1	$250.00

	USCG	Employee	NF-1702	3	Reasonable Accommodation	Additional day of telework per week totaling 3 days per week until 07/18	To enjoy the benefits and privileges of employment	Yes	Kristi Mowry	N/A	1	$0.00
	USCG	Employee	GS-2210	12	Reasonable Accommodation	Temporary Accomodation assisting him with task and instructions	To perform the essential functions of a job	Yes	Sarah Price	N/A	1	$0.00
	USCG	Employee	NF-2091	1	Reasonable Accommodation	No lifting over 10lbs, no pushing, pulling, bending until 8/31/23	To enjoy the benefits and privileges of employment	Yes	Kristi Mowry	NA	1	$0.00
	USCG	Employee	GS-0101	12	Reasonable Accommodation	Laptop for telework & flexible schedule	*To perform the essential functions of a job*	Yes	Wieland, Thomas	N/A	83	$0.00
	USCG	Employee	GS-AMM	9	Reasonable Accommodation	To Occupy a first level desk with dim lighting	*To enjoy the benefits and privileges of employment*	Pending	Cocks, George	N/A	19	$0.00
	USCG	Employee	GS-0303	5	Reasonable Accommodation	Cube Shield	To perform the essential functions of a job	Yes	John Quinn	N/A	2	$45.99
	USCG	Employee	GS-0303	5	Reasonable Accommodation	Telework 5 days	To enjoy the benefits and privileges of employment	Yes	John Quinn	N/A	13	$0.00
	USCG	Employee	GS-1102	13	Reasonable Accommodation	Continue telework 5 days through July 11, 2023	To enjoy the benefits and privileges of employment	Yes	James Dinda	N/A	7	$0.00
	USCG	Employee	GS-1102	13	Reasonable Accommodation	32" computer monitor for teleworking	To perform the essential functions of a job	Yes	CDR Colleen Symansky	N/A	4	$426.18
	USCG	Employee	GS-0963	9	Reasonable Accommodation	Telework 5 days a week for 6 months	To enjoy the benefits and privileges of employment	Yes	Gina Staubs	N/A	1	$0.00
	USCG	Employee	GS-0963	9	Reasonable Accommodation	Telework 5 days a week until 1/31/2023	To enjoy the benefits and privileges of employment	Yes	Melody Askew	N/A	1	$0.00
	USCG	Employee	GS-0963	9	Reasonable Accommodation	Downgraded from GS-0963-9 Legal Instruments Examiner (LIE) to GS-0963-7 LIE .	To perform the essential functions of a job	Yes	Melody Askew	N/A	1	$0.00
	USCG	Employee	GS-0950	9	Reasonable Accommodation	Cubicle Shield	To perform the essential functions of a job	Yes	Gary Crooms	N/A	3	$45.00
	USCG	Employee	GS-0905	13	Reasonable Accommodation	Flexible arrival time between 0730 - 1000	To enjoy the benefits and privileges of employment	Yes	CAPT Eric Carrero	NA	13	$0.00
	USCG	Employee	GS-0963	9	Reasonable Accommodation	Telework 1/3/23 to 1/16/23	To enjoy the benefits and privileges of employment	Yes	Melody Askew	NA	2	$0.00
	USCG	Employee	GS-0963		Reasonable Accommodation	5 days of telework per pay period	To enjoy the benefits and privileges of employment	Yes	Stephen C. Jones	NA	2	$0.00
	USCG	Employee	GS-0963		Reasonable Accommodation	Telework 5 days a week until 6/31/2023	To enjoy the benefits and privileges of employment	Yes	Connie Acker	N/A	3	$0.00
	USCG	Employee	GS-1801	11	Reasonable Accommodation	Telework 5 days a week until 2/25/2023	To enjoy the benefits and privileges of employment	Yes	Dana Gregory	N/A	4	$0.00
	USCG	Employee	GS-0545	7	Reasonable Accommodation	Part Time Work Schedule, 5 days a week, 4 HRS perday, 20 hours per week until 2/13/2023	To enjoy the benefits and privileges of employment	Yes	Jessica Wall	N/A	6	$0.00
	USCG	Employee	GS-0963	9	Reasonable Accommodation	Telework 4 days a week for one year	To enjoy the benefits and privileges of employment	Yes	David Dutra	N/A	3	$0.00
	USCG	Employee	GS-1105	7	Reasonable Accommodation	Telework two (2) afternoons per week, on Wednesdays and Fridays, from 1230-1430.	To enjoy the benefits and privileges of employment	Yes	Lauren Suchy	N/A	12	$0.00
	USCG	Employee	GS-0303	6	Reasonable Accommodation	Motorized Scooter	To enjoy the benefits and privileges of employment	Yes	CDR Colleen Symansky	N/A	0	$3,445.65

	USCG	**Employee**	GS-0545	**7**	**Reasonable Accommodation**	Telework 2 days per pay period and work a flex schedule	**To enjoy the benefits and privileges of employment**	**Yes**	**Nancy King**	N/A	**15**	$0.00
	USCG	**Employee**	GS-0963	**9**	**Reasonable Accommodation**	Telework 5 days a week until 3/28/2023		**Yes**	**Melody Askew**	N/A	**1**	$0.00
	USCG	**Employee**	GS-0963	**9**	**Reasonable Accommodation**	Telework for week of 4/17-4/21/2023	**To enjoy the benefits and privileges of employment**	**Yes**	**Melody Askew**	N/A	**0**	$0.00
	USCG	**Employee**	GS-0905	**14**	**Reasonable Accommodation**	Large Keyboard and Weighted Pens		**Yes**	**Robert Teetsel**	N/A	**3**	$97.79
	USCG	**Employee**	GS-0301	**13**	**Reasonable Accommodation**	Ergonomical Keyboard and Mouse	**To perform the essential functions of a job**	**Yes**	**Jessica Wall**	N/A	**22**	$98.00
	USCG	**Employee**	GS-0545	**9**	**Reasonable Accommodation**	Telework	**To enjoy the benefits and privileges of employment**	**Yes**	**Nancy King**	Member can telework but needs to be able to be recalled, if necessary.	**14**	$0.00
	USCG	**Employee**	GS-0963	**9**	**Reasonable Accommodation**	Telework 5 days a week until 12/31/2023	**To enjoy the benefits and privileges of employment**	**Yes**	**Connie Acker**	N/A	**1**	$0.00
	USCG	**Employee**	GS-0963	**9**	**Reasonable Accommodation**	Telework 5 days a week	**To enjoy the benefits and privileges of employment**	**Yes**	**Gina Staubs**	N/A	**2**	$0.00
	USCG	**Employee**	GS-0963	**9**	**Reasonable Accommodation**	Telework 4 days a week	**To enjoy the benefits and privileges of employment**	**Yes**	**Melissa Durboraw**	N/A	**1**	$0.00
	USCG	**Employee**	GS-0963	**6**	**Reasonable Accommodation**	**Use training room for employee workspce to elevate and ice knee**	**To enjoy the benefits and privileges of employment**	**Yes**	**Connie Acker**	N/A	**2**	$0.00
	USCG	**Employee**	GS-0303	**7**	**Reasonable Accommodation**	Installation of handicap door openers on building and restroom doors	**To enjoy the benefits and privileges of employment**	**Yes**	**CWO4 Phillip Reaves**	N/A	**8**	$0.00
	USCG	**Employee**	WS- 5823 **Superviosr**	**11**	**Reasonable Accommodation**	**No prolonged periods of standing or walking, no kneeling or climbing. Exclusion from tasks that require these actions**	**To enjoy the benefits and privileges of employment**	**Yes**	**LCDR Joshua Zirbes**	Restrictions would require removal of essential functions of the position	**2**	$0.00
										Total Average Processing Days	***10.48***	
										Total Costs	**$ 4,408.61**	

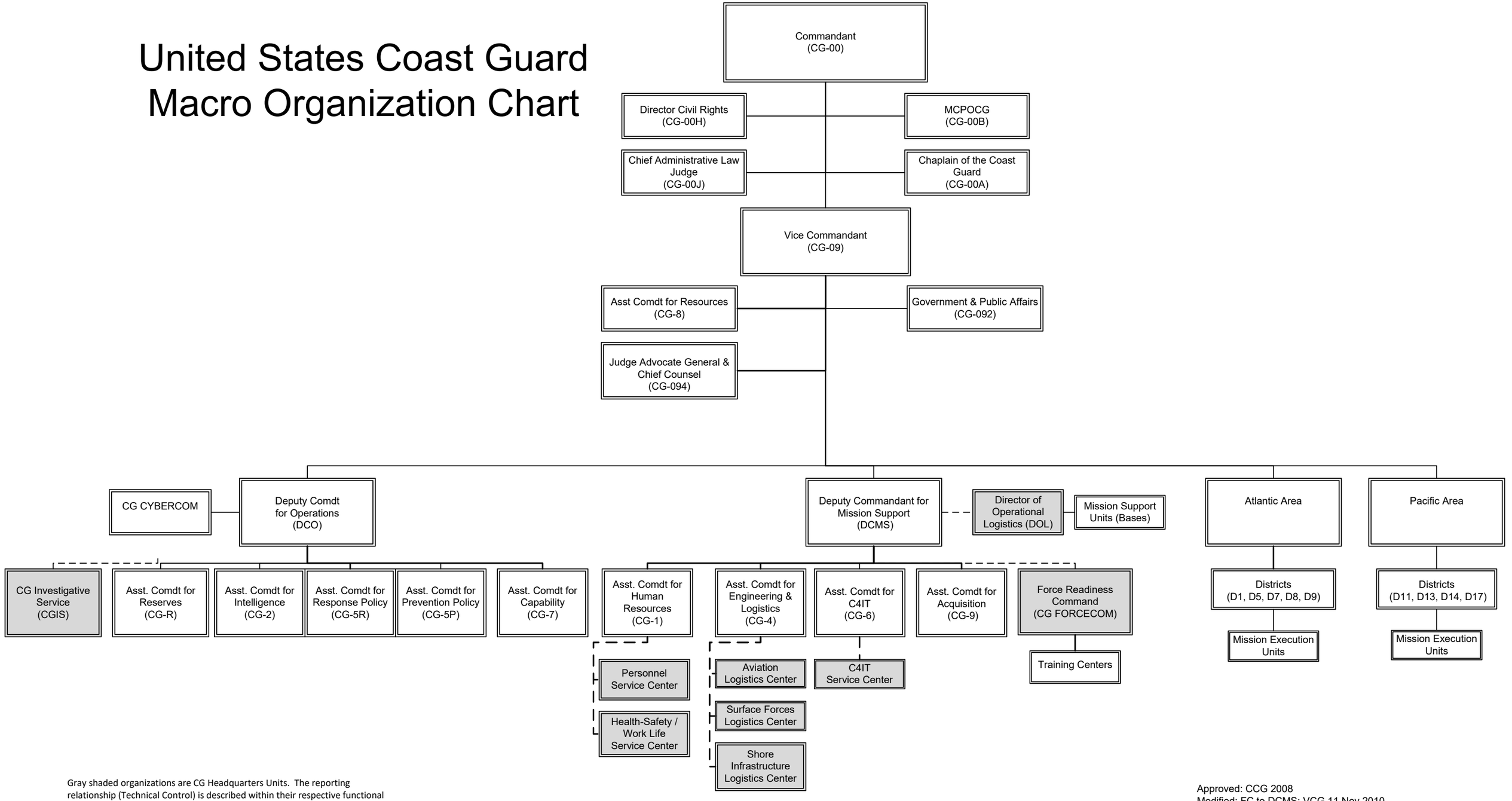
FY 2023 Supplemental Part J - Disability Internship Program Summary						
#	Date of Hire	Program/Organization (WRP, OWF, MITRE, or Other) If Other, please specify source/program:	Type of Employment (Temp, Perm, Unfunded)	Grade	Major Occupational Category	Date Separated
1		Pathways Internship	Excepted Service	Various	Various	
2		Pathways Recent Graduate	Excepted Service	Various	Various	
3		Pathways Management Fellows	Excepted Service	Various	Various	
4		Secretary's Honors Program Cyber	Competitive Service	Various	Various	
5		Secretary's Honors Program HR	Competitive Service	Various	Various	
6		Secretary's Honors Program Climate	Competitive Service	Various	Various	
7		CyberCorps Scholarship Fellows	Competitive Service	Various	Various	
8		Intelligence and Cyber Diversity Program	Excepted Service	Various	Various	
9						
10						
11						
12						
13						
14						
15						
16						
17						
18						
19						
20						

FY 2023 Supplemental Part J - Disability Training Summary

	FY 2023 Management and Human Captial Professionals Disabiity Training Programs					
			Managers/Supervisors Trained		Human Capital or EEO Professionals Trained	
	Date Completed	Description of Training Course	Total Number	Total Percent	Total Number	Total Percent
1		Reasonable Accommodations (DEOMI)				
2		CG Civil Rights Directorate Conference				
3	Various	Civil Rights Awareness Training	317		2	
4						
5						
6						
7						
8						
9						
10						
11						
12						
13						
14						
15						

MANDATORY DOCUMENTS

United States Coast Guard
Macro Organization Chart



Gray shaded organizations are CG Headquarters Units. The reporting relationship (Technical Control) is described within their respective functional statements and is reflected here via dashed lines.

Approved: CCG 2008
Modified: FC to DCMS: VCG 11 Nov 2010
Modified: CG-2 to DCO: CG-81 13 Aug 2014
Modified: CGIS to VCG: VCG 6 Oct 2014
Deleted: CG-095 Approved 22 Oct 2015
Established: CG-R under DCO: VCG 29 Jan 2019

THE COMMANDANT OF THE UNITED STATES COAST GUARD
Washington, DC 20593
SEP 27 2023

EQUAL OPPORTUNITY POLICY STATEMENT

The increasing demand for Coast Guard missions requires a total workforce that is dedicated, professional, and passionate. In a rapidly changing world with fierce competition for talent, we must safeguard our workplace to ensure an equitable, respectful, and inclusive environment for all.

The Nation places special trust in the Coast Guard and our Sentinels. Our actions today affect the workforce of tomorrow and we must be an agile and resilient organization to sustain our operational excellence in the future. Senior leaders, commanding officers/officers in charge, managers, supervisors, team leaders, and anyone in a role that inspires or leads others must:

- Recruit, train, develop, promote, reward, retain, and deploy a skilled and diverse workforce who are treated fairly and consistently.
- Ensure that opportunities in the Coast Guard are publicized to the widest extent possible to identify, from all areas of our country and all parts of our society, highly qualified applicants for enlistment, officer accession, civilian employment, and Auxiliary enrollment.
- Monitor command climate to ensure interactions are respectful and inclusive.
- Maintain a work environment free from incidents of unlawful discrimination, hate, and harassment of any kind. The Coast Guard must also be free of any reprisal or retaliation for participating in the Whistleblower Protection Act and other protected activities. Guidelines for reporting and responding to unlawful discrimination or other prohibited behaviors can be found on the Coast Guard Civil Rights website: https://www.uscg.mil/Resources/Civil-Rights/
- Ensure that all Coast Guard members are educated about their rights and responsibilities under civil rights laws, regulations, and policies.
- Provide equal access to all benefits and privileges of employment to all civilian employees regardless of disability or status.
- Act expeditiously, appropriately, and decisively in support of this policy to ensure personal accountability throughout the Coast Guard.

Support of equal opportunity is essential. Every member of our workforce will be treated with dignity and respect without regard to race, color, national origin, religion, sex (including pregnancy, gender identity, and sexual orientation), age, disability, genetic information (including family medical history), marital status, parental status, political affiliation, military service, engagement in a protected Equal Employment Opportunity (EEO) activity, or any other basis protected by law. These standards ensure our workforce is always ready to *protect*, *defend*, and *save* lives of the people we serve. We must not waiver in upholding these principles.

LINDA L. FAGAN
Admiral, U.S. Coast Guard

UNITED STATES COAST GUARD

READY WORKFORCE 2030



APRIL 2022

WASHINGTON, D.C.

The United States Coast Guard's

Vision

To Build the Ready Workforce of 2030

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THE COMMANDANT
OF THE UNITED STATES COAST GUARD

In a dynamic global environment shaped by emerging opportunities, it is the people of our Service who enable us to remain the world's best Coast Guard. The Coast Guard's ability to thrive is predicated on an agile and data-informed talent management enterprise that recruits and empowers the best talent the nation has to offer. The need for a resilient, skilled, proficient, and modern ready workforce with nimble technical skills is paramount. Talent management is the number one challenge facing our Service today.

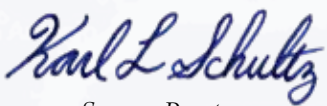
As technological advances and global innovations rapidly alter the workplace environment, we must find ways to remain competitive. Our talented workforce comes from the same pool of candidates that other top organizations strive to employ. Our Service must evaluate and modernize our personnel processes, policies, and practices in order to compete for, and retain, a top-flight workforce reflective of the diverse nation we are privileged to serve.

This Outlook supports the 2018-2022 Coast Guard Strategic Plan to maximize readiness today and tomorrow by cultivating the workforce we will need marching towards 2030 and beyond. This document offers a vision to revolutionize our talent management system, modernize our current training platforms, and provide the best support systems in an effort to attract and retain the finest talent – active duty, reserve, civilian, and auxiliary – needed to best position the Coast Guard over the next decade.

While our time-honored traditions and personnel policies have served us well for decades, the changing demographics, expectations, and needs of our modern workforce warrant immediate review and retooling of our policies. We must intentionally design adaptability and options into our talent management system, as well as invest in both technical and interpersonal skill development for our members. This Outlook outlines generational change and commitment to providing career flexibility, modernized on-demand and tailored training opportunities, and holistic personnel readiness practices. Change must be revolutionary, pervasive, and transformative.

We have built an enduring connection with our workforce by continuously rising to meet operational challenges. We must now face the challenge of revolutionizing how we build, develop, and manage our tremendously talented force to ensure we remain an employer of choice.

We will be inspiring, agile, adaptive, and efficient as we strive to maintain our competitive edge in an increasingly dynamic environment and changing labor market. We will value and invest in the development of our workforce through superb leadership – this is the business of all Service leaders!



Semper Paratus.

Admiral Karl L. Schultz


SEMPER PARATUS
1790
Tinker Environmental Laboratory Sample Status Logbook

I.

Executive Summary

The resiliency, flexibility, and adaptability of our workforce is at the heart of what has made the Coast Guard successful for well over 200 years, and it remains our greatest strength. However, the environment the Coast Guard must navigate to build its force has changed dramatically since 2000 and increasingly since the start of 2020. This rate of change will only continue to accelerate. The Fourth Industrial Revolution is well underway, with deep implications for Service missions, capabilities, and challenges. Continuing demographic and social trends are fundamentally altering the American population from which the Service recruits and serves.

The Service is trying to retain its top talent in an increasingly competitive job market shaped by exceptional growth in emerging technology and science. Specialists and generalists alike will increasingly be in high demand, and top performers will want to jump in quickly wherever they are needed. **Ready Workforce 2030 focuses on creating a system with the ability to generate the force we need, when and where we need it,** moving away from our current predictive workforce modeling.

The Coast Guard must create a transparent talent management system that allows members more options and flexibility in their careers while meeting the needs of the Service. Ensuring that the "talent" in the talent management system has the right skills at the point of need will require a change in the way the Service thinks about and delivers our training. We will prepare our members for a future of continuous learning -- we "win" when we have a workforce full of lifelong learners. In addition, by providing exceptional support to each member, the Coast Guard will continue to demonstrate our commitment to the force and, in turn, maximize our collective readiness. The success of these endeavors rests on the establishment of a data culture, enabled by robust, flexible, and interconnected information technology (IT) and data management systems. Moreover, these initiatives must be more than aspirational; they must be actionable and begin immediately.

We cannot use past thinking to resolve current and future challenges. We cannot default to doing something because it has always been done a certain way. We must be forward thinking, innovative, adaptive, and willing to accept prudent risk.





II.

Today's Realities

The choice to focus on our workforce is a deliberate and necessary one. Today's realities have only further reinforced the criticality of moving beyond dated personnel practices in order to attract and retain top talent. The pressure to compete for the world's best and brightest workers in a very tight job market is real, and it is only going to get harder. Organizations that fail to accelerate their adoption of modern policies and processes will fail in garnering the talent, innovation, creativity, and performance necessary to meet the challenges of an increasingly complex operating environment.

One of the biggest challenges facing each of the U.S. military services today is the difficulty in attracting enough qualified young women and men to serve from the roughly 25 percent of Americans aged 17-24 whom are eligible. Today, less than 1 percent of all Americans are currently serving in the military, and fewer Americans have a personal connection to someone who serves. While the armed forces remain one of the most valued and respected institutions in the country, trust in the U.S. military has decreased in recent years. It will only get harder to recruit and retain bright, talented, and motivated young people with a desire to serve their country.

The Fourth Industrial Revolution is here. Data is entering our lives at an incredible pace, revolutionizing how and where employees access, analyze, and interact with information and each other. Changing societal norms and technological advances in our ability to utilize virtual meeting and learning platforms now mean that future generations will seek similar flexibility and innovation to support their career decisions.

Additionally, new workforce entrants will increasingly desire employers led by courageous and culturally fluent leaders who are committed to hiring and training a diverse workforce and fostering inclusion where all people are respected, empowered, and enjoy a strong sense of belonging. Diversity and inclusion are no longer an afterthought in organizational culture; employers must actively demonstrate how diversity and inclusion are ingrained not only into their mission sets but also their recruiting strategies. It is expected that employers accommodate different styles of thinking and create work environments that enable and empower all types of workers to connect and collaborate.

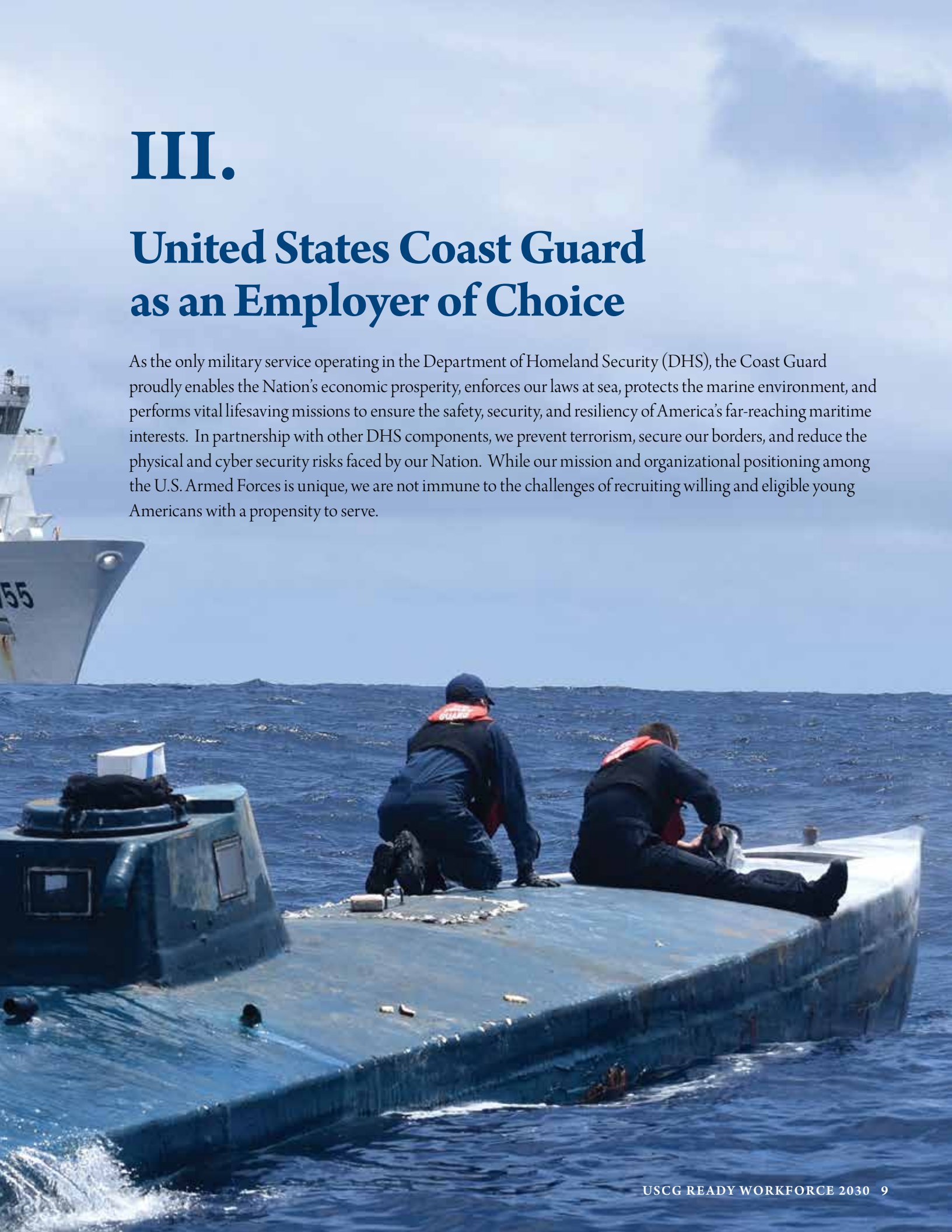
In response to these realities, companies across the country are overhauling their personnel and talent management practices and systems. Our military services must press forward to acknowledge and reduce rigidities in our current personnel management methodologies and adapt to meet the needs of a modern workforce.


U.S. COAST GUARD

III.

United States Coast Guard as an Employer of Choice

As the only military service operating in the Department of Homeland Security (DHS), the Coast Guard proudly enables the Nation's economic prosperity, enforces our laws at sea, protects the marine environment, and performs vital lifesaving missions to ensure the safety, security, and resiliency of America's far-reaching maritime interests. In partnership with other DHS components, we prevent terrorism, secure our borders, and reduce the physical and cyber security risks faced by our Nation. While our mission and organizational positioning among the U.S. Armed Forces is unique, we are not immune to the challenges of recruiting willing and eligible young Americans with a propensity to serve.





As a service that is *Always Ready*, the Coast Guard operates in an increasingly complex and dynamic security and maritime environment. These domains will only become more complicated over the coming decade as a result of profound and swift technology-driven changes. During this same time, the Coast Guard is replacing our aging cutters, helicopters, and planes with technologically-superior platforms at a rapid pace, requiring not only workforce growth but also enhanced member skill and capability to operate and maintain these new assets for the next 50 years.

In the face of these complexities, we must deliberately cultivate talent. The Coast Guard must continue to recruit, train, and retain a diverse pool of top tier members. Our talent management system must be centered on flexibility and adaptability to increasingly meet the changing needs of members throughout their careers. The Coast Guard currently enjoys the highest retention rate of all the military services, and we will need to retain our future workforce at a rate as high, or even higher, to meet the increasing demand for Coast Guard services, both at home and abroad.

We have already embarked on Service-wide efforts to improve retention by analyzing, evaluating, and mitigating the causes that may lead members to leave early. We have contracted with outside agencies for several studies to provide the Coast Guard with recommendations to remove entry and retention barriers to provide a better quality of life for all our members. We are eagerly implementing initiatives as a result of these study recommendations to ensure all members can thrive at all ranks.

The Coast Guard is in the midst of a Service-wide technology revolution to empower all personnel with upgraded information systems (including hardware, software, and processes) that are reliable, mobile, and integrated. As we approach 2030, we will need an increasingly tech fluent workforce - one that leverages and applies analytics, artificial

FOUNDATIONS OF A MODERN TALENT MANAGEMENT SYSTEM

A modern talent management approach requires new ideas—ones that aren't based on outdated assumptions of how we manage people. Generational change is not only an operational requirement, it is a fundamental tenet of our successful transformation. We must alter the foundational principles and expectations of our system—they served us well in the past, but they obstruct our ability to move forward.

1. People First, Mission Always. Individuals are the fabric of our Service, and we must ensure they are valued, respected, and rewarded. Our people are not cogs or inventory; their diverse talents, skills, and interests are the reasons we are able to succeed in our missions. We need to move toward a business model that accepts and rewards this individuality and away from one that places all members on like paths and timelines. Mission excellence is only possible through an empowered workforce.

2. Representative of the Nation We Serve. We must continue to press forward with efforts to analyze and remove barriers for recruitment, retention, and progression. We will take decisive action to think differently, challenge the status quo, and create an environment that attracts the best of America's population and, through unparalleled inclusivity, encourages them to stay.

3. Tailored Pacing. We must acknowledge that everyone has personal career goals. The policies and practices that shaped successful careers in our past might constrain our workforce of today and that of tomorrow. Exploring flexibility for member advancements to occur on an individualized pace, and for assignments to incorporate member needs and desires at unique moments in their lives, will better serve us moving forward.

4. Flexible Conditions of Employment. Talent will be onboarded laterally at multiple levels; no longer will the bottom always be the starting point. The traditional up-or-out system may not serve all segments of our workforce.

5. Always Room for Talent. We must have a system that identifies talented members, as well as one that allows us to actively retain them (regardless of their specialty or unique circumstance) and to match them with positions best suited to their talents. We will rethink our conditions of employment when it comes to traditional assignment policies and priorities and instead find the flexibility to place talented individuals in a wide variety of positions and locations where they can apply their skills and strengths.

6. Rewarding Hard Work, Wherever it Occurs. We must move away from unspoken rules that certain experiences and requirements are necessary to successfully promote. Instead, we will embrace a more informed and agile system where members are evaluated and advanced as a result of exceptional work.



intelligence, and decision science for Service gain. The Coast Guard's need for personnel with Science, Technology, Engineering, and Math (STEM) skills will continue to grow; as well as the need for human-centered skills, such as partnership building, creativity, and judgment. To account for the expected pace of these technological and environmental changes, members joining the Coast Guard today will be expected to embrace the concepts of continuous learning and reskilling at multiple points in their career.

But we must do more—the traditional up-or-out system no longer serves to create and retain the workforce we need. With the introduction of the Blended Retirement System (BRS), the paradigm has shifted even further, as the legacy retirement system that could "hook" talented individuals into 20-plus years of service has been replaced by a system which provides





members with options and opportunities to exit the organization earlier with some monetary benefits in hand. Members, particularly those who see increased financial opportunities in the civilian sector and those that are challenged in balancing family and military obligations, may be more inclined to depart the Service for outside opportunities while still in their peak level of marketable qualifications. To overcome this, the Coast Guard will be open to exploring new options that include geostability without penalty, modifying career trajectories by considering options to allow members to remain in certain paygrades (whether temporarily or permanently), and exploring options for lateral career moves within different specialties or between active duty, reserve, and civilian service. Considering both the needs of the Service and the needs of the individual, we will be mindful of options that allow us to focus on retaining the best talent and skill sets.

Understanding the reasons why our workforce chooses to stay affiliated with the Coast Guard or depart for other employment is also crucial to our long-term ability to both attract and retain the talent we need to serve the Nation. The modern workforce



seeks an environment where they can achieve a common purpose while applying their knowledge to a mission set that is meaningful and found within a positive organizational culture. By evaluating our employees' experience and applying the right mix of tools, we can strengthen the Coast Guard and, in turn, sustain a mission ready total workforce.

While workers desire purpose and value in their work, many also want increased flexibility and mobility. Many Coast Guard jobs – and almost all Coast Guard operations – cannot be conducted remotely or through telework. Recognizing this reality, we will continuously seek opportunities to leverage emerging technology to enhance our workforce's job performance and workplace flexibility.

Our people are the Service's most valuable resource, and we will develop new strategies that sustain the Coast Guard as an employer of choice that can attract the talent we need to ensure organizational success in an increasingly complex and rapidly changing future.



IV.



Line of Effort 1: Transform Talent Management

To attract the best talent, we must stand out. To stand out, we will better leverage our mission and organizational values – our brand – to attract a world class workforce. In a competitive recruiting environment, our brand will clearly demonstrate our value to the Nation. Our workforce executes challenging and rewarding operational missions that provide exciting opportunities unlike any other agency or branch of the military. Future members need to be able to understand what it's like to be on our team and a part of the Coast Guard family, recognizing that serving their country will have a positive impact on both their career development and their life. We will view our missions and day-to-day operations as recruiting opportunities to tell our stories and connect with Americans who desire mission-driven and purposeful work. These stories highlight the uniqueness of our Service, illustrating the sense of camaraderie and teamwork we offer – being part of something bigger than oneself. These stories will be captured, marketed, and delivered in new and novel ways. Social media and marketing plans need to be innovative and adaptive, leveraging modern and progressive interfaces.



We will transform how our recruiting practices identify who we need, and when and where we need them. Policies will be agile and allow recruiters the flexibility to target individuals with the right skill sets at the right time and quickly onboard them at a grade level commensurate with their specialized skills in order to meet emerging missions. Our recruiting efforts will have to include active pursuit of potential employees where they are. This requires a shift from recruiting from storefronts to connecting with prospective members on their homefronts. We have already begun to equip our cadre of recruiters with mobile platforms, allowing them to connect not only to potential members, but also to establish relationships with key influencers in diverse communities so that they might amplify our brand, and hence, our recruiting efforts.

Once members are on Team Coast Guard, we must ensure they are prepared for a rapidly evolving technical and operational environment. By fully harnessing the best collaboration tools and technology available, we will ensure our workforce is where they are needed, when they are needed. In addition to enhancing collaboration while on the job – and ensuring workforce resilience when work flows and workspaces are disrupted – this increased mobility will provide members with workplace flexibility.

Carrying this theme further, our ability to increase member flexibility and choice in multiple areas – including fostering the ability to achieve a full career across different elements and specialties – will be an integral component of our ability




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"Emphasis will be placed on selecting leaders who have honed their

to retain talent. We will maximize career permeability by providing members the ability to transition through different organizational components or different specialty communities. Options like bracketed billets that allow multiple ranks or rates – or a blend of civilians and military members – to apply for job vacancies without hindering their advancement will be explored. As certain worlds of work become even more specialized, it may also become necessary to fill some enlisted billets based on required skills rather than a simple rate and rank match as exercised in the past. Our current system allows this in a few instances, including Officer in Charge, Executive Petty Officer, and Senior Enlisted Advisors. Expanding this option will inject needed flexibility for positions to be sourced from a larger pool of candidates with the right skill sets, while also directly improving our ability to retain top talent from across the Nation we serve.

To retain the best and brightest, we will similarly embrace and enable lateral moves as members navigate their careers. Options include an interlinked civilian and active duty assignment process, where candidates apply for roles that match with their skills, experience, and interest. By exploring possibilities that allow fluidity between civilian and military roles, including increased lateral mobility across our reserve, auxiliary, and retired workforce segments, we can ensure we place the right person in the right job, supporting both the Service and the member.

Greater career fluidity will pay dividends beyond increased member opportunity. Developing ways to better match a member's talents, abilities, potential, interests, and capacity to emerging workforce gaps and 2030 mission demands will enhance versatility for both the Service's talent management and mission execution. Looking to 2030 and beyond, it is likely that the Coast Guard will need skills that don't align with our existing positions, ratings, titles, and specialties. By embracing a culture of continuous learning and connection, we can reinforce the importance of skill diversity and promote opportunities to learn new skills that enhance a member's job satisfaction and promotability in ways that were not previously possible. In turn, we will strengthen a workforce that is adaptable, resilient, and *Always Ready.*

As members learn new skills, we must have a system that ensures this reskilling is rewarded. Many of our current processes are founded on an industrial-era model of performance appraisal that is not responsive to current talent management and human resource practices and often doesn't convey key information about our service members. To emphasize skill diversity, we need a more performance-focused personnel rating and advancement system. These processes should allow us to track top talent and reward risk taking in emerging fields or specialization in critical skill sets. Emphasis will be placed on selecting leaders who have honed their competencies, delivered results, and exemplified our core values.





competencies, delivered results, and exemplified our core values."

In tandem, we will seek increased options to ensure the best talented individuals – including those identified as the most competent and capable leaders and not just those with the most expansive technical training – are rewarded. The blanket provision of bonuses across entire communities can no longer be our tool-of-choice. By focusing on retention incentives and career opportunities beyond the next assignment, we can utilize employee input to enable career growth and opportunity, providing stability and predictability for the member while also balancing the Service's workforce needs. To support this flexibility, we must have a talent management system that is readily accessible and understandable, and one that leverages data analytics and machine learning as the bases for wise decisions and creative solutions.

Transforming our talent management system will allow the Coast Guard to increase member opportunity while also improving recruitment and retention of those members with vital experience needed for mission success. We will successfully accomplish this transformation by:

- Creating a comprehensive outreach strategy that leverages innovative and adaptive marketing plans to connect the recruiter to the recruit.
- Creating 24/7 presence through a virtual recruiting office and mobile recruiting, as well as increasing engagement with local communities where Coast Guard units are present but a physical recruiting office is not.
- Establishing assignment or billet-banding management processes that will increase career growth and flexibility.
- Creating and implementing programs to promote and reward talent development, including initiatives that focus on enabling members to attain new skills. Programs should be increasingly liberal in facilitating member breaks-in-service for training and skill development.
- Exploring a range of career flexibilities that leverage outside experience for active duty and civilian members, including a "no-penalty opt-out" for consideration by a promotion board for any members in the process of changing specialties or addressing acute work-life issues and exploring more routine use of lateral entry to bring in key skills.
- Exploring non-monetary, incentives-based reenlistment alternatives similar to those available in the private sector.
- Modernizing human resource information technology systems to ensure transparency for candidates, applicants, and program administrators, such as providing incumbent and candidate demographic data and historical data of each unit.



V.

Line of Effort 2: Modernize Training Systems and Delivery

Today's Coast Guard delivers "best-in-class" performance-based training experiences that grow our workforce into technically proficient leaders. **In order to maintain our competitive advantage, the Coast Guard must revamp our legacy approach to training and implement "Modern Ready Learning."** This means ensuring our training is increasingly tailored to the individual and delivered in new, novel, and different ways. We owe it to our workforce that made the choice to serve this Nation to develop their talents, skills, and knowledge through the most impactful and relevant training and/or education available. The investment is worth the return of an empowered workforce that is committed to staying in the Coast Guard for a career enriched by continuous learning. **We must train to retain.**

Rapid changes in technology, mission-related challenges, and societal factors will require even the most experienced operators to get regular skill upgrades over the course of a career. Tailored training programs will enable our workforce to rapidly reskill in order to keep pace with a fast-changing, increasingly-technological operational landscape. Tailored training means providing the correct, targeted training informed by evolving mission requirements and reflective of the skills, experience, and needs of each individual. Creating these opportunities will help us capitalize on our workforce's innate capabilities and channel them for organizational impact. Courses will exist on a spectrum from completely self-paced to fully interactive.

We must also modernize training delivery by continuing to innovate - and fundamentally adapt - our paradigm for


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where and how learning occurs. Our current system delivers advanced technical training; however, it too often relies on inefficiently pulling personnel from their work locations. Traditional classroom training will remain invaluable, but will no longer be the default solution. The Service will embrace a "Next Generation" schoolhouse model that prioritizes and balances the skills members must obtain and the technology involved. These "NextGen" schoolhouses should enable the force to rapidly adopt new tactics, tools, and policies by making training available directly to the field in real-time, not just when a unit can get a coveted seat at a Training Center. Learning will increasingly occur at the point of performance, leveraging remote learning frameworks (in addition to more traditional Coast Guard-sponsored C-schools) to provide immersive, effective educational experiences. And, when members do leave their home units to travel to Training Centers for in-person learning, we will maximize their time by ensuring their health, wellness, and recurring mandatory training needs are part of the package. Training Centers will also serve as readiness centers, ensuring members depart mission ready.

Not only will the Coast Guard need to reconsider where and how it teaches members new skills, but also how it evaluates the results. NextGen schoolhouses will need not only to acknowledge, credit, and certify Coast Guard experiences that contribute to a member's competency but also to translate those Coast Guard experiences and training into externally recognized qualifications. We will continue investment in voluntary credentialing programs to help our workforce acquire certifications and licenses, closing gaps between professional industries and our Service and ensuring members remain ready and on equal ground with their industry counterparts.

This degree of transformation presents deep implications for the Coast Guard training enterprise because continuous learning requires continuous connectivity and modernized training infrastructure. But changing how we deliver training



will reap rewards across every aspect of our Service. The Coast Guard should anticipate all members, even the most senior, spending more time on learning than they do now.

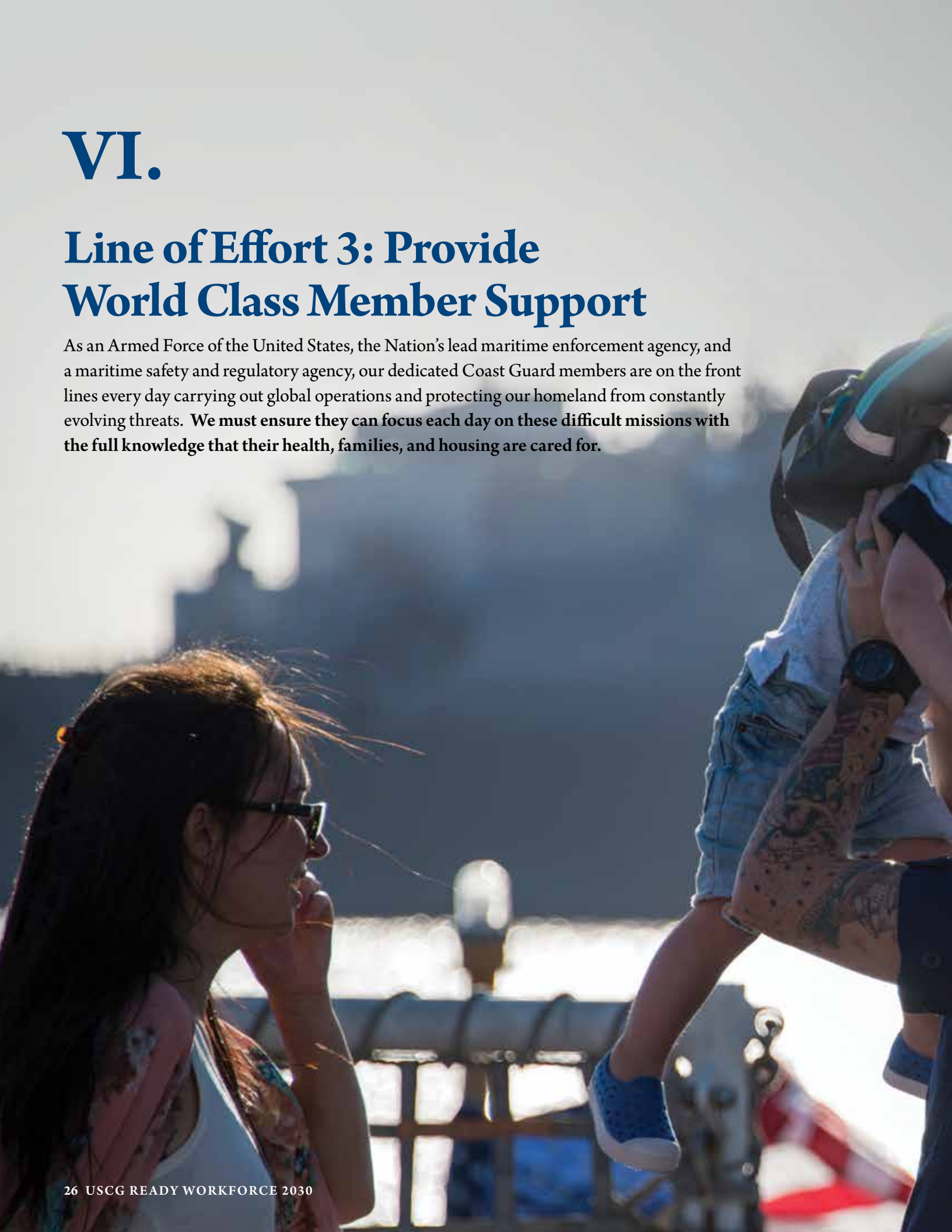
Transitioning to a system that empowers and rewards continuous learning could be one of the Coast Guard's biggest advantages in the competition for talent. The Coast Guard's workforce will have access to a modernized learning system before the end of this decade that includes:

- Developing opportunities for members to participate in military rating apprenticeship programs as well as for new military accessions to head directly to "A" School after boot camp.
- Creating blended training opportunities where content is balanced between hands-on instruction and remote training.
- Enhancing virtual training tools and online learning systems that deliver accessible training beyond the traditional work day to accompany remote or hybrid work.
- Expanding access to training and professional development courses, particularly those that accommodate different learning styles, to empower personnel to better shape and steer their path.
- Increasing on-demand and modular learning options to tailor training to the individual.
- Tailoring cutter training to deliver critical training packages during underway deployments.
- Increasing access to professional development courses, fellowship opportunities, and once-in-a-lifetime educational experiences to spur retention in critical areas.

VI.

Line of Effort 3: Provide World Class Member Support

As an Armed Force of the United States, the Nation's lead maritime enforcement agency, and a maritime safety and regulatory agency, our dedicated Coast Guard members are on the front lines every day carrying out global operations and protecting our homeland from constantly evolving threats. **We must ensure they can focus each day on these difficult missions with the full knowledge that their health, families, and housing are cared for.**




TRAINING
SUPPORT
TALENT MANAGEMENT
HR ANALYTICS
DIVERSITY & INCLUSION
LEADERSHIP





"As we continue efforts to improve our workforce's quality of life, we must

Support programs provide a range of services to enable our workforce to be mission ready while sustaining individual and family well-being. Our ability to support our members and their families - whether it be through access to childcare, housing, or healthcare - is an absolutely vital part of recruiting and retaining the 2030 workforce. Our compelling missions, when combined with world class support, will serve as an exciting attractor to those looking to join our ranks. Appropriate investments in both our support service delivery and related technologies will ensure better support for our members at their point of need.

The Coast Guard has made progress in enhancing the quality of life for our members while maintaining high standards of readiness. We have adjusted assignment policies to facilitate the co-location of dual military families, our parental leave policy now allows for 120 days of leave for any primary caregiver, and we created a program where Coast Guard Reservists can join the Active Duty ranks to backfill members when they go on prenatal, maternity convalescent, and primary caregiver leave.

But we must do more, including pushing ourselves to ensure we provide support at the point of need. This means that members should be able to access on-demand and tailored support services to get help at any time. For example, by adopting proven efficiencies like easy online medical appointment scheduling, increased opportunities for telehealth, and member access to electronic records, we will improve the member experience - as well as performance and delivery of Coast Guard healthcare. We will also look to increase other areas of medical support, such as improved access to mental and behavioral health services, dental, and physical therapy.

We must provide support systems that empower our workforce to thrive. As a recent example, the Coast Guard has already implemented a mentoring program that utilizes state of the art software to match mentors and mentees, providing our entire workforce the ability to connect. This industry-proven, app-based mentoring approach provides flexibility to people searching for a mentor. These connections and mentor/mentee relationships provide encouragement and coaching, empowering a workforce with the confidence, skills, and tools needed to be successful in their careers and on their personal leadership journey.

As we continue efforts to improve our workforce's quality of life, we must also frequently evaluate and enhance access to broader social programs. We will advocate to increase options for child and family care services. We will leverage Depart-





also frequently evaluate and enhance access to broader social programs."

ment of Defense as well as state and local resources to develop creative solutions to provide enhanced family support. Creative and forward-leaning efforts must enhance member satisfaction, and ultimately, retention. Along similar lines, we will strive to improve access to support services including those deployed by the Employee Assistance Program; CG Support; and the Morale, Well-Being, and Recreation accounts.

People join and thrive in an organization that values and cares for them and their families—we will be that organization. To support a ready workforce, we will focus on both our support service delivery and related technologies, including by:

- Providing childcare fee assistance in community-based programs (active duty), subsidized childcare for both the active duty and civilian workforce through modern child development centers, and resources for locating care in all living areas.
- Delivering proactive career support, such as Transitional Assistance Program support for members who are mid-career as well as those preparing for separation from the Service.
- Offering regional transition services for employees and families that relocate in, out, and within the Coast Guard to include spousal employment support and permanent change of station support.
- Equipping members and their families who experience life challenges, including domestic abuse or a dependent with special needs, with access to Work-Life Specialists who provide response, support services, and advocacy throughout their careers.
- Embedding the Personal Financial Management Program in the unit support network and at regional Work-Life Offices.
- Developing CG Care Anywhere capacity to capitalize on telemedicine and teletherapy capabilities and mobile support services.
- Making in-person healthcare more accessible through workplace and foot-of-the-pier pop-up clinics.
- Continuing the existing migration to electronic health records (eHR) to improve access and reliability.
- Actively advocating to ensure affordable housing is available for all members in Coast Guard communities and working with our Department of Defense partners to better determine basic allowance for housing rates.
- Reinvesting in family housing, prioritizing housing for E6 and below and housing in remote communities.

VII.

Mission Imperatives

In addition to the specific strategic objectives outlined in this Outlook, there are several foundational concepts that are critical for the Coast Guard to achieve long-term success. These concepts are more than just enablers; they are fundamental and crucial elements to the successful execution of each Line of Effort within this Outlook. All of these concepts unite around a cohesive purpose: to maximize our workforce's potential to succeed in service to the Nation and enhance mission readiness and resilience.




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1. Human Resource Analytics

The Coast Guard stands at a crossroads: our continued relevance depends on our ability to intelligently employ data. The Coast Guard workforce must understand how to effectively interpret and apply data for decision-making. Not only must that data be accurate, but our workforce must also trust and use data-driven software. We will build our data-driven organization by enabling actionable information and insights that inform decisions at all levels of the organization. Accessible analytics distributed among the workforce, and integrated into operations and mission support, are hallmarks of the future data-driven Coast Guard.

The future demands flexible talent management. Creating a robust and flexible talent management system involves an investment in our Coast Guard human resource analytics. While isolated data solutions have served us up to this point, as we look to the future, we must invest in scaling data science across the organization.

A modern talent management system requires investment in data quality, sophisticated analytics, and decision-support tools. We also need skilled analysts who turn data into insight, and insight into action. Employing these tools will require major changes in culture and policy, as well as a focused effort to create and empower a data-literate workforce. Success is dependent on integration of human resource analytics across the Service so we can better understand the entirety of our workforce to efficiently deploy resources and plan for the future.

Many organizations have already paved a path forward. The Coast Guard can leverage best practices and lessons learned from entities in public and private industry to jump start our own progress. Supported by the Data Readiness Task Force, the Tech Revolution is currently underway and is propelling the Service in the right direction. If executed properly, these efforts will provide enhanced ability to leverage data, creating decision space that benefits the Service at large.

As we build the systems needed to support the Ready Workforce of 2030, we will make commensurate investments in human resource analytics to:

- Enable forecasting of the recruiting mission for several years into the future, improving recruiters' ability to target the best candidates to fill anticipated Service needs.
- Allow for standardization and automation of recruiting and retention metrics.
- Leverage integration of medical, training, and personnel data at the individual and unit level to better inform readiness.
- Enable forecasting of accessions and A-school needs, better informing the training system, and related resourcing decisions.
- Leverage workforce retention curves across all segments of the workforce (active duty, reserves, and civilians) as well as by subgroups (race, ethnicity, and gender) to inform targeted interventions and programs to maximize retention.
- Anticipate the emerging needs of our workforce to provide solutions to problems before they arise.





2. Leadership

Leadership sets the tone of Coast Guard culture, a culture held and most influenced in day-to-day practice by our midgrade personnel. Our culture enables the Service to achieve our mission. Therefore, leadership is also one of the biggest influencers on our ability to retain talent.

As we cultivate the Ready Workforce of 2030, we must ensure our polices and systems develop and support leaders at all levels. The Coast Guard will continue to build and champion training, individual development, and mentoring opportunities that enable our members to take on roles of increased responsibility. As leaders are developed not only from a formal training environment but also from a culture that fosters growth, we will also continue to create opportunities to help members build and practice leadership skills - including empathy, courage, curiosity, risk-taking, and collaboration. Continual improvement of leadership skills will be reinforced by developing Coast Guard Leadership Competencies that are tailored to multiple levels and incorporating these competencies into all aspects of professional development (e.g., performance evaluations, promotions and advancements, and on-the-job professional development).

Leaders will be empowered to succeed through opportunity, trust, and confidence. The Service will continue to promote a culture that develops and empowers leaders, and in doing so, maximizes the potential of every member.

3. Diversity and Inclusion

In order to remain the world's best Coast Guard, we must be the world's most diverse and inclusive Coast Guard. Our culture should not only attract the best of America's diverse population, but create an environment where America's best feel valued, respected, and heard.

By embedding diversity and inclusion more fully into talent management, we will leverage the full range of our talent to meet mission execution in the emerging challenges of a fast-paced, ever changing world. Our future focus on recruiting and retaining a 2030 workforce will include systematically and intentionally integrating diversity and inclusion in our operating environments, processes, and talent management system. The successful execution of the Coast Guard Diversity and Inclusion Action Plan (DIAP) is a bedrock of our Service readiness.

Diversity and inclusion encompass an array of challenges and opportunities that need to be addressed holistically, and our Service will continue to maintain focus on efforts to ensure that we are a truly inclusive organization. **Every member of our workforce must own inclusion.**

VIII.

Conclusion

The readiness and resilience of our workforce is at the heart of what has made the Coast Guard successful since 1790. Our continued success is predicated on building a sustainable talent management enterprise that recruits and empowers the best talent the Nation has to offer. This Strategic Outlook lays the foundation for our Coast Guard as we march toward 2030 and beyond. To remain the world's best Coast Guard and an employer of choice in an increasingly competitive environment for talent, we must build a 2030 Ready Workforce that embraces every active duty, reserve, civilian, and auxiliary member's individual skills and contributions in a safe and supportive environment. We will do so by pursuing the following Lines of Effort:

1. ***Transform Talent Management,***
2. ***Modernize Training Systems and Delivery, and***
3. ***Provide World Class Member Support.***

While challenges abound, we have the culture that can adjust to change, the leadership to nurture our efforts, and most importantly – the people to own the course we set.




U. S. COAST GUARD


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IX.

Way Forward

The Coast Guard will continue to operate in an increasingly dynamic environment, demanding the best of our highly-capable and adaptable workforce. Implementing this Strategic Outlook will require us to prioritize the allocation of finite resources. Our next steps will include developing a comprehensive Implementation Plan to delineate actions we will take to advance this critical readiness imperative.

We are committed to transformational change that questions our existing assumptions, doctrine, and policies and takes action. Success depends on deliberate execution of this Outlook, and workforce development is everyone's business. We remain *Semper Paratus – Always Ready* - to answer the call only when every Coast Guard leader prioritizes talent management and puts their shoulder into the development of our workforce.









U.S. COAST GUARD HEADQUARTERS
WASHINGTON, D.C.

www.uscg.mil

THE COMMANDANT OF THE UNITED STATES COAST GUARD
Washington, DC 20593

SEP 27 2023

ANTI-DISCRIMINATION and ANTI-HARASSMENT POLICY STATEMENT

In our Coast Guard *everyone* is *always* entitled to a workplace free from discrimination or harassment of any kind. Unlawful discrimination and harassment degrade our readiness and mission performance, and deny our active duty, Reserve, civilian, and Auxiliary workforce the meaningful experience they deserve in service to the American people.

We all must have the courage to act if we observe any words or actions that do not align with our core values of Honor, Respect, and Devotion to Duty. Speaking up about even small deviations from our core values prevents unlawful discrimination or harassment from taking root in our workplaces. Throughout our history we have applied our principles of operations to successful mission execution; we must give our workplace climate the same transparency and attention as our operations.

Coast Guard members who believe they have experienced or witnessed unlawful discrimination, harassment, reprisal for participation in Equal Employment Opportunity/Equal Opportunity/Whistleblower or other protected activity, bullying, hazing, or other disruptive behaviors, should report it promptly through their chain of command; their local civil rights service provider; the Coast Guard Anti-Harassment Program Management Office; the Department of Homeland Security, Office of the Inspector General (military and civilian); U.S. Office of Special Counsel (civilian); or other appropriate grievance forums. All complaints and reports will be processed promptly, thoroughly, impartially, and using a process that protects privacy. When discrimination or harassment occurs, leaders and managers will take swift and appropriate corrective action. See Coast Guard Commandant Instruction M5350.4(series) for information on the discrimination complaint process. For harassing behaviors, including hazing, bullying, or other inappropriate conduct, see Coast Guard Commandant Instruction 5350.6(series).

The Coast Guard is devoted to an environment that promotes dignity, respect, fairness, and inclusion. These are essential to remaining always ready to *protect*, *defend*, and *save* lives.

LINDA L. FAGAN
Admiral, U.S. Coast Guard

HARASSING BEHAVIOR PREVENTION, RESPONSE, AND ACCOUNTABILITY



COMDTINST 5350.6
February 2023

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U.S. Department of Homeland Security
United States Coast Guard

Commandant
United States Coast Guard

2703 Martin Luther King Jr. Ave SE
Washington, DC 20593-7000
Staff Symbol: CCG
Phone: (202) 372-4211
Fax: (202) 372-8302

COMDTINST 5350.6
24 FEB 2023

COMMANDANT INSTRUCTION 5350.6

Subj: HARASSING BEHAVIOR PREVENTION, RESPONSE, AND ACCOUNTABILITY

Ref:
(a) U.S. Coast Guard Civil Rights Manual, COMDTINST M5350.4 (series)
(b) Equal Employment Opportunity Commission, Management Directive 715
(c) Equal Employment Opportunity Commission, "Enforcement Guidance: Vicarious Employer Liability for Unlawful Harassment by Supervisors," No. 915.002 (June 18, 1999)
(d) Anti-Harassment Program, DHS Directive 256-01 (24 May 2019)
(e) Anti-Harassment Program, DHS Instruction 256-01-001 (7 Jun 2019)
(f) Discipline and Conduct, COMDTINST M1600.2 (series)
(g) Coast Guard Investigative Service Roles and Responsibilities, COMDTINST 5520.5 (series)
(h) Administrative Investigations Manual, COMDTINST M5830.1 (series)
(i) Civilian Personnel Actions: Disciplinary, Adverse, and Performance Based Actions, COMDTINST M12750.4 (series)
(j) Military Separations, COMDTINST M1000.4 (series)
(k) Enlistments, Evaluations, and Advancements, COMDTINST M1000.2 (series)
(l) Military Justice Manual, COMDTINST M5810.1 (series)
(m) Discipline and Adverse Actions Program, DHS Instruction 250-09 (11 Nov 2016)
(n) Uniform Code of Military Justice, 10 U.S.C. § 877-934 (as amended)
(o) Administrative Remarks, Form CG-3307, COMDTINST M1000.14 (series)

1. PURPOSE. The goal of this Anti-Harassment and Hate Incident (AHHI) policy is to create and maintain a workplace free of harassment and other harassing behavior by ensuring prevention, timely and independent investigation, corrective action, and accountability. This Instruction is complementary to Reference (a), the Civil Rights Manual, COMDTINST M5250.4 (series), but is distinct and does not take the place of procedures for filing an Equal Opportunity (EO) or an Equal Employment Opportunity (EEO) complaint of discriminatory harassment. The EO and EEO processes are found in Chapter 5 of Reference (a).

2. ACTION. All military and civilian supervisors and convening authorities, including General Court-Martial Convening Authorities, Special Court-Martial Convening Authorities (all Coast Guard Commanding Officers (COs)), Officers-in-Charge, Deputy/Assistant Commandants, heads of headquarters directorates, principal deputies to three-star admirals,

and the Judge Advocate General shall comply with this Instruction. Any changes to this Instruction must include coordination between the Anti-Harassment Program Office (AHPO), the Civil Rights Directorate, and the DHS Office for Civil Rights and Civil Liberties to ensure compliance with References (b) through (e).

3. AUTHORIZED RELEASE. Internet release is authorized.

4. DIRECTIVES AFFECTED. Chapters 3.C - 3.J of Reference (a) and chapters 2.B.2. and 3 of Reference (f) are cancelled.

5. MAJOR CHANGES. This Instruction consolidates all procedures relating to harassment and other harassing behavior, standardizes corrective actions for substantiated incidents committed by civilian and military members, creates an appeals process, establishes consequences for those who fail to fulfill their obligations under this policy, and includes updated administrative templates to assist commands in executing this policy.

6. DISCLAIMER. This document is intended to provide operational requirements for Coast Guard personnel and is not intended to nor does it impose legally-binding requirements on any party outside the Coast Guard.

7. ENVIRONMENTAL ASPECT AND IMPACT CONSIDERATIONS. The Office of Environmental Management (CG-47) reviewed this Commandant Instruction and the general policies contained within, and determined that this policy falls under the Department of Homeland Security (DHS) categorical exclusion A3. This Commandant Instruction will not result in any substantial change to existing environmental conditions or violation of any applicable federal, state, or local laws relating to the protection of the environment. It is the responsibility of the action proponent to evaluate all future specific actions resulting from this policy for compliance with the National Environmental Policy Act (NEPA), other applicable environmental requirements, and the U.S. Coast Guard Environmental Planning Policy, COMDTINST 5090.1 (series).

8. DISTRIBUTION. No paper distribution will be made of this Instruction. An electronic version will be located in the Coast Guard Directives System Library internally, and if applicable on the Internet at www.dcms.uscg.mil/directives.

9. RECORDS MANAGEMENT CONSIDERATIONS. Records created as a result of this Instruction, regardless of format or media, must be managed in accordance with the records retention schedules located on the Records Resource Center SharePoint Online site: https://uscg.sharepoint-mil.us/sites/cg61/CG611/SitePages/Home.aspx.

10. ANTI-HARASSMENT PROGRAM RESPONSIBILITIES.

a. Anti-Harassment Program Management Office (AHPO). The Assistant Commandant for Human Resources/Office of Harm Reduction serves as the Anti-Harassment Program Office.[1] The AHPO manages the Anti-Harassment Program and shall:

(1) Maintain a roster of all AHHI Investigators designated by commands;

(2) Maintain the AHHI Investigator Tactics, Techniques, and Procedures (TTP);

(3) Coordinate with Force Readiness Command (FORCECOM) to update, when necessary, AHHI Investigator training;

(4) Collect data and maintain a database with a repository of Final Action Memoranda;

(5) Respond to data calls and questions on AHHI; and

(6) Provide timely and accurate data to authorized entities on AHHI incidents and the program in general.

b. Training. FORCECOM will create and maintain, in coordination with the AHPO and the Department of Homeland Security (DHS) Office for Civil Rights and Civil Liberties (CRCL), online training for AHHI Investigators that includes interviewing, report writing, and investigating harassment allegations. This training must also include the legal requirements for claims of harassment.

c. Designating Investigating Officers.

(1) Convening authorities[2] must designate one AHHI Investigating Officer (IO) for every 150 members/employees of their unit. Units with fewer than 150 but more than 50 members/employees must appoint one IO. Units with fewer than 50 members/ employees may appoint an AHHI IO. Units with fewer than 50 members/employees that do not have an appointed AHHI IO will consult with their servicing legal office, their immediate commander or civilian supervisor, as appropriate, and the AHPO for assistance in appointing an AHHI IO, as necessary.

(2) Convening authorities will designate IOs from among officers (CWO or O-3 and above), civilians (GS-12 and above), and senior enlisted members (E-7 and above) based on their professionalism, temperament, ability, and experience, including prior

[1] In the absence of a formally established AHPO, all references to the AHPO in this Instruction refer to the office or offices with interim responsibility for preventing and responding to allegations of harassment and incidents of hate within the Coast Guard, which may be designated by ALCOAST publishing this COMDTINST.
[2] *See* para. 2 above and 13.a below.

experience as an AHHI or other type of IO. IO experience at the unit type where the investigation will occur is preferred.

(3) Convening authorities will provide the names of command-designated AHHI IOs, with proof of completed training, to the AHPO.

(4) Convening authorities with designated AHHI IOs shall make those investigators available to units requesting assistance. The requesting command is responsible for funding the travel and activities of the IO.

(5) Commands may, in coordination with the AHPO, contract for investigators with the appropriate training from outside of the Coast Guard.

11. POLICY.

a. Expectations for leaders. COs/OICs and supervisors must cultivate a climate of dignity, respect, and trust. All COs/OICs and supervisors will act promptly to prevent and stop harassing behavior and shall take action against violators. COs/OICs and supervisors shall not wait for a complaint to act. Leaders must also hold accountable any subordinate leader who fails to respond to harassing behavior, inform those subjected to harassing behavior about available resources, and facilitate access to services.

b. Expectations for our workforce. Harassing behaviors are harmful to our workforce, adversely affect the creation of an inclusive workplace, and are contrary to our core values of honor, respect, and devotion to duty. Every member of our workforce shall model appropriate and professional behavior, appropriately intervene when witnessing harassing behavior, and be vigilant and vocal when others act in manner that can harm our shipmates.

c. Applicability.

(1) In general: This policy applies at all times to all active duty members, reserve members, civilian employees, and members of the Coast Guard Auxiliary. It covers and prohibits harassing behavior that has a direct nexus to a member's or employee's position or responsibilities, which occurs on duty, off duty, face-to-face, or remotely via written or electronic/digital means, including, but not limited to telephone, email, social media, websites, and chat applications. Such conduct is prohibited regardless of whether or not it occurs during working hours or onboard Coast Guard installations or assets.

(2) Lawful general order: The following orders are punitive in nature and constitute lawful general orders:

(a) Coast Guard members are prohibited from engaging in conduct that constitutes harassing behavior, hate, or other conduct as described and prohibited in this policy; and

(b) Convening authorities must investigate or otherwise process reports or complaints of harassing behavior, hate, or other conduct as described and prohibited by this policy.

(3) Scope:

(a) Active duty members (at all times) and Reservists (while in a drill or active duty status) who engage in conduct prohibited by this policy may face administrative or disciplinary action, including non-judicial punishment or court-martial for violation of Article 92, Uniform Code of Military Justice, 10 U.S.C. § 892.

(b) Reservists who engage in conduct prohibited by this policy while in a non-drilling or non-duty status may face administrative action.

(c) Civilian employees who engage in conduct prohibited by this policy, may face disciplinary and administrative action.

(d) Members of the Coast Guard Auxiliary are subject to administrative action, including disenrollment, if determined to have engaged in conduct prohibited by this policy.

(e) Leaders who fail to carry out their command responsibilities under this policy may be subject to adverse administrative or disciplinary action.

(4) Effect on collective bargaining agreement: This policy is separate and distinct from any collective bargaining agreement or statutory complaint process covering discriminatory harassment, as outlined in Chapter 5 of Reference (a). Any conflicts between this policy and an applicable collective bargaining agreement or statutory complaint process will be resolved in favor of the collective bargaining agreement or statutory complaint process.

12. WHAT CONSTITUTES HARASSING BEHAVIOR? "Harassing behavior" in this policy includes harassment and other harassing behavior described here. COs/OICs and supervisors must also address and stop conduct not rising to the level of harassing behavior, but that is nonetheless unacceptable in a work environment, even if a single unintentional incident, and take appropriate action with respect to the offender.

a. Harassment. Harassment is unwelcome conduct, whether verbal, nonverbal, or physical, that has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, offensive, or hostile environment. Harassment includes conduct - whether or not based on a protected status - that includes, but is not limited to, race, sex, gender, or gender identity (*see* Appendix A). Hate-based harassment that targets one or several people requires special reporting and investigation (*see* section 20).

b. Sexual Harassment. Sexual harassment is gender-based harassment in which the aggrieved and harasser can be or identify as the same or another gender. Consequences for sexual harassment differ from other harassing behavior (*see* section 18). Sexual harassment occurs where the subject knowingly makes sexual advances, demands or requests for sexual favors, or knowingly engages in other acts of a sexual nature; such conduct is unwelcome; AND under the circumstances, such conduct:

(1) Would cause a reasonable person to believe, and the person at whom the behavior is directed does believe, that submission to such conduct is, or would be made, either explicitly or implicitly, a term or condition of that person's job, pay, career, benefits, or entitlements;

(2) Would cause a reasonable person to believe, and the person at whom the behavior is directed does believe, that submission to, or rejection of, such conduct is, or would be used, as a basis for decisions affecting that person's job, pay, career, benefits, or entitlements; OR

(3) Is so severe, repetitive, or pervasive that it unreasonably interferes with an individual's work performance, or other conditions of employment, OR a reasonable person would perceive, and the person at whom the behavior is directed does perceive, an intimidating, hostile, or offensive working environment.

c. Hazing and Bullying. These harassing behaviors physically or psychologically injure or create a risk of physical or psychological injury to Coast Guard personnel. Physical contact is unnecessary. Hazing is done for the purposes of initiation or admission into, affiliation with, change in status or position within, or as a condition for continued membership in any Coast Guard unit or organization. Hazing has no legitimate or properly authorized government purpose and is not excused by consent of the target of hazing. COs/OICs and supervisors should ensure traditional observances and initiation ceremonies respect participants. Bullying is threatening, humiliating, or intimidating behavior done with an intent to exclude.

d. Retaliation or Reprisal. Retaliation or reprisal comprises illegal, unacceptable, or hostile actions taken against a military member or civilian employee, as a result of that individual engaging in, or being suspected of engaging in, a protected activity (*see* Appendix A).

13. REPORTING HARASSING BEHAVIOR. Anyone, civilian or military, who has witnessed or has been subjected to behavior believed to be harassing behavior may make an AHHI complaint. Appendix B contains a graphical representation of the process and timelines once a member or employee makes a report.

a. Harassing behavior may be reported to any person of authority within the member or employee's chain of command or chain of responsibility, or to the AHPO. Anyone who receives a complaint or otherwise learns of apparent harassing behavior shall report the incident through her or his chain of command or chain of responsibility to her or his first

immediate convening authority, generally within one (1) calendar day. For the purposes of this Instruction, convening authorities are any General Court-Martial Convening Authority, any Special Court-Martial Convening Authority (commanding officer of any Coast Guard unit), Officers-in-Charge, Deputy and Assistant Commandants, heads of headquarters directorates, any principal deputy to a three-star admiral, and the Judge Advocate General. The complaint may be oral or written, though a writing is preferable. Complaints shall be treated as confidential, as much as is possible. A complainant who perceives that the convening authority has taken no action on a complaint should inform the AHPO.

(1) Reporting harassing behavior based on a protected status under this policy does not preclude filing an EO/EEO complaint for the same conduct.

(2) The convening authority shall inform the complainant, in writing, of the option to file an EO/EEO complaint when the complaint alleges harassing behavior based on protected status. Convening authorities should advise complainants that the complainant must initiate the EO/EEO complaint process within 45 calendar days of the most recent incident of alleged harassment if the complainant wishes to participate in the EO/EEO process.

b. A complaint must allege facts that, if true, would constitute harassing behavior as defined in this Instruction. Convening authorities should consult with their servicing legal office to determine if an allegation constitutes harassing behavior. If, upon initial review and consultation with legal, the official receiving a report of harassment does not believe the conduct alleged would constitute harassing behavior, the official should review the definition of harassing behavior with the complainant and provide the complainant the opportunity to revise the complaint.

c. The AHPO will refer complaints made to the AHPO to the immediate convening authority of the alleged perpetrator for investigation and inform the CO, OIC, or immediate supervisor of the aggrieved or targeted party of the complaint. The AHPO will refer complaints to the immediate superior commander or supervisor in cases where the alleged perpetrator and aggrieved are assigned to the same unit. Complaints may be made anonymously to the AHPO.

d. Any withdrawal or settlement of an EO/EEO complaint does not affect the requirement to complete the procedure and actions under this policy, unless the withdrawal or settlement expressly includes a separately filed harassment complaint.

e. Whistleblower protections.

(1) Civilian personnel who believe they have been subjected to whistleblower retaliation or reprisal may file a complaint with the U.S. Office of Special Counsel (OSC) 1730 M Street N.W., Suite 218, Washington, DC 20036-4505, website: https://www.whistleblowers.gov/complaint_page; or file complaint (Form OSC-11), or with the DHS Office of Inspector General (OIG) at

https://www.oig.dhs.gov/whistleblower-protection. Civilian personnel who believe they have been subjected to a personnel action directly appealable to the Merit Systems Protection Board (MSPB), may also file an "otherwise appealable action" with the MSPB at mspb@mspb.gov, where the employee asserts that the action was taken because of whistleblowing, *see* https://www.mspb.gov/appeals/whistleblower.htm.

(2) Military members who believe they are subject to whistleblower retaliation or reprisal may file a complaint with DHS OIG at Whistleblower.Protection@oig.dhs.gov.

(3) OSC and OIG can recommend disciplinary action against violators. In some *civilian* cases, OSC may request that the MSPB direct the Coast Guard to take disciplinary action. Thus, Coast Guard action on a whistleblower retaliation or reprisal matter accepted by OSC or OIG may be stayed by the Coast Guard until after those outside investigations are complete. The relevant convening authority will, however, still take appropriate action to stop potentially harassing behavior and protect the complainant.

14. RESPONSE TO REPORTS AND COMPLAINTS OF HARASSING BEHAVIOR. The first convening authority in the complainant's chain of command or chain of supervision must:

a. Acknowledge receipt of any non-anonymous complaint to the complainant (*see* Appendix C);

b. Take immediate action to ensure the safety of the aggrieved party, including contacting base security forces, emergency medical care, and CGIS as required by Reference (g);

c. Coordinate as necessary with local law enforcement, in consultation with CGIS, as appropriate;

d. To avoid recurrence, take appropriate action to stop the reported harassing behavior, such as issuing a cease-and-desist letter to the alleged harasser, separating the alleged harasser from the alleged aggrieved person while the matter is investigated, or both. Aggrieved civilian employees should not be moved unless they expressly request to be moved. The alleged harasser may be reassigned/detailed/directed to telework during the investigation;

e. Report the complaint and any required data to the AHPO prior to convening the investigation or taking other action;

f. Advise the aggrieved party that filing a complaint of harassing behavior does not substitute for or satisfy the requirements associated with separately filing an EO/EEO complaint, negotiated grievance, Equal Employment Opportunity Commission (EEOC) or Merit System Protections Board (MSPB) appeal, or other statutory grievance procedure;

g. Respect and protect the privacy and confidentiality of anyone reporting harassing behavior, or who provides information relating to it, to the extent permitted by law and consistent with good order and discipline. This includes limiting access to documentation only to those with a need to know, which generally means someone with an official role under this policy. The Coast Guard does not tolerate retaliation for reporting or assisting another individual in reporting harassing behavior; and

h. Initiate an investigation usually within seven (7) calendar days, but in any event no later than ten (10) calendar days of notification of a report or complaint of harassing behavior, unless CGIS has initiated an investigation or the AHPO refers the report to another convening authority for investigation. Convening authorities may not delay convening an investigation to take corrective or remedial action. The procedures in Reference (h) pertaining to standard investigations apply to harassing behavior investigations, as well as other requirements in this Instruction. This Instruction takes precedence when there is a conflict.

15. COAST GUARD INVESTIGATIVE SERVICE (CGIS) NOTIFICATION AND SUPPORT.

a. CGIS notification. Some harassing behavior can constitute an offense under the Uniform Code of Military Justice (UCMJ). Convening authorities who receive complaints of harassment or hate shall notify CGIS of all allegations outlined in Reference (g), including sexual assault, sexual harassment, workplace violence such as physical assault, hazing threatening behavior, child abuse, spousal abuse, stalking, or wrongful broadcast of intimate visual images. IOs shall contact their servicing legal office, suspend the investigation, and notify the convening authority where a command-convened investigation uncovers evidence of serious violations of the UCMJ, federal law, or state law that are beyond the scope of the convening order. CGIS, in coordination with the servicing legal office and the referring command, will determine the appropriate way forward with respect to the investigation. This could include referral to another investigative body, initiation of a CGIS criminal investigation, or resuming the command-convened investigation.

b. CGIS support. Convening authorities may request investigative assistance from CGIS pursuant to paragraph 10.c. of Reference (g). Assistance includes, but is not limited to, assistance with the exploitation of digital media and guidance on crafting investigative strategies. The Regional Special Agent in Charge (SAC) will, in coordination with the servicing legal office and convening authority, decide the nature and extent of CGIS support to a command-conducted investigation based on availability of CGIS resources.

16. INVESTIGATION PROCEDURES.

a. Selecting an Investigating Officer.

(1) IOs assigned to conduct investigations into reports of harassing behavior or hate incidents must have completed DHS/Coast Guard training in investigating allegations of harassing behavior within the past three years. The training is available in the

Coast Guard Learning Management System. IOs shall refer to the TTP for best practices on how to conduct the investigation.

(2) When selecting an IO, the convening authority should consider professionalism; temperament; current assignments; workload; education; past experience as an IO; writing skills; and demonstrated ability to exercise discretion, maintain confidentiality, and apply analytical and critical thinking skills.

(3) The convening authority shall ensure that the IO has no substantive professional or personal associations with the complainant(s), alleged aggrieved person(s), alleged perpetrator(s), or witnesses, to such an extent that a reasonable person with knowledge of all the facts and circumstances would question the IO's impartiality.

(4) Subject to operational constraints, such as an underway cutter or geographically isolated unit, the convening authority shall endeavor to ensure investigators are not from the same unit where an allegation arose. The convening authority should request assistance from the AHPO to identify an IO if the convening authority determines that no suitable IO is available locally.

b. Convening the investigation.

(1) The convening authority shall sign and issue a written convening order normally within seven (7) calendar days, but in any event, no later than ten (10) calendar days of receipt of a complaint. The convening order should include the name and grade/rank of reporting party, alleged aggrieved person(s), alleged perpetrator(s), and known witnesses, as well as enough information to provide a clear and detailed record of the allegations (incidents, issue, and protected basis).

(2) The convening order will require that the IO complete and submit the investigation, including legal review, within 30 calendar days of initiating the investigation.

(3) The convening order will advise the IO what to do if the IO uncovers additional allegations during the investigation.

(4) The convening authority may consider authorizing the IO to issue a non-disclosure order to witnesses.

(5) The convening order shall direct the IO to determine facts. The IO shall not offer in the report any opinion substantiating or un-substantiating the alleged harassing behavior, or include recommendations.

(6) The convening order shall be reviewed by the servicing legal office before convening authority signature.

(7) The convening authority:

(a) Shall not substitute a Command Climate Survey or similar activity for a factual inquiry into specific allegations covered by this Instruction;

(b) May grant extensions for specified periods and will notify the aggrieved party and the AHPO of extensions. Extending an investigation completion date beyond 40 calendar days (or 20 calendar days for a potential hate incident) from the date of initiation of the investigation is inconsistent with Service direction to expedite resolution of these cases. Convening authorities must consult with the AHPO to determine the most efficient course of action where the convening authority believes that it is necessary to extend the investigation beyond this timeline. The AHPO retains the final approval authority on completion dates;

(c) Will not consult with any individual who has a personal interest in the outcome of the investigation, including the alleged perpetrator(s), prior to making a determination on the allegations and taking final action. Consultation should be limited to only those with an official role in the matter, including the servicing legal office, Civil Rights Directorate, and Human Resources representatives; and

(d) Will provide or otherwise arrange for administrative and logistics support of the AHHI investigation, including the expenses of the IO and access to interview space removed from the workspaces of those involved.

(8) Complaints of harassment naming the Commandant, Vice Commandant, COMDT (CG-00H) Director, or the AH Program Manager as the individual alleged to have engaged in the harassing conduct must be processed as conflict of interest harassment complaints. Individuals should contact the DHS-HQ Anti-Harassment Unit if they are reporting a conflict of interest harassment complaint.

c. Conducting the investigation. The IO must:

(1) Maintain, to the maximum extent practicable, the confidentiality of the investigation, complainant(s), alleged aggrieved person(s), and alleged perpetrator(s);

(2) Appropriately prioritize the investigative responsibility above other official responsibilities;

(3) Thoroughly examine each issue being investigated and collect and present sufficient facts to the convening authority upon which a determination with respect to each allegation can be made;

(4) Make findings of fact, and offer opinions inferring facts from the evidence where it is necessary to resolve factual ambiguity, but shall otherwise make no opinion substantiating or unsubstantiating the allegation(s) or offer recommendations to the convening authority;

(5) Include in the report any evidence that any member of the chain of command knew, or reasonably should have known, of the alleged harassing behavior, and failed to address it prior to receiving the report/complaint;

(6) Report immediately to the next superior of the convening authority in the chain of command if there is evidence that the convening authority knew, or reasonably should have known, of the harassing behavior, and failed to address it prior to receiving the report/complaint;

(7) Consult with the designated legal advisor throughout the course of the investigation and submit the investigative report to the servicing legal office for legal review before submitting it to the convening authority. Servicing legal offices that do not have dedicated employment law attorneys shall consult with the Legal Service Command on matters involving civilian parties;

(8) Consult with Coast Guard Office of Civilian Workforce Relations (CG-124) on matters involving civilian alleged perpetrators; and

(9) Submit the investigative report after legal review to meet the deadline prescribed by the convening authority.

d. Final Action by the convening authority. The convening authority must take final action (i.e., at a minimum, conclude whether the alleged conduct occurred and whether the alleged conduct was prohibited under this policy). The convening authority shall take final action within ten (10) calendar days after receiving the investigative report, unless the AHPO approves an extension. These procedures also apply to hate incidents described in section 20 of this Instruction.

(1) Taking the final action. Convening authorities shall:

(a) Consult with the servicing legal office prior to taking final action;

(b) Document the final action in a stand-alone Final Action Memorandum (FAM) that identifies the complainant and the alleged perpetrator, contact dates, time, locations, allegations, a determination whether the allegation is substantiated or unsubstantiated, and any remedial or corrective actions taken or planned by the convening authority;

(c) Determine that it is more likely than not that the alleged perpetrator engaged in the harassing behavior to substantiate an allegation, or that the allegation is unsubstantiated;

(d) Specify the nature of substantiated harassing behavior and any aggravating factors, such as harassment based on protected status;[3]

(e) Articulate the evidence and reasoning for findings (*see* Appendix G);

(f) Include a finding addressing whether anyone in the chain of command or supervision knew or should have known of the alleged harassing behavior prior to the report, and whether the chain of command or supervision failed to properly address the behavior or follow the procedures in this Instruction; and

(g) Document the rationale for not taking disciplinary action where the convening authority substantiates an allegation and does not intend to take disciplinary action.

(2) Convening authority actions after taking final action. Convening authorities:

(a) Below the rank of O-6 will send the FAM and investigative report to the first O-6 or civilian supervisor of equivalent grade in the chain of command or chain of supervision, as appropriate. All other convening authorities will send the FAM and investigative report to the next superior in the chain of command;

(b) Shall provide a copy of the FAM, but not the investigative report, to the AHPO within ten (10) calendar days of finalizing the FAM;

(c) Should not delay forwarding the FAM to the AHPO even if action by the next superior in the chain of command is incomplete;

(d) Shall coordinate any appropriate release of the investigative report, after consulting with the servicing legal office;

(e) Shall, within five (5) calendar days of finalizing the FAM, cause the aggrieved party to be notified, either verbally or in writing, of the disposition of the investigation, and whether or not corrective action has been or will be taken. Such notification shall not include disclosure of the specific nature of any disciplinary or other action recommended against the offender;

(f) Shall, within five (5) calendar days of finalizing the FAM, cause the subject of the investigation to be notified of the disposition of the investigation. Documented accountability measures as described in section 18 of this Instruction suffice for such notice where the command substantiates the complaint. Where the

[3] A finding of substantiated discriminatory harassment by the convening authority through the AHHI process is not a substitute for, nor does it affect, the EO/EEO process.

complaint is not substantiated, notice can either be provided verbally or in writing; and

(g) Shall take appropriate measures to prevent retaliation or reprisal for any reported harassment or information provided during the investigation of alleged harassing behavior.

e. Actions by the next superior in the chain of command or chain of supervision.

(1) The superior must acknowledge receipt of the FAM and indicate that she or he has considered the report and final action. Acknowledgement should be in writing, and either memo or email is sufficient, but in either case the AHPO should be copied on the acknowledgement.

(2) The superior will consult with the servicing legal office if evidence provided directly by the IO or contained in the FAM or investigative report indicates that the convening authority knew or should have known of the alleged harassing behavior prior to the report, or failed to properly address the behavior, or failed to follow the procedures in this Instruction.

f. Effect of CGIS involvement on command investigations. Convening authorities should work closely with their servicing legal office and CGIS when the convening authority suspects or becomes aware of conduct that may constitute criminal activity.

(1) The convening authority's timeline for convening the investigation is tolled (suspended) until the earlier of the following:

(a) CGIS, or another law enforcement agency, determines it will not investigate; or

(b) Ten (10) calendar days have passed since such notification.

(2) If CGIS or another law enforcement agency informs the convening authority that it will investigate, the convening authority will defer convening the AHHI investigation until the convening authority obtains concurrence from the servicing legal office and CGIS to proceed. The convening authority should inform CGIS as soon as practicable where the convening authority receives notice that a local law enforcement agency intents to investigate an allegation.

(3) When CGIS investigates and provides the report of investigation to the convening authority, the convening authority will proceed with the command investigation and incorporate the CGIS report into the command's investigation as an exhibit, in coordination with CGIS and the servicing legal office. The time taken by CGIS to investigate will not be counted against the time requirements applicable to the command investigation.

17. APPEAL OF DETERMINATION IN HARASSING BEHAVIOR CASES. The subject of the complaint has the right to appeal the convening authority's determination to substantiate a finding of prohibited conduct covered by this Instruction. An appeal must be made in writing within the later of eight (8) calendar days of either receipt of the convening authority's decision or the discovery of new evidence.

    a. Appeal authority. The first flag officer or Senior Executive Service member (SES) in the chain of command senior to the convening authority shall be the appeal authority.

    b. Basis for appeal. An appeal may be requested by the subject of the complaint only:

        (1) Where the convening authority incorrectly applied policy or disregarded or inappropriately weighed facts; or

        (2) Upon the discovery of new evidence, where that evidence:

            (a) Was not discoverable during the investigation through no fault of the person proposing the evidence;

            (b) Does not go beyond the issues investigated; and

            (c) If considered, would substantially alter the original determination.

    c. Actions of the appeal authority. The appeal authority must ensure that the convening authority adhered to all policies and directives and that the convening authority appropriately considered all of the available relevant facts. The appeal authority will notify the appealing subject of the outcome of the appeal. The appeal authority may:

        (1) Direct the convening authority to reopen the investigation or the appeal authority may direct the convening authority or another officer to order a new investigation;

        (2) Take appropriate corrective action with respect to the findings and, if necessary, corrective action consistent with the facts established in the investigation where there is clear and convincing evidence that the convening authority ignored facts or did not appropriately weigh the available relevant facts; or

        (3) Concur with the investigation as conducted and concur with the subordinate commander's decision.

    d. Existing remedies. Nothing in this Instruction affects an employee or member's rights to pursue independent avenues of relief or appeal as otherwise authorized in law or policy.

18. ACCOUNTABILITY FOR HARASSING BEHAVIOR. Commanders shall take appropriate action as described below, after substantiating harassing behavior or other misconduct.

    a. Purpose. This policy is intended to require documentation of harassing behavior and disciplinary or administrative action that is appropriate and proportionate to the severity of the misconduct, and that will prevent future harassing behavior. Convening authorities may consider, but are not bound by, remedial measures requested or preferred by the aggrieved. Corrective remedial actions should be consistent with disciplinary/corrective actions taken in similar incidents, with Coast Guard policy, and with respect to civilian employees, consistent with Reference (i). Convening authorities shall consult the Civil Rights Directorate and the AHPO to determine if the subject was previously implicated in a finding of discrimination or harassing behavior. Prior substantiated findings are relevant when assessing appropriate action. Regardless, all COs/OICs and supervisors have an affirmative duty to act promptly to stop and correct unacceptable behavior even if it does not rise to the level of prohibited harassing behavior.

    b. Accession points. Within 90 calendar days of the effective date of this Instruction, the Superintendent of the Coast Guard Academy and Commander, FORCECOM shall issue policies addressing consequences for cadets, new officer accessions, and enlisted recruits who engage in substantiated incidents of behavior covered by this Instruction. All other provisions of this policy otherwise apply, unless the AHPO approves a deviation.

    c. Types of actions available. Disciplinary actions include, but are not limited to, informal and formal counseling, comments in officer or enlisted performance evaluations, non-judicial punishment, administrative separation, court-martial, and civilian adverse personnel actions. The provisions below set forth the minimum action to document a substantiated AHHI complaint.

        (1) Military members.

            (a) Documentation. Each instance of substantiated harassing behavior identified in this Instruction shall be, at a minimum, documented in a CG-3307 for military members. If a substantiated incident results in non-judicial punishment, the substantiated determination will not be documented in a CG-3307 in the subject member's record or performance evaluation until the NJP action is complete. For members who receive a documented harassing behavior incident in the first 18 months of service, such documentation may be removed from the member's personnel data record at the member's request when:

                1) The member requests removal of the documentation after serving four consecutive years after the incident with no further misconduct;

                2) The member receives a favorable command endorsement supporting removal of the CG-3307; and

3) The cognizant Personnel Service Center Division Chief (EPM, OPM, RPM) approves the removal.

(b) Enlisted - administrative separation and reenlistment.

1) Separation processing for sexual harassment. An enlisted member who has a documented, substantiated instance of sexual harassment will be processed for involuntary administrative separation on the basis of misconduct, commission of a serious offense, or as otherwise described in Reference (j).

2) Separation processing for other harassing behavior. A single substantiated incident of harassing behavior committed by an enlisted member provides the basis for initiating involuntary administrative separation on the basis of misconduct, commission of a serious offense, unless the convening authority concludes that a first incident was isolated or unintentional, and that the individual through their efforts at rehabilitation has clearly demonstrated that they will not engage in harassing conduct in the future. COs/OICs shall initiate involuntary administrative separation on the basis of misconduct, commission of a serious offense for any subsequent instance of documented substantiated harassment after the first documented incident of substantiated harassment.

3) Reenlistment.

a. A member who has a documented, substantiated instance of sexual harassment is ineligible for reenlistment consistent with Chapter 1.E.2.e of Reference (k).

b. Notwithstanding Chapter 1.E.2.e of Reference (k), a single documented, substantiated instance of harassing behavior that is not sexual harassment does not make a member ineligible for reenlistment, but COs/OICs shall not recommend, and CG PSC-EPM or RPM will not approve, reenlistment or extension of service unless the incident was isolated or unintentional, and the individual through their efforts at rehabilitation has clearly demonstrated that they will not engage in harassing conduct in the future. CG PSC-EPM or RPM will not approve reenlistment or extension of service if a member has more than one documented, substantiated instance of harassing behavior, and one instance is in the current period of enlistment.

4) Enlisted members being separated pursuant to these provisions are ineligible for the Second Chance Program.

(c) Officers - administrative separation. Commands must notify CG-PSC-OPM/RPM of any officer found to have committed a substantiated incident of sexual harassment or harassment. Commander, Personnel Service Center shall initiate

separation processing for any substantiated incident of sexual harassment. CG-PSC-OPM or RPM shall also initiate separation processing for any substantiated incident of any other harassing behavior, unless the incident was isolated or unintentional, and the individual through their efforts at rehabilitation has clearly demonstrated that they will not engage in harassing conduct in the future. The command shall undertake rehabilitative efforts for an officer who is retained after separation processing. Officers in receipt of a second documented, substantiated incident under this Instruction shall be processed for separation in accordance with Reference (j). Sections 1.A.7, 1.A.8, 1.A.10, 1.A.19, or 1.A.20 of Reference (j) will apply, as appropriate.

(2) Civilian employees. Civilian employees are subject to adverse personnel actions including, but not limited to, those outlined in Reference (i) when there is a determination that the employee has engaged in harassment or related misconduct, as prohibited by this policy. Accountability for civilians will be coordinated with Coast Guard Office of Civilian Workforce Relations (CG-124).

19. ACCOUNTABILITY OF THE CHAIN OF COMMAND/CHAIN OF SUPERVISION.

a. The convening authority or the convening authority's immediate superior shall take appropriate corrective action after finding that a military or civilian supervisor in the chain of command or supervision:

(1) Knew or reasonably should have known of the harassing behavior and failed to immediately and appropriately address it, or

(2) Failed to follow the procedures set forth in this Instruction.

b. Corrective action for a finding in section 19.a.1 of this Instruction will, at a minimum, include documentation in the military supervisor's record or in accordance with Reference (i) for civilians. Documentation for a finding in section 19.a.2 of this Instruction may be appropriate in circumstances where the military or civilian supervisor knowingly failed to follow procedures. Documentation for enlisted members will be via CG-3307, and where appropriate, in the member's Enlisted Evaluation Report. Documentation for officers will be captured in the appropriate text field of the Officer Evaluation Report, with a corresponding numerical score in the relevant performance dimension(s). Documentation for civilians will be coordinated with Coast Guard Office of Civilian Workforce Relations (CG-124). Corrective action does not preclude further disciplinary action.

20. HATE INCIDENTS: CO/OIC AND SUPERVISOR RESPONSIBILITIES. Incidents of hatred and prejudice have no place in the Coast Guard and undermine good order, discipline, unit cohesion, and morale. These special procedures for reporting and resolving potential hate incidents exist because hate incidents may not be targeted at a particular individual, and thus, may not constitute harassing behavior. These procedures are intended to identify and stop hate incidents and to hold accountable persons who commit a hate incident on or with a

nexus to Coast Guard installations and in Coast Guard vessels, aircraft, vehicles, facilities, and workspaces. Contact the AHPO for guidance when a member or employee alleges a potential hate incident that occurs at a non-Coast Guard installation or facility.

a. Hate incident defined. A hate incident is any intentional act (conduct or speech) of intolerance committed against a person, a group of individuals, or property which is motivated, in whole or in part, by the offender's bias against a race, color, religion, sex (including gender identity, sexual orientation, and pregnancy), age (40 and over), national origin, or disability, and which is intended, or is more likely than not, to have the effect of intimidating others or inciting others to similar conduct. Hate-based harassing behavior is a hate incident.

b. Potential hate incidents.

(1) The creation, depiction, display, presentation, or transmission of a symbol (including photographs, images, or other printed or electronic material) widely identified with oppression or hatred, or that could reasonably be construed to encourage oppression or hatred, is a potential hate incident, irrespective of size, type, or how it is displayed or presented.

(2) The following is a non-exhaustive list of symbols whose display, presentation, creation, or depiction would constitute a potential hate incident: a noose, a swastika, supremacist symbols, Confederate symbols or flags, and anti-Semitic symbols. The display of these types of symbols constitutes a potential hate incident because hate-based groups have co-opted or adopted them as symbols of supremacy, racial or religious intolerance, or other bias. Symbols can be presented as images, on any type of material or clothing, as words or numbers, and in any combination. Other conduct or speech, including highly charged epithets, slurs, or other comments not involving a symbol, can also be a potential hate incident.

(3) Creating an exhaustive list of hate symbols is neither possible nor desirable, because supremacist and hate groups often add or change symbols and because new groups emerge. For more information about symbols of hate, and their potential meaning, commanders should consult resources such as the Anti-Defamation League's on-line Hate Symbols Database at https://www.adl.org/hate-symbols, the Department of Justice's Community Relations Service, and/or other expert sources.

(4) Some displays that in other contexts might be a hate incident, may exist for an unquestionably legitimate purpose and raise no concern that they are intended to convey hate or to intimidate. As such, displays of objects and symbols that are clearly and only historical Coast Guard artifacts, items connected with operations (e.g., objects, photos, or paintings displayed onboard units that reflect Coast Guard activities or operations), or state-sanctioned items (e.g., state-issued license plates), are not deemed potential hate incidents under this policy. Other displays require inquiry and possible removal if they otherwise meet the definition in this policy as a potential hate incident.

c. Hate incident complaints and initial notifications.

(1) Any aggrieved party or witness to a perceived hate incident should immediately report it to a member higher in their chain of command or chain of responsibility. Commands and members should notify CGIS where commands and members suspect that the incident constitutes a serious criminal offense in accordance with Reference (g).

(2) The first convening authority in receipt of a report of a perceived hate incident must report the incident to the next level in the chain of command/supervision and the AHPO within 48 hours of learning of it. The AHPO will notify the Civil Rights Directorate.

(3) The Civil Rights Service Provider (CRSP) should inform the complainant of the right to report it to their CO/OIC, supervisor, or the AHPO, where a CRSP receives notification or becomes aware of a potential hate incident that may have occurred but has not been otherwise reported. The CRSP will report anonymous complaints directly to the command.

(4) The AHPO will coordinate additional notifications, provide technical guidance to commands, and monitor compliance with the process.

d. Convening authority responsibilities.

(1) Once a convening authority identifies a potential hate incident, she or he must conduct an initial assessment to conclude whether a hate incident may have occurred. The convening authority's assessment may be informal and brief. The convening authority shall decide whether there is sufficient evidence that clearly indicates no hate incident occurred, or otherwise open a standard investigation into the suspected hate incident. If, after consulting with the servicing legal office, the convening authority concludes that no hate incident occurred and further investigation is unnecessary, she or he will report that conclusion and the rationale in writing to the next level in the chain of command and to the AHPO. Notification may be made either through e-mail or through official correspondence, with a copy to the servicing legal office. The convening authority has the alternative option to conduct a preliminary inquiry in accordance with Chapter 1.F.4 of Reference (h) or immediately convene a standard investigation in accordance with Chapter 4 of Reference (h), to determine whether a hate incident has occurred.

(2) Convening authorities shall report the incident to the first flag officer/SES in the chain of command and to the AHPO within 48 hours of learning of the incident. This 48-hour report shall be in writing but may be made either through e-mail or through official correspondence, with a copy to the servicing legal office(s). This communication should include a sufficient description of the incident, results of the

initial assessment, if available, and may include photographs or other illustrative documentation (*see* Appendix D).

(3) The convening authority's initial assessment can continue after the 48-hour report. The convening authority shall, however, initiate a standard investigation within ten (10) calendar days of the initial report of the incident, or refer the incident to CGIS, as appropriate, unless the convening authority, after conducting the initial assessment, decides that there is sufficient evidence that clearly indicates no hate incident occurred, and reports that result, as described above.

(4) The procedures and guidance in section 16 of this Instruction govern investigations convened in this section. Additionally:

(a) Convening authorities shall note in the convening order that the purpose of the investigation is to document whether a hate incident occurred and whether a civilian or military member committed hate-based harassing behavior.

(b) The IO should conclude the administrative investigation within ten (10) calendar days once it is convened because of the inherently disruptive nature to the unit posed by hate incidents. Only the first flag officer/SES in the chain of command may authorize extensions.

(c) The investigator shall forward the completed investigation to the servicing legal office for review, prior to the investigation's submission to the convening authority. The servicing legal office will typically provide review and clearance of the investigation within five (5) calendar days of receipt and will then return the cleared investigation to the investigator, so the investigator can transmit it to the convening authority. Time in legal review is added to the ten (10) calendar days required for submission.

(d) The CRSP, AHPO, and next level of the chain of command or chain of supervision will receive a copy of hate incident FAMs.

(5) Context and intent are critical to a convening authority's determination that a hate incident has occurred.

(a) Context includes, among other considerations, the type of symbol and how it is displayed; other symbols and wording displayed with the symbol; whether a symbol is displayed in a public way or in workspaces where its view is unavoidable by others; and the duration of a display.

(b) Intent and motivation can be shown by words or conduct. There may be evidence of express intent, or intent can be inferred from surrounding circumstances as well as from the context of a symbol's display.

(c) While the decision of whether a hate incident occurred and what action may be appropriate resides with the convening authority, the convening authority shall consult with the servicing legal office before making a final determination. In instances where CGIS does not conduct the investigation, Reference (h) allows the convening authority to set the scope and scale of a preliminary inquiry or standard investigation.

(6) Convening authorities should consult with their servicing legal office and Reference (f) after determining that a military member committed a hate incident, because the evidence may reflect extremist activities that are punitive under the UCMJ. Further, convening authorities shall commence or continue an investigation consistent with this manual, where the convening authority concludes that there has been no hate incident or hate-based harassing behavior, but still has reason to believe that the civilian or military member(s) may have engaged in other harassing behavior or extremist activities (*see* Reference (f)) or that such members have demonstrated a pattern of intolerance, prejudice, hate, or bias.

(7) COs/OICs and supervisors must also take appropriate action in situations where the conduct or speech does not constitute or meet the definition of a hate incident, but nevertheless could adversely affect good order and discipline, unit cohesion, command climate, morale, or mission effectiveness.

(8) COs/OICs and supervisors should take every opportunity to educate and remind civilian and military members that although they themselves may not intend a symbol to be offensive, that others may see it as such. COs/OICs and supervisors should consistently encourage actions consistent with the Coast Guard's core values.

(9) This Instruction can neither anticipate nor describe what combination of symbols, words, actions, and/or circumstances constitutes a hate incident. Convening authorities must examine reference material, carefully consider First Amendment protections, consult with the servicing legal office, and exercise judgment in making determinations on a case-by-case basis.

e. Display and removal of hate symbols or divisive symbols.

(1) COs/OICs and supervisors will order or direct, as appropriate, the removal of hate symbols or divisive symbols where, after consultation with their servicing legal office, the CO or supervisor determines that the display or depiction of the symbol adversely affects good order and discipline, unit cohesion, command climate, morale, or mission effectiveness.

(2) Convening authorities will investigate the display of any hate symbol or divisive symbol as a potential hate incident. The Anti-Defamation League maintains a database of the symbols most frequently used by hate groups at https://www.adl.org/hate-symbols.

(3) Display or depiction of the Confederate battle flag is prohibited in all Coast Guard work places, common access areas, public areas, and operating facilities. This includes barracks and other quarters where the flag is readily visible, and the exterior of Coast Guard housing. This prohibition includes automobile bumper stickers and other vehicle adornments, clothing and other apparel, and when the flag is displayed inside a vehicle in plain view and readily visible to the public.

(4) Prohibited display and depiction of the Confederate battle flag does not include private spaces, such as inside family housing, within personal property, or, except as described above, private automobiles. The prohibition does not apply to state flags or state-issued license plates. It does not apply to displays or depictions where the Confederate battle flag is only an incidental or minor component, such as in works of art, or in educational or historical displays.

(5) COs/OICs and supervisors will order or direct, as appropriate, the removal of the Confederate battle flag from the locations to which the prohibition applies.

21. FORMS/REPORTS. The forms referenced in this Instruction are available on the Coast Guard Standard Workstation or on the Internet: www.dcms.uscg.mil/Our-Organization/Assistant-Commandant-for-C4IT-CG-6/The-Office-of-Information-Management-CG- 61/Forms-Management/.

22. SECTION 508. This Instruction was created to adhere to Accessibility guidelines and standards as promulgated by the U.S. Access Board. If changes are needed, please communicate with the Coast Guard Section 508 Program Management Office at Section.508@uscg.mil.

23. REQUEST FOR CHANGES. The Deputy Commandant for Mission Support, Deputy for Personnel Readiness will coordinate the promulgation of time-sensitive amendments when needed. Recommendations for improvement or corrections should be submitted directly to Commandant (CG-62).

/L. L. FAGAN/
Admiral, U. S. Coast Guard
Commandant

Appendix A. Gloassary of Relevant Terms
Appendix B. Processes and Timelines
Appendix C. Acknowledgement Memorandum Sample
Appendix D. Potential Hate Incident – 48 Hour Report Template
Appendix E. Investigation Convening Order – Alleged Harassing Behavior
Appendix F. Investigation Convening Order – Suspected Hate Incident
Appendix G. Final Action Memo – Report of Prohibited Harassment or Hate

Appendix A – Glossary of Relevant Terms

To ensure uniform understanding of terms that have significance and meaning relative to this policy, the following definitions are provided for terms not defined elsewhere in this Instruction.

Allegation. A claim or assertion that a person subject to this policy has committed an act in violation of this policy.

Civilian Employee. As defined in 5 U.S.C. § 2105.

Clear and Convincing. A standard of proof greater than the preponderance of the evidence standard commonly used in non-judicial punishment proceedings or to prove civil liability, but less than the beyond a reasonable doubt standard used to prove criminal culpability.

Climate Survey or Assessment. An assessment based on information about the positive and negative factors that may have an impact on unit effectiveness and readiness. The survey or assessment focuses on issues of organization effectiveness, equal opportunity / equal employment opportunity, and sexual harassment prevention and response. This is typically accomplished through some or all of group or individual interviews, observations, questionnaires, and reviews of other pertinent records or reports.

Complainant. A person who makes a claim or assertion that a person subject to this policy has committed an act in violation of this policy. A complainant may be a person other than the recipient of the prohibited conduct.

Convening Authority. A person who is authorized to appoint an investigating officer to conduct an investigation, as defined in this manual.

Investigation. An examination into allegations of wrongdoing or misconduct.

Legal Sufficiency Review (including review standard). A review by the servicing legal office of an investigation into an allegation to determine whether any errors or irregularities exist, and to determine whether:

- The investigation complies with all applicable legal and administrative requirements;
- The investigation adequately addresses the matters complained of; and
- The evidence supports the findings and opinions regarding facts of the investigating officer.

Protected Activities. Protected activities for which retaliation or reprisal is prohibited include:

- Reporting harassing conduct, discrimination, or retaliation;
- Filing a complaint of harassment;
- Engaging in EO/EEO activity, whether as an aggrieved person or witness;
- Providing evidence in any investigation or administrative or judicial proceeding;
- Intervening to assist or protect others who may have suffered harassing conduct, discrimination, or retaliation;

- Refusing to follow orders to engage in conduct that constitutes or results in discrimination, or otherwise opposing any practice made unlawful under the employment discrimination statutes;
- Making a request for a reasonable accommodation based on disability or religion;
- Making communications protected by whistleblower laws applicable to civilian employees and military members including protected communications to Congress, the Inspector General, and the Office of Special Counsel;[4] or
- Reporting a sexual assault or any other criminal offense.

Protected Status. Protected status includes race, color, national origin, religion, sex (including gender identity, sexual orientation, and pregnancy), age, disability, genetic information, marital status, parental status, political affiliation, engagement in a protected Equal Opportunity/Equal Employment Opportunity (EO/EEO) activity, whistleblower activity, or any other basis protected by law and policy.

Recipient or Aggrieved. A person alleging having been subjected to the prohibited conduct defined in this policy.

Substantiate/Substantiation. A determination by a commander, commanding officer, or officer-in-charge, that a preponderance of the evidence supports the truth of an aggrieved party's or the complainant's allegation.

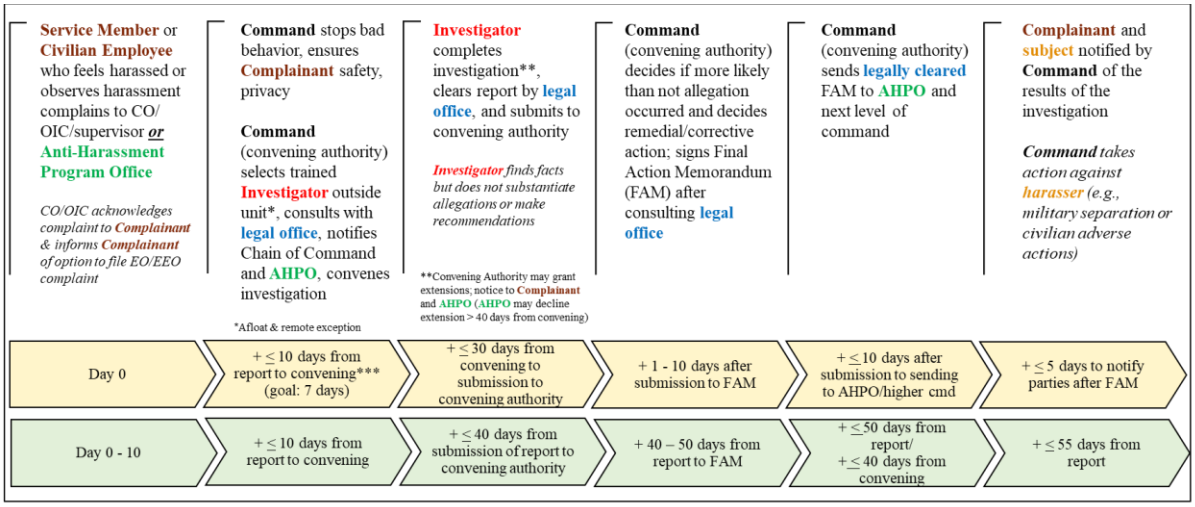
Unwelcome. Conduct that is not solicited and which is considered objectionable by the person to whom it is directed, and which is found to be undesirable or offensive using a reasonable person standard.

Workplace / Work Environment. The workplace or any other place that is work-connected, as well as the conditions or atmosphere under which people are required to work.

[4] *See* section 13.e of this Instruction for more information.

Appendix B – Processes and Timelines

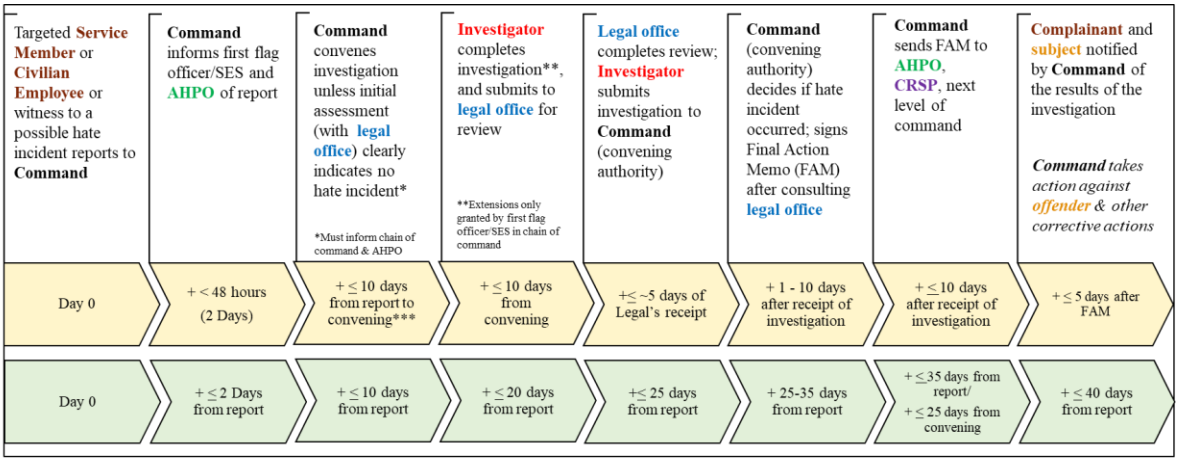
Harassment Investigation Process & Timeline



*** When CGIS notified, timeline extended for up to 10 days while CGIS decides whether to investigate

What's harassing behavior? Harassment (unwelcome conduct with purpose or effect of unreasonably interfering with work or creating an intimidating, offensive, or hostile environment), sexual harassment (conduct is a condition of employment, may affect employment, unreasonably interferes with work, or creates an intimidating, offensive, or hostile environment), hazing, bullying, and/or retaliation/reprisal

Hate Incident Investigation Process & Timeline



***This timeline is suspended until the earlier of CGIS declination or 10 days, where a commander engages with CGIS to see whether CGIS wishes to investigate.

The Hate Incident Investigation Process quickly identifies & remedies hate incidents because of their unit impact; procedural requirements are additional to Harassment Investigation Process that applies when somebody is targeted

What's a hate incident? Intentional act of intolerance committed against a person, a group, or property motivated by bias and intended, or is more likely than not, to have effect of intimidating or inciting others

Appendix C – Acknowledgement Memorandum Sample

Using the most current memo format:

From: Name of CO/OIC
CG Unit Name

Reply to Attn of: Title
Name

To: Reporting Party
Thru: [As necessary]

Subj: ACKNOWLEDGEMENT OF A REPORT OF POTENTIAL HARASSMENT

Ref:
(a) Harassing Behavior, Prevention, Response, and Accountability, COMDTINST, ##### (series)
(b) Administrative Investigations Manual, COMDTINST M5830.1 (series)
(c) Commandant's [Year] Equal Opportunity Policy Statement
(d) Commandant's [Year] Anti-Discrimination/Anti-Harassment Policy Statement

1. This memorandum acknowledges your report of an incident of harassment based on [select the factor (s)] (*race, color, religion, national origin, sex, sexual orientation, age (40+), disability, genetic information, marital status, parental status, political affiliation, or other basis protected by law*) when *(give a brief description of the reported harassment).*

2. In accordance with Coast Guard Anti-harassment and Hate Incident (AHHI) procedure in Reference (a), I have notified the Anti-Harassment Program Office (AHPO) of your complaint and I will initiate an administrative investigation not later than [date 10 days after notification of report or complaint], as outlined in References (a) and (b).

3. At the conclusion of the investigation, I will make all efforts to report my findings to the AHPO within 40 calendar days from the date the investigation was initiated.

4. Additionally, you also maintain the right to initiate a complaint of harassment under the EEO/EO complaint, negotiated grievance, merit system protection board appeal, Whistleblower Protection Act, or other statutory grievance procedures as applicable. For additional information pertaining to the procedures available to you, please contact a servicing civil rights service provider at (888) 992-7387 or visit: https://www.uscg.mil/Resources/Civil-Rights/Service-Providers/

5. All Coast Guard personnel shall be treated with respect. References (a), (c), and (d) reinforce the Coast Guard's commitment to its core values of Honor, Respect, and Devotion to Duty. I am personally committed to maintaining a work environment that does not compromise those core values or any other Coast Guard policy.

#

Enclosures: (1) File 1
(2) File 2

Dist:

Appendix D – Potential Hate Incident – 48 Hour Report Template

Using the most current memo format:

From: Name of CO/OIC
CG Unit Name
Reply to
Attn of:

To: [first flag officer/SES in the chain of command]
Thru: Chain of Command

Subj: POTENTIAL HATE INCIDENT – 48 HOUR REPORT

1. Date, time and location of the incident. What day did the incident occur? What time? Where did the incident occur? Were there multiple or repeated incidents? Who were the parties involved? How was the incident brought to the Command's attention?

2. Status information and description of the incident. Specify the legally protected status on which the report is based. *(i.e. race, color, religion, sexual harassment, gender based, national origin, disability, age, or sexual orientation)* Also, provide any relevant information about the incident not already stated above. This report should be filed within 48 hours of the complaint and should not be delayed for additional investigation. Units are not required to complete extensive investigation prior to reporting and are encouraged to follow up as more information becomes available.

3. Action taken by command to investigate and secure evidence. Identify immediate and future command actions. If there is any evidence to support a claim it should be included with this or follow up reports. Evidence can include photographs, emails, etc.

4. Does this incident represent a local hate or bias motivated incident trend?

5. Is there media or Congressional interest? Is there media attention at the national or local level? Has the unit been contacted by any reporters or congressional staff?

NOTE: The CRSP will receive a copy of Final Action Memoranda for an investigations conducted into hate incidents.

Units are encouraged to email this report as soon as possible. If email is not available, the report may be sent via phone, fax or other means as operations permit. The report should not be delayed to collect additional evidence or conduct further investigation.

#

Enclosure: Photos or other attachments

Copy: AHPO
File

Appendix E – Investigation Convening Order – Alleged Harassing Behavior

Using the most current memo format:

From:	Name of convening authority CG Unit Name	Reply to Attn of:	Title Name (123) 456-7890
To:	Name, Rank [Investigating Officer]		

Subj: INVESTIGATION INTO ALLEGED HARASSING BEHAVIOR

Ref:
(a) Administrative Investigations Manual, COMDTINST M5830.1 (series)
(b) Harassing Behavior Prevention, Response, and Accountability, COMDTINST ##### (series)
(c) Military Justice Manual, COMDTINST M5810.1 (series)

1. You shall conduct a single-officer, standard investigation in accordance with Chapter 4 of Reference (a) and paragraph 16.c of Reference (b), into all the circumstances surrounding . . . made by . . . pertaining to . . . on [Date] at [Location]. [Name(s)] reportedly witnessed the event. The purpose of this investigation is to document whether a civilian or military member engaged in harassing behavior. You are neither required nor authorized to conduct a hearing, and you shall submit an investigative report in standard investigation format per Chapter 4.F and exhibit 5-A of Reference (a). Your report shall not include an opinion substantiating or unsubstantiating the claim or recommendations, *see* paragraphs 16.b.5 and 16.c.4 of Reference (b). If your report includes exhibits, you shall electronically scan all exhibits and submit these exhibits with the final investigation report.

2. You shall consult with legal counsel before beginning the investigation and during it if you need assistance. Your legal counsel is [Name][Office], who you may contact [e-mail address] or [(123) 456-7890]. You shall also provide a preliminary copy of the investigation to your legal counsel for review before submitting it to me and consider this requirement in meeting the deadlines I describe below.

3. Consult with your legal counsel to determine whether to obtain written statements, sworn statements, or both from witnesses and the nature of any advice or warnings you must provide, including Rights Advisements described in Chapter 4.E.4 of Reference (a) and Chapter 2.G of Reference (c). You shall also comply with the Privacy Act of 1974 during the investigation, *see* Chapters 1.H, 10.H, and Exhibit 4-C of Reference (a).

4. You shall at all times respect the confidentiality of the complainant(s), the individual(s) accused of harassing behavior, and all witnesses. While it may be impossible not to share the name of the complainant with witnesses during the course of your investigation, you shall ensure that information regarding the allegations is limited to only those with a need to know. You shall arrange to conduct interviews in a location that protects the confidentiality of the witnesses. At the conclusion of each interview, you shall instruct the witness not to further discuss the matter

with any person except yourself in your capacity as investigating officer and the assigned legal counsel, until the conclusion of the investigative process.

5. [If investigation involves an alleged civilian offender] You must consult with the Coast Guard Headquarters Office of Workforce Labor Relations (CG-124) prior to commencing the investigation and/or interviewing an alleged civilian employee offender. Your Labor Relations POC is [name and contact information]. You may also contact [legal counsel] if you have questions related to civilian personnel matters. You are reminded that all civilian employees within a bargaining unit are entitled to union representation during an investigatory meeting.

6. If, at any time during the course of your investigation, you discover that you have personal or professional associations with the complainant or alleged offender such that a reasonable member of the public, with knowledge of all the facts and circumstances, would question your impartiality, you shall immediate notify me in writing, after first notifying your legal counsel. After notification to me, you shall cease conducting witness interviews or otherwise working on the investigation until you receive further direction from me.

7. Contact your legal advisor if you discover additional allegations during your investigation. Your legal advisor will then contact me to amend the convening order, as appropriate.

8. You should initiate the investigation no later than [Date], or as soon thereafter as practicable. Submit the investigation to me by [Date] after legal review. If you are unable to complete this investigation by [Date], you shall state the reasons to me and include an explanation of the delay in the first paragraph of the report.

9. You may contact me, in writing, with unresolved issues or recommendations that you may have after first discussing them with your legal advisor.

#

Copy: [Servicing Legal Office]
[AHPO

Appendix F – Investigation Convening Order – Suspected Hate Incident

Using the most current memo format:

From:	Name of convening authority CG Unit Name	Reply to Attn of:	Title Name (123) 456-7890
To:	Name, Rank [Investigating Officer]		

Subj: INVESTIGATION INTO SUSPECTED HATE INCIDENT

Ref: (a) Administrative Investigations Manual, COMDTINST M5830.1 (series)
(b) Harassing Behavior Prevention, Response, and Accountability, COMDTINST ##### (series)
(c) Military Justice Manual, COMDTINST M5810.1 (series)

1. You shall conduct a standard investigation in accordance with Chapter 4 of Reference (a) and paragraphs 16.c and 20 of Reference (b), into all the circumstances surrounding . . . made by . . . pertaining to . . . on [Date] at [Location]. [Name(s)] reportedly witnessed the event. The purpose of this investigation is to document whether a hate incident occurred and whether a civilian or military member committed hate-based harassing behavior. You are neither required nor authorized to conduct a hearing, and you shall submit an investigative report in standard investigation format per Chapter 4.F and exhibit 5-A of Reference (a). Your report shall not include an opinion substantiating or unsubstantiating the claim or recommendations, *see* paragraphs 16.b.5, 16.c.4, and 20.d.4 of Reference (b). If your report includes exhibits, you shall electronically scan all exhibits and submit these exhibits with the final investigation report.

2. You shall consult with legal counsel before beginning the investigation and during it if you need assistance. Your legal counsel is [Name][Office], who you may contact [e-mail address] or [(123) 456-7890]. You shall also provide a preliminary copy of the investigation to your legal counsel for review before submitting it to me and consider this requirement in meeting the deadlines I describe below.

3. Consult your legal counsel to determine whether to obtain written statements, sworn statements, or both from witnesses and the nature of any advice or warnings you must provide, including Rights Advisements described in Chapter 4.E.4 of Reference (a) and Chapter 2.G of Reference (c). You shall also comply with the Privacy Act of 1974 during the investigation, *see* Chapters 1.H, 10.H, and Exhibit 4-C of Reference (a).

4. You shall at all times respect the confidentiality of the complainant(s), the individual(s) accused of harassing behavior, and all witnesses. While it may be impossible not to share the name of the complainant with witnesses during the course of your investigation, you shall ensure that information regarding the allegations is limited to only those with a need to know. You shall arrange to conduct interviews in a location that protects the confidentiality of the witnesses. At the conclusion of each interview, you shall instruct the witness not to further discuss the matter

with any person except yourself in your capacity as investigating officer and the assigned legal counsel, until the conclusion of the investigative process.

5. [If investigation involves an alleged civilian offender] You must consult with the Coast Guard Headquarters Office of Workforce Labor Relations (CG-124) prior to commencing the investigation and/or interviewing an alleged civilian employee offender. Your Labor Relations POC is [name and contact information]. You may also contact [legal counsel] if you have questions related to civilian personnel matters. You are reminded that all civilian employees within a bargaining unit are entitled to union representation during an investigatory meeting.

6. If, at any time during the course of your investigation, you discover that you have personal or professional associations with the complainant or alleged offender such that a reasonable member of the public, with knowledge of all the facts and circumstances, would question your impartiality, you shall immediate notify me in writing, after first notifying your legal counsel. After notification to me, you shall cease conducting witness interviews or otherwise working on the investigation until you receive further direction from me.

7. Contact your legal advisor if you discover additional allegations during your investigation. Your legal advisor will then contact me to amend the convening order, as appropriate.

8. You should initiate the investigation no later than [Date], or as soon thereafter as practicable. Submit the investigation to me by [Date] after legal review. If you are unable to complete this investigation by [Date], you shall state the reasons to me and include an explanation of the delay in the first paragraph of the report.

9. You may contact me, in writing, with unresolved issues or recommendations that you may have after first discussing them with your legal advisor.

#

Copy: [Servicing Legal Office]
[AHPO]
[CRSP]

Appendix G – Final Action Memo - Report of Prohibited Harassment or Hate

Using the most current memo format:

From: [Convening authority]
[Unit]

To: [First Flag or SES in Chain of Command]
[If convening authority is below O-6, send to first O-6 in chain of command]

Subj: FINAL ACTION MEMO REGARDING REPORT OF [PROHIBITED HARASSMENT OR HATE]

Ref: (a) Harassing Behavior, Prevention, Response, and Accountability, COMDTINST M[XXXX.XX](series)
(b) Administrative Investigations Manual, COMDTINST M5830.1 (series)
(c) Commandant's [Year] Equal Opportunity Policy Statement
(d) Commandant's [Year] Anti-Discrimination/Anti-Harassment Policy Statement

1. Preliminary data: On [date], [insert person] made a report of harassing behavior to [insert person or office] on or about [date]. I directed a standard investigation on [said date]. The investigator was [insert name] and was selected pursuant to Reference (a). [Indicate if CGIS or another law enforcement agency was involved]. This investigation is appended at Enclosure (1).

2. [For harassing behaviors] I have determined, based on a preponderance of the evidence, that the allegations of harassing behavior are [substantiated or unsubstantiated], after review of Reference (a), enclosure (1), and after consultation with counsel, [insert rank and name]. The nature of the substantiated harassing behavior is [(pick all that apply), harassment, discriminatory harassment, sexual harassment, hate-based harassment, retaliation or reprisal, bullying or hazing.].

3. [For hate incidents] I have determined, based on a preponderance of the evidence, that the substantiated incident(s) also constitute(s) (a) hate incident(s). [Alternative: This investigation was convened to also determine whether a hate incident occurred. I have determined that the substantiated incident(s) (was) (were) not (a) hate incident(s).

4. Summary of pertinent facts: I have provided a summary of pertinent facts from the investigation pursuant to References (a) and (b).

a. *[Guidance in italics] Summarize pertinent facts in the determination. Include facts that help prove and disprove the complaint. In other words, summarize facts that relate directly and would be significant to the matter at hand. Per Reference (b), "[p]ertinent facts should be summarized in a "stand-alone" document. The Final Action Authority may "make additional findings of fact warranted by the evidence contained in the investigation." See Article 6.E of Reference (b).*

b. *For further guidance as to summarizing facts, see Article 6.E of Reference (b).*

5. Opinions/Analysis:

a. I find that [insert alleged perpetrator] did [or did not] engage in harassing behavior [or a hate incident]. [If applicable,] The nature of the harassing behavior was [insert nature of behavior and specify if it involved protected status]. *Concisely articulate evidence and reason for findings. See Article 6.E of Reference (b) for guidance on how the FAM would provide opinions. In general, include an opinion addressing each allegation and perpetrator.*

b. [Name] is [complainant's supervisor] or [in complainant's chain of command]. I find that [name] knew or should have known of the alleged harassing behavior prior to the report. *Or* I [find] that [no one] in the chain of command knew or should have known of the alleged harassing behavior prior to the report] [Insert reasoning as appropriate].

c. I find that [name] failed to properly address the behavior or failed to follow the procedures in this Instruction *Or* I find that [no one] failed to properly address the behavior or failed to follow the procedures in this Instruction [Insert reasoning as appropriate].

6. Actions: I am taking the following actions [or taking no action]: *Direct action, monitoring, or execution by persons in your chain of command. See Article 6.E of Reference (b) for guidance. Consider providing an intent to pursue disciplinary action against an individual, any intent to counsel formally or informally, etc. Also consider any measures to prevent reoccurrence of the complained about behavior by the alleged perpetrator or others at the unit. If the convening authority substantiates an allegation and does not intend to take disciplinary action, provide the rationale].*

a. [Use bulleted list as necessary].

b.

7. I reiterate that all Coast Guard personnel shall be treated with respect. References (c) and (d) reinforce the Coast Guard's commitment to the core values of Honor, Respect, and Devotion to Duty. I am personally committed to maintaining a work environment that does not compromise those core values or any other Coast Guard policy.

8. I will cause the aggrieved to be notified, either verbally in writing, of the investigation's disposition and whether corrective action has been or will be taken.

9. I respectfully request your signature and date below to acknowledge receipt. Please return the signed copy to me for my records.

_____ _____

(Signature) (Date)

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Copy: AHPO (omitting investigative report at Enclosure (1))
CRSP [Insert CRSP Region Number] *(Only for Hate Incident FAMs)*
[Insert Servicing Legal Office]

CHAPTER 6 REASONABLE ACCOMMODATION AND PERSONAL ASSISTANCE SERVICES FOR QUALIFIED PERSONS WITH DISABILITIES

A. Introduction. This chapter addresses Coast Guard policies, procedures, and responsible parties for meeting reasonable accommodation needs for qualified employees and applicants for employment with disabilities. It also provides guidance on the requirements to provide Personal Assistance Services (PAS) under Section 501 of the Rehabilitation Act of 1973 as amended.

B. Reasonable Accommodation Policy.

1. Definition. Reasonable accommodation is a change or adjustment to a work environment that permits a qualified applicant or employee with a disability to participate in the job application process, to perform the essential functions of a job, or to enjoy the benefits and privileges of employment equal to those enjoyed by employees without disabilities. Reasonable accommodation may include acquiring or modifying equipment or devices; job restructuring; part-time or modified work schedules; reassignment to a vacant position; adjusting or modifying examinations, training materials, or policies; providing readers and interpreters; making the workplace readily accessible to and usable by persons with disabilities.

2. Legal Authority and Application of Policies. The statutory obligation for the Coast Guard to provide reasonable accommodations is contained in Executive Order 13164 (July 2000), the Rehabilitation Act of 1973, as amended; 29 C.F.R. Part 1614.203(d); and 29 C.F.R. Part 1630. Although many persons with disabilities can apply for and perform jobs without the provision of any reasonable accommodation, there are workplace barriers that keep others from performing jobs that they could perform given some form of accommodation. These barriers may be physical obstacles, such as inaccessible facilities or equipment, or they may be procedures or rules, such as rules concerning when work is performed, when breaks are taken, or how essential or marginal functions are performed. The reasonable accommodation process attempts to remove workplace barriers for persons with disabilities.

3. Reasonable Accommodation Policies Applicable to Civilian Members. It is the policy of the Coast Guard to provide reasonable accommodation to all civilian employees or applicants for employment with a qualified disability within the defined scope and limitations of the law. Reasonable accommodation should be provided to qualified persons with disabilities, unless doing so poses a direct threat to the requestor or other employees, or poses an undue hardship to the Agency.

4. Coast Guard Programs for Persons with Disabilities. An affirmative employment plan for the hiring, placement, and advancement of persons with disabilities has been developed and maintained by the Coast Guard, consistent with its obligations under the Rehabilitation Act of 1973, as amended.

a. In keeping with 5 C.F.R. Part 720(c), the Coast Guard developed a plan to promote employment and advancement opportunities for qualified disabled veterans within the Federal Government.

b. The Coast Guard maintains a Persons with Disabilities Program (PWDP), which is designed to promote the hiring, placement, and advancement of employees with disabilities and to ensure they are employed within a broad range of grade levels and occupations commensurate with their qualifications. The Coast Guard, as all federal agencies, is tasked with assuring that its policies do not unnecessarily exclude or limit persons with disabilities because of working conditions. The PWDP enables the Coast Guard to take a positive and directive role in fully complying with Section 501 of the Rehabilitation Act of 1973, as amended, and the provisions of 29 C.F.R. Part 1614.203(b).

C. Roles and Responsibilities. Commanding Officers/Officers-in-Charge (CO/OIC) or their equivalent at all levels of the Service are personally responsible and accountable for ensuring that civil rights laws, regulations, policies, and program standards are proactively applied and rigorously enforced within their commands. It is incumbent on those in leadership positions to create a workplace built on Coast Guard Core Values of Honor, Respect, and Devotion to Duty and to ensure that the workplace is free of discrimination or harassment on any prohibited basis. Likewise, it is incumbent on every member of the Coast Guard to promptly inform their chain of command or a Civil Rights Service Provider (CRSP) of any civil rights concerns or issues when they arise. The specific roles and administrative responsibilities of Coast Guard employees are addressed below.

1. Specific Administrative Responsibilities.

a. Director, Civil Rights Directorate, Commandant (CG-00H). The Director, Civil Rights Directorate (CRD) is responsible for implementing the Coast Guard Persons with Disabilities Program (PWDP). The Director is specifically responsible for ensuring that:

(1) A nationwide Coast Guard PWDP is established.

(2) A national PWDP Manager from within the Civil Rights Directorate is designated to be responsible for administering the reasonable accommodation program throughout the Coast Guard.

(3) Coast Guard procedures for processing reasonable accommodation requests are developed and issued.

(4) Managers, supervisors, human resources specialists, CRSP, and employees understand applicable laws, regulations, policies, and procedures regarding reasonable accommodation.

(5) The PWDP is in compliance with the provisions of this Policy.

(6) Appropriate Human Resources Specialists and Office of General Law Representatives, if applicable, are consulted regarding their role in the reasonable accommodation process.

b. National Persons with Disabilities Program Manager. The national Persons with Disabilities Program (PWDP) Manager is specifically responsible for:

(1) Administering the reasonable accommodations program Coast Guard-wide.

(2) Serving as the deciding official on appeal of denial of reasonable accommodation requests.

(3) Maintaining records on all reasonable accommodation requests.

(4) Submitting a consolidated report on reasonable accommodation requests and activities to the Department of Homeland Security Office of Civil Rights and Civil Liberties (DHS CRCL).

(5) Engaging and informing the workforce regarding the Persons with Disabilities program.

c. Civil Rights Service Provider (CRSP). The CRSPs will advise personnel on the reasonable accommodation process and submit quarterly reports on reasonable accommodation requests or denials to the PWDP Manager.

d. Civilian Human Resources, Diversity and Leadership Directorate (CG-12). The Civilian Human Resources, Diversity and Leadership Directorate (CG-12) is responsible for:

(1) Ensuring that all vacancy announcements inform qualified applicants with disabilities that reasonable accommodation may be requested.

(2) Serving as decision maker on reasonable accommodation requests from job applicants and providing advice for requests involving undue hardship determinations.

(3) Providing assistance to all applicable parties, e.g., the supervisor, employee, and PWDP Manager, regarding reassignment opportunities to vacant or prospectively vacant positions within the Coast Guard.

(4) Ensuring that copies of this Policy are made available to all new employees during orientation and to all supervisory employees.

(5) Ensuring that reasonable accommodation information and a link to the CG Portal are made available to new employees and supervisors.

e. Commanding Officer/Officer in Charge. The CO/OIC is specifically responsible for:

(1) Consulting with appropriate agency representatives for assistance on reasonable accommodation issues: Civil Rights Service Providers, Human Resources Specialists, Medical Officers, and/or Attorney-Advisors.

(2) Submitting completed reasonable accommodation request forms and associated records to the servicing CRSP within 10 business days subsequent to the resolution of a reasonable accommodation request.

f. First Level Supervisor. The First Level Supervisor is specifically responsible for:

(1) Serving as the decision maker.

(2) Seeking guidance, as necessary, from appropriate sources, which include their servicing CRSP, CO/OIC, human resources specialists, medical officers, and attorney-advisors.

(3) Determining that the request is in fact a reasonable accommodation request.

(4) Acknowledging and responding, in writing, within 5 business days, using Acknowledgement of Reasonable Accommodation Request, Form CG-6080, to oral and written requests for accommodation.

(5) Determining the necessity of obtaining medical documentation and determining its sufficiency for the processing of reasonable accommodation requests.

(6) Determining, with appropriate guidance, if the requester is a qualified individual with a disability.

(7) Communicating with the requester regarding the type of accommodation needed and whether or not it would enable the requester to perform the essential functions of the position or enjoy a benefit or privilege of employment as are enjoyed by similarly situated employees without disabilities.

(8) Transmitting a written decision to the requestor within 15 business days unless extenuating circumstances dictate otherwise, and ensuring that the individual requesting the accommodation is informed of the reasons for delay.

(9) Maintaining confidentiality to the extent practicable.

g. Employees with Disabilities. Employees with disabilities are specifically responsible for:

(1) Requesting an accommodation from their first level supervisor, either orally or in writing, describing, if known, how the accommodation would enable them to perform the essential functions of the position, or enjoy a benefit or privilege of employment as are enjoyed by similarly situated employees without disabilities.

(2) Providing medical documentation of the disabling condition, upon request.

(3) Engaging in the interactive process during the processing of the reasonable accommodation request.

(4) Appealing the denial of a reasonable accommodation request, if applicable, to the national PWDP Manager within 10 business days of notification of the denial of the request.

2. Form Availability. The following forms are available on the USCG Electronic Forms Database at the web addresses below, or by contacting a servicing CRSP:

a. Request for Reasonable Accommodation, Form CG-6079. https://cg.portal.uscg.mil/sites/externaldata/Forms/CG_6079.PDF

b. Acknowledgement of Reasonable Accommodation Request, Form CG-6080. https://cg.portal.uscg.mil/sites/externaldata/Forms/CG_6080.PDF

c. Reasonable Accommodation Decision and Reporting Form CG-6081. https://cg.portal.uscg.mil/sites/externaldata/Forms/CG_6081.PDF

3. Resources. The following resources are available to assist employees and supervisors with reasonable accommodations:

a. Job Accommodation Network (JAN) provides free, expert, and confidential guidance on workplace accommodations and disability employment issues. Information is available on their website at www.askjan.org.

b. Employer Assistance and Resource Network on Disability Inclusion provides guidance and a range of free resources to help employers of all sizes tap the benefits of disability diversity. Information is available on their website at www.askearn.org.

c. Computer/Electronic Accommodations Program provides assistive technology and accommodations to support persons with disabilities, and wounded, ill, and injured service members throughout the Federal Government, in accessing information and communication technology. Information is available on their website at www.cap.mil.

d. Department of Transportation Disability Resource Center (DRC) provides job accommodations and related services to employees and job applicants. The Coast Guard and DRC maintain a service agreement to provide accommodations such as interpretive services and personal assistance services, at no cost. Information is available on their website at www.transportation.gov/drc.

D. Processing Reasonable Accommodation Requests.

1. Requests for Reasonable Accommodation.

a. Who May Request an Accommodation. Qualified individuals with disabilities who are employees or applicants for employment may request a reasonable accommodation. Reasonable accommodations may be requested by qualified

employees regardless of whether they work part-time or full-time, or are considered "probationary."

(1) An applicant may request an accommodation orally or in writing from the Human Resources Specialist/Command Staff Advisor (HRS/CSA) who is handling the vacancy recruitment process.

(2) A family member, health professional, or other representative acting on a requester's behalf may request an accommodation on behalf of a Coast Guard civilian employee or job applicant. To the extent possible, the individual with a disability should be contacted to confirm that he/she is in fact seeking a reasonable accommodation. The individual may refuse to accept an accommodation that is not needed. See Third Party Request in this section for more information.

b. How to Submit a Request. A request for a reasonable accommodation is a statement from an employee or applicant for employment that, as a result of a medical condition, the individual needs an adjustment or change in the application process, in their job, or in a benefit or privilege of employment. The reasonable accommodation process begins as soon as the request for accommodation is made either orally or in writing. Management must immediately begin processing a request for accommodation, and should not wait to confirm or acknowledge the request with the requestor before acting on the request. A request does not have to use any special words, such as *reasonable accommodation*, *disability*, or *Rehabilitation Act*. A request is any communication in which an individual asks or states that he/she needs USCG to provide or to change something because of a medical condition. A supervisor, manager, or the PWDP Manager should ask an individual whether he/she is requesting a reasonable accommodation if the nature of the initial communication is unclear. Persons with disabilities may request a reasonable accommodation whenever they choose, even if they have not disclosed the existence of a disability and need not have a particular accommodation in mind before making the request. For further information or assistance with a request for reasonable accommodation, any Coast Guard employee or applicant may consult with a human resources specialist or CRSP.

2. Acknowledging Requests for Record Keeping Purposes.

a. Acknowledging Requests. To enable the Coast Guard to keep accurate records regarding requests for accommodation, the person to whom the employee or applicant made the oral request for reasonable accommodation must follow up on the oral request by completing the "Acknowledgement of Request for Reasonable Accommodation," Form CG-680, or otherwise confirming the request by email.

b. Recurring Requests. A written acknowledgement is not required when an individual needs a reasonable accommodation on a repeated basis, for example, the assistance of sign language interpreters or readers. It is only required for the initial request. However, the employee must give adequate notice each time the accommodation is needed.

3. Determining Who Will Process the Request.

   a. Decision Maker. The person who processes the request for reasonable accommodation will be referred to as the decision maker. For employees, this role is fulfilled by the employee's first level supervisor. For applicants, the role can be fulfilled either by the CO/OIC or the senior Human Resources manager responsible for servicing the job vacancy. In addition, the servicing CRSP will be available as needed to provide guidance and assistance to employees and the decision maker.

   b. Backup Personnel. In the first level supervisor's absence, as a backup, the next available person above the supervisor in the chain of command would be responsible for continuing to receive, process, and/or serve as the decision maker on reasonable accommodation requests. The decision maker must ensure that persons with disabilities are informed about who has been designated as his/her backup. The time frames discussed below must not be suspended or extended because of the unavailability of a decision maker.

4. The Interactive Process.

   a. Initial Discussion. Once the decision maker receives a request for a reasonable accommodation, the 15 business day timeframe to make a decision begins. If additional information is needed in order to make a decision, the decision maker must engage with the requester. This is called the interactive process. During the interactive process, the individual requesting the accommodation and the decision maker interact to determine what, if any, accommodation should be provided, or to explore alternatives.

   b. Communication. Communication is a priority throughout the entire process. This involves the decision maker and the requesting employee or applicant taking a proactive approach in searching out and considering possible accommodations, including consulting appropriate resources for assistance. The employee or applicant requesting the accommodation must participate in the process of identifying an effective accommodation.

      (1) As a first step in the process the decision maker will:

         (a) Inform the applicant or employee with a disability that he/she is the decision maker for the reasonable accommodation process;

         (b) Describe the details of the accommodation request process. This initial discussion should happen as soon as possible.

      (2) In those cases where the disability, the need for accommodation, and the type of accommodation that should be provided are clear, extensive discussions are not necessary. The decision maker and requesting individual should maintain communication to ensure that there is a full and complete exchange of relevant information.

(3) Ongoing communication is particularly important, especially in the event that the specific limitation, problem, or barrier is unclear; an effective accommodation is not obvious; or the parties are considering different solutions for providing reasonable accommodation.

c. Third Party Request. When a third party makes a request for accommodation, the decision maker should, if possible, confirm with the applicant or employee with a disability that a reasonable accommodation has been requested before proceeding. It may not be possible to confirm the request if the employee has, for example, been hospitalized in an acute condition. In this situation, the decision maker will process the third party request and will consult directly with the individual needing the accommodation as soon as it is practicable. The individual may refuse to accept an accommodation that is not needed.

d. Importance of Communication in Unclear Situations. Ongoing communication is particularly important, especially in the event that the specific limitation, problem, or barrier is unclear; an effective accommodation is not obvious; or the parties are considering different solutions for providing reasonable accommodation. In those cases where the disability, the need for accommodation, and the type of accommodation that should be provided are clear, extensive discussions are not necessary. Even so, the decision maker and requesting individual should maintain communication to ensure that there is a full and complete exchange of relevant information.

e. Confidentiality. The decision maker or any other Coast Guard official who receives information associated with a request for reasonable accommodation may share information regarding that request with other agency officials (such as Legal and/or Human Resources) only when the agency officials need to know the information in order to make determinations about the reasonable accommodation request.

f. Request for Reassignment. There are specific considerations in the interactive process when responding to a request for reassignment:

(1) Reassignment should only be considered if no reasonable accommodation is available to enable the individual with a disability to perform the essential functions of his or her current position, or if the only effective accommodation would cause undue hardship. Reassignment must be considered as an accommodation prior to separating the employee from federal service.

(2) Reasonable efforts should be made in considering whether there are funded vacant positions available for reassignment; the decision maker should work with the appropriate servicing Human Resources Specialist and the employee requesting the accommodation to identify placement opportunities. Placement opportunities include:

(a) Coast Guard civilian positions for which the employee qualifies, which officials have reason to believe will become vacant over the following 60

calendar days and that are equivalent in terms of pay, grade, promotion potential, status, benefits, and geographic location to the employee's current position.

(b) Lower-graded level Coast Guard civilian positions within the local commuting area for which the employee qualifies, which officials have reason to believe will become vacant over the following 60 calendar days, if no equivalent positions are available that are within the same commuting area as the employee's current position.

(c) Coast Guard civilian positions, either equivalent or lower level, for which the employee qualifies, outside the employee's current commuting area. As with other reassignments not required by management, the Coast Guard will not pay for relocation costs incurred by the employee.

(3) In the case of multiple vacancies, while nothing prevents the Coast Guard from offering several reassignment opportunities, the Coast Guard is only obligated to offer one reassignment opportunity as a form of accommodation. If there are no vacant positions within the Coast Guard, a Department-wide search within the Department of Homeland Security is to be conducted as a reasonable accommodation of last resort. An employee must be qualified for the vacant position, with or without reasonable accommodation. Reassignment as a form of reasonable accommodation can only be offered to Coast Guard civilian employees and is not available as an accommodation for job applicants.

(4) When no vacant positions are located within Coast Guard, the decision maker must contact the Office of Civilian Workforce Management (CG-122) to initiate the process of locating vacancies in other DHS Components. (Ref: DHS Directive 259-001-02 of Sep 2016).

5. Request for Medical Documentation.

a. When a Disability is Not Obvious. The decision maker is entitled to know that an employee or applicant has a covered disability that requires a reasonable accommodation when the individual requests a reasonable accommodation. In some cases, the disability and the need for accommodation will be obvious, or already known, to the decision maker. In these cases, the decision maker will not seek any further medical information. However, when a disability and/or need for reasonable accommodation is not obvious, or otherwise already known to the decision maker, the individual may be required to provide reasonable medical documentation explaining the existence of the disability and the individual's functional limitations.

b. Determination of Necessary Medical Documentation. The decision maker will evaluate the request and make a determination as to whether medical documentation is necessary. If it is necessary, the decision maker will:

(1) Request information sufficient to substantiate that the individual has a covered disability and needs the reasonable accommodation requested, but will not request unrelated documentation.

(2) Seek documentation about the disability and/or functional limitations from the individual and/or ask the individual to obtain such information from an appropriate professional such as a doctor. In order to obtain the most helpful information, all requests for documentation should describe the nature of the job, the essential functions the individual is expected to perform, and any other relevant information. The decision maker may consult with all necessary servicing CRSPs, legal, and job accommodation resource offices in determining its necessity and appropriateness.

c. Information Must Be Sufficient. If the information provided by the employee's health professional or volunteered by the individual requesting the accommodation is insufficient to enable the decision maker to determine whether an accommodation is appropriate, further information may be requested.

(1) First, however, the decision maker will explain to the individual seeking accommodation, in specific terms: (i) why the information, which has been provided, is insufficient; (ii) what additional information is needed; and (iii) why the additional information is necessary for a determination on the reasonable accommodation request.

(2) The individual may then ask their health care professional or other appropriate knowledgeable professional to provide the additional information.

d. Release for Consultation with Doctor. The decision maker may request that the individual requesting the accommodation sign a limited release form so that the agency may, thereafter, submit a list of specific questions to the individual's health care provider, or may otherwise contact the individual's doctor, if additional information is needed to process the accommodation request.

e. Determination of Sufficiency of Documentation. If after a reasonable period of time there is still not sufficient information to demonstrate that the individual has a disability and needs a reasonable accommodation, the decision maker reserves the right to obtain a second opinion to verify physician diagnoses and/or opinions. In determining when a reasonable period of time has passed, the decision maker should consider factors such as the availability of the requestor's medical provider, communications between the requestor and the agency, or others factors that may contribute to a delay in obtaining the requested information.

f. Unsolicited Medical Documentation. In some cases, the individual requesting the accommodation will supply medical documentation directly to the decision maker without being asked. In these cases, the decision maker will consider such documentation, and if additional documentation is needed, the decision maker will work with the appropriate officials as set forth in this Section.

g. Choice of Reviewing Medical Expert. If the decision maker is unable to evaluate the necessity of an RA based on the submitted medical documentation, she/he, working in conjunction with the CO/OIC, and servicing human resources Specialist, will choose the medical expert to review the submitted medical documentation. Every effort will be made to choose a Coast Guard physician. If an outside physician is chosen, the cost of the review will be at Coast Guard's expense. The agency medical expert assessments may be used as a factor in determining the medical condition, and the reasonable accommodation options. However, this medical expert's assessment is not solely determinative.

h. Failure to Provide Necessary Medical Documentation. The decision maker must advise the employee or applicant who is requesting a reasonable accommodation that his or her failure to provide appropriate documentation or to cooperate in efforts to obtain such documentation can result in a denial of the request.

6. Confidentiality Requirements Regarding Medical Documentation Obtained in the Reasonable Accommodation Process.

a. Confidentiality of Medical Documentation. Under the Rehabilitation Act, medical documentation obtained in connection with the reasonable accommodation process must be kept confidential regardless of whether the information was provided voluntarily or in response to a disability related question. This means that all medical documentation, including information about functional limitations and reasonable accommodation needs that the Coast Guard obtains in connection with a request for reasonable accommodation, must be kept in files separate from the individual's personnel file. It also means that any Coast Guard employee who obtains or receives such information is strictly bound by these confidentiality requirements.

b. Custody of Records. The PWDP Manager will maintain custody of all records obtained or created during the processing of a request for reasonable accommodation, including medical records, and will respond to requests for disclosure of the records. All records will be maintained in accordance with the Privacy Act and the requirements of 29 C.F.R. Part 1611.

c. Disclosure of Records. This confidential medical information may be disclosed only as follows:

(1) If a decision maker requests that the PWDP Manager obtain medical documentation, that decision maker may be told about necessary restrictions on the work or duties of the employee and about the necessity of providing the accommodation, but the PWDP Manager should only disclose medical information if necessary.

(2) First aid and safety personnel may be informed when appropriate, if the disability might require emergency treatment.

(3) Government officials may be given information necessary to investigate Coast Guard compliance with the Rehabilitation Act.

(4) Human Resources Specialists may require information in accordance with any pending personnel actions.

(5) Whenever medical information is disclosed, the individual disclosing the information must inform the recipients of the information about the confidentiality requirements that pertain to it.

7. Time Frame for Processing Requests and Providing Reasonable Accommodation.

a. Time Frame Depends on Nature of Request. The time limit for providing or denying an accommodation starts as soon as the accommodation is first requested. The Coast Guard will process a request for reasonable accommodation and provide an accommodation, where appropriate, in as short a timeframe as reasonably possible. The maximum time permitted is 15 business days. When a particular accommodation can be provided in less than the maximum amount of time permitted, failure to provide the accommodation in a prompt manner may result in a violation of the Rehabilitation Act. Decision makers must not interpret the maximum time frame to provide an accommodation as meaning that they should routinely take the full length of time allowed. The Coast Guard recognizes, however, that the time necessary to process a request will depend on the nature of the accommodation requested and whether it is necessary to obtain supporting information.

(1) It is recognized that the need for medical documentation, to determine whether the requesting individual has a disability and/or to identify the individual's functional limitations, may not become apparent until after the interactive process has begun. If the decision maker believes it is necessary to obtain such medical documentation, he or she will make the request as soon as possible after receipt of the request for accommodation, but before the expiration of the 15-business day period. The 15-business day period is not paused while the decision maker determines if medical documentation is needed.

(2) If the decision maker requests medical documentation, the 15-business day period is paused from the time the requestor is informed that the medical documentation is required and resumes when the medical documentation is provided to the decision maker. If, before the medical documentation is provided, the decision maker determines that medical documentation is no longer needed, the decision maker must continue processing the request.

(3) Examples of accommodations that can easily be provided within this 15-business day time frame include:

(a) An employee with diabetes works in an area where employees are prohibited from having food at their desks. The employee requires food or drink to adjust his/her blood sugar. An exception to accommodate the employee may be made immediately.

(b) An employee with a learning disability asks that an agenda, which his supervisor distributes at the beginning of each staff meeting, be distributed

ahead of time because the disability makes it difficult to read and the employee needs more time to prepare.

b. Expedited Processing. In certain circumstances, a request for reasonable accommodation requires an expedited review and decision in a time frame that is shorter than the 15 business days. These circumstances include where a reasonable accommodation is needed:

(1) To enable an applicant to apply for a job. Depending on the timetable for receiving applications, conducting interviews, taking tests, and making hiring decisions, there may be a need to expedite a request for accommodation in order to ensure that an applicant with a disability has an equal opportunity to apply for a job. Therefore, the decision maker needs to move as quickly as possible to make a decision and, if appropriate, provide a reasonable accommodation.

(2) To enable an employee to attend a meeting scheduled to occur shortly. For example, an employee may need a sign language interpreter for a meeting scheduled to take place in 5 business days. In these instances, the following should be completed:

(a) If no supporting medical documentation is required and no extenuating circumstances apply, a request for reasonable accommodation must be processed and the accommodation, if granted, provided in no more than 5 business days from the date the decision maker receives the request, but sooner, if possible. Failure to meet this time frame solely because a decision maker delayed processing the request is not an extenuating circumstance. (See "Extenuating Circumstances" in this Section).

c. Extenuating Circumstances. These are factors that could not reasonably have been anticipated or avoided in advance of the request for accommodation. When extenuating circumstances are present, the time for processing a request for reasonable accommodation and providing the accommodation will be extended as reasonably necessary. The decision maker must notify the individual, in writing, of the reason for the delay and the approximate date on which a decision, or provision of the reasonable accommodation, is expected. Any further developments or changes should also be communicated promptly to the individual. Extensions based on extenuating circumstances must be limited to circumstances where they are strictly necessary. All decision makers are expected to act as quickly as reasonably possible in processing requests and providing accommodation. If there is a delay in providing an accommodation that has been approved, the decision maker must investigate whether temporary measures can be taken to assist the employee until the approved accommodation can be permanently provided. The following are examples of extenuating circumstances:

(1) There is an outstanding initial or follow-up request for medical documentation or the CO/OIC is evaluating medical documentation that has been provided;

(2) The accommodation requires new staff to be hired or contracted or contracted or an accommodation involves the removal of architectural barriers; and

(3) Acquisitions must be made as soon as reasonably possible. If the acquisition authority believes that there is a policy or law against providing an accommodation, they must raise the matter with an appropriate authority immediately. Failure to provide an accommodation due to a mistaken understanding of law could result in a violation of the Rehabilitation Act. These are some examples of extenuating circumstances involving acquisitions:

(a) The purchase of equipment may take longer than 15-business days because of requirements under Federal Acquisition Regulations and/or DHS acquisition policies and procedures;

(b) Equipment must be back-ordered, the vendor typically used by the Coast Guard for goods or services has unexpectedly gone out of business or the vendor cannot promptly supply the needed goods or services and another vendor is not immediately available; and

(c) The employee with a disability needs to work with the equipment on a trial basis to ensure that it is effective before the Coast Guard purchases it.

d. Accommodation on a Temporary Basis. There may be occasions when it is prudent to provide an accommodation on a temporary basis. The employee must be clearly informed that they are being provided accommodation only on a temporary, interim basis. Examples include:

(1) There may be a delay in receiving adaptive equipment for an employee with a vision disability. During the delay, the decision maker might arrange for other employees to act as readers. This temporary measure may not be as effective as the adaptive equipment, but it will allow the employee to perform as much of the job as possible until the equipment arrives.

(2) If there is a delay which is attributable to the need to obtain or evaluate medical documentation and a determination has not been made that the individual is entitled to an accommodation, the Coast Guard may provide an accommodation on a temporary basis. In such a case, the decision maker will notify the individual in writing that the accommodation is being provided on a temporary basis pending a decision on the accommodation request. The decision maker must ensure that such temporary measures do not replace long-term accommodation and that all necessary steps to secure the long-term accommodation are being taken.

(3)(3)

8. Granting of a Reasonable Accommodation Request.

a. As soon as the decision maker determines that a reasonable accommodation will be provided, that decision should be communicated to the individual and the CO/OIC,

absent extenuating circumstances, within 15 business days of the request, using the Reasonable Accommodation Decision and Reporting Form (CG-6081).

b. If the accommodation cannot be provided within that time frame, the decision maker must inform the individual, and the CO/OIC, in writing, of the projected time frame for providing the accommodation.

9. Denial of a Reasonable Accommodation Request.

a. As soon as the decision maker determines that a request for a reasonable accommodation will be denied, he or she must complete the Reasonable Accommodation Decision and Reporting Form (CG-6081). The decision maker must inform the individual and the CO/OIC, in writing, within 15 business days of the request, absent extenuating circumstances. The explanation for the denial should be written in plain language clearly stating the specific reasons for the denial.

b. Where the decision maker has denied a specific requested accommodation, but offered an alternate accommodation that was not agreed upon during the interactive process, the denial notice should explain the reasons for denying the requested accommodation and why the decision maker believes the alternate accommodation would be effective.

c. Reasons for the denial of a request for a reasonable accommodation may include the examples listed below. Keep in mind that the actual notice to the individual must include specific reasons for the denial, for example, why the accommodation would not be effective or why it would result in undue hardship:

(1) The requested accommodation would not be effective.

(2) Providing the requested accommodation would result in undue hardship. Before reaching this determination, the decision maker must have explored other effective accommodation options that would not impose undue hardship and, therefore, could be provided. A determination of undue hardship means that the Coast Guard finds a specific accommodation would be prohibitively costly, extensive, substantial, or disruptive, or that it would fundamentally alter the nature or operation of business. When considering costs, the Equal Employment Opportunity Commission considers the overall impact to the Department of Homeland Security, not the costs to a specific Coast Guard unit. Contact the servicing CRSP for possible resources. Findings of undue hardship must be favorably endorsed by the servicing Legal office.

(3) Medical documentation is inadequate to establish that the individual has a disability and/or needs a reasonable accommodation.

(4) The requested accommodation would require the removal of an essential job function.

(5) The requested accommodation would require the lowering of a performance or production standard.

d. The written notice of denial also informs individuals that they have the right to file an EEO Complaint within 45 calendar days and may have rights to pursue administrative or negotiated grievance procedures. The decision maker must review applicable collective bargaining agreements and the administrative grievance procedure to determine if grievance procedures apply. The written notice of denial must also explain procedures for informal dispute resolution. Inaction on the part of the decision maker in processing a reasonable accommodation request will be considered a denial of the request.

e. If individuals do not agree with the denial, they may submit a request for reconsideration to the decision maker, in writing, within 5 business days of receiving the written notice of denial. Individuals may present additional information in support of their request for reconsideration within 5 business days of submitting the request.

10. Appeals to the PWDP Manager.

a. If the decision maker does not reverse the denial decision, individuals may submit an appeal of the decision to the PWDP Manager, in writing, within 10 business days of receiving the reconsideration decision. The PWDP Manager will issue a response to individuals within 10 business days of receipt of the appeal. Pursuing dispute resolution procedures, including seeking a request for reconsideration or an appeal, does not affect the time limits for initiating statutory and collective bargaining claims. The participation of individuals in any dispute resolution process does not satisfy the requirements for bringing a claim under EEO, or administrative, or negotiated grievance procedures. Information regarding submission of an appeal is outlined on the Reasonable Accommodation or Personal Assistance Service Decision and Reporting Form, CG-6081.

b. Determination of Appropriateness of Documentation. If an appeal of the RA denial has been made, the PWDP Manager will inform the decision maker whether the medical documentation demonstrates that a reasonable accommodation is appropriate and provide, if necessary, any additional information about the individual's functional limitations.

11. Information Tracking and Reporting.

a. Form Requirements. The decision maker must report all reasonable accommodation requests, granted and denied, to the servicing CRSP. The decision maker must complete the Reasonable Accommodation Decision and Reporting Form (CG-6081), and submit a copy to the requesting employee and to the servicing CRSP within 15 business days of the decision. Information received by the decision maker as part of processing the request must be maintained locally for a period of five years.

b. Record Maintenance. The PWDP Manager will maintain these records for the length of the employee's tenure with the Coast Guard or 5 years, whichever is greater.

c. Reasonable Accommodation Report. The servicing CRSP will prepare quarterly reports on reasonable accommodation requests, approvals, and denials, and forward it

to the PWDP Manager. The PWDP Manager will annually prepare a consolidated Coast Guard-wide report, to be submitted to the DHS Office of Civil Rights and Civil Liberties (DHS CRCL), which will be made available to all employees. This report will contain the following information:

(1) The number of reasonable accommodation requests, by type, which have been requested during the application process and whether those requests have been granted or denied.

(2) The jobs, including occupational series and grade level codes, for which reasonable accommodations have been requested.

(3) The types of reasonable accommodation that have been requested for each of those jobs.

(4) The number of reasonable accommodation requests, by type, for each job that have been approved.

(5) The number of accommodation requests, by type, for each job, that have been denied.

(6) The number of requests for reasonable accommodation, by type, that relate to the benefits or privileges of employment and whether those requests have been granted or denied.

(7) The reasons for denial of requests for reasonable accommodation.

(8) The amount of time taken to process each request for reasonable accommodation.

(9) The sources of technical assistance that have been consulted in trying to identify possible provisions of reasonable accommodation.

(10) The identity of the deciding official for each reasonable accommodation request.

(11) Provide a qualitative assessment of the Coast Guard reasonable accommodation policy and procedures, and include recommendations for improvement.

E. Accessibility and Inquiries.

1. Accessibility of Reasonable Accommodation Procedures. These procedures are available for applicants for employment and employees in written and accessible formats. Requests may be made with the individual's applicable Decision Maker.

2. Inquiries. An employee seeking further information concerning these procedures, the final decision regarding his/her reasonable accommodation request, or the status of his/her reasonable accommodation request, may contact the PWDP Manager at CivilRightsRA@uscg.mil.

F. Reasonable Accommodation Definitions.

1. Accessible. Enter, operate, participate in, or use safely, independently and with dignity by a person with a disability (i.e., site, facility, work environment, service or program).

2. Appeal Process. Any voluntary mechanism through which an individual can request reconsideration of a denial of a reasonable accommodation, regardless of whether the person has entered the EEO complaint process.

3. Decision Maker. The person who processes the request for accommodation. This role can be fulfilled by one of the following officials: A human resources manager (for applicants only); an employee's immediate supervisor/manager, and CO/OIC or a manager in the employee's chain of command. The decision maker may consult with the agency medical expert, human resources, Legal, and their Civil Rights Service Providers, to determine if an individual has a medical condition that substantially limits a major life activity and is eligible for reasonable accommodation.

4. Denial. Decision maker makes an informed decision to deny the employee's specific reasonable accommodation and either does not offer an alternate in its place, or the alternate accommodation that is offered is declined by the employee.

5. Disability. For the purposes of providing a reasonable accommodation, "disability" is defined as a physical or mental impairment that substantially limits one or more of the major life activities or a record (or past history) of such an impairment.

6. Essential Functions. The fundamental job duties of the position the individual with a disability holds or desires. It does not include the marginal functions of the position. A job function may be considered essential for any of several reasons, including but not limited to: (i) the reason the position exists is to perform that function; (ii) there are a limited number of employees available among whom the performance of that job function can be distributed; and/or (iii) the function may be highly specialized so that the incumbent in the position is hired for his or her expertise or ability to perform the particular function. Evidence of whether a particular function is essential includes, but is not limited to: (i) the employer's judgment as to which functions are essential; (ii) written job descriptions prepared before advertising or interviewing applicants for the job; (iii) the amount of time spent on the job performing the function; (iv) the consequences of not requiring the incumbent to perform the function; (v) the terms of a collective bargaining agreement; and/or (vi) the work experience of similar jobs.

7. Extenuating Circumstances. Factors that could not reasonably have been anticipated or avoided in advance of the request for accommodation or situations in which unforeseen or unavoidable events prevent prompt processing and delivery of an accommodation (e.g., identified software is not compatible with existing equipment).

8. Genetic Information. As defined by the Genetic Information Nondiscrimination Act (GINA) of 2008, genetic information includes information about an individual's genetic tests and the genetic tests of an individual's family members, information about the manifestation of a disease or disorder in an individual's family members (i.e., family

medical history), an individual's request for, or receipt of, genetic services, or the participation in clinical research that includes genetic services by an individual or a family member of the individual, and genetic information of a fetus carried by an individual or an individual's family member, or an embryo lawfully held by an individual or family member receiving assistive reproductive services.

9. Granted. The decision maker makes an informed decision to approve the employee's specific reasonable accommodation request or an alternative accommodation that both the employee and manager believe will be effective.

10. Individual with a Disability. An individual who has a physical or mental impairment that substantially limits one or more major life activities; has a record of such impairment; or is regarded as having such impairment.

11. Interactive Process. The process by which the individual requesting an accommodation and the decision maker discuss the request for accommodation, determine whether an accommodation will be provided, and examine potential alternative accommodations.

12. Major Life Activities. Major life activities include, but are not limited to: (i) caring for oneself, performing manual tasks, seeing, hearing, eating, sleeping, walking, standing, sitting, reaching, lifting, bending, speaking, breathing, learning, reading, concentrating, thinking, communicating, interacting with others, and working; and (ii) the operation of a major bodily function, including functions of the immune system, special sense organs and skin; normal cell growth; and digestive, genitourinary, bowel, bladder, neurological, brain, respiratory, circulatory, cardiovascular, endocrine, hemic, lymphatic, musculoskeletal, and reproductive functions. The operation of a major bodily function includes the operation of an individual organ within a body system. In determining other examples of major life activities, the term "major" shall not be interpreted strictly to create a demanding standard for disability. Whether an activity is a "major life activity" is not determined by reference to whether it is of "central importance to daily life."

13. Personal Assistance Services. Assistance with performing activities of daily living that an individual would typically perform if he or she did not have a disability, and that is not otherwise required as a reasonable accommodation, including, for example, assistance with removing and putting on clothing, eating, using the restroom, pushing a wheelchair or assisting someone with getting into or out of a vehicle at the worksite.

14. Physical or Mental Impairment. (1) Any physiological disorder or condition, cosmetic disfigurement, or anatomical loss affecting one or more body systems, such as neurological, musculoskeletal, special sense organs, respiratory (including speech organs), cardiovascular, reproductive, digestive, genitourinary, immune, circulatory, hemic, lymphatic, skin, and endocrine; or (2) any mental or psychological disorder, such as an intellectual disability (formerly termed "mental retardation"), organic brain syndrome, emotional or mental illness, and specific learning disabilities.

15. Qualified Individual with a Disability. The individual with the disability satisfies the requisite skill, experience, education and other job-related requirements of the position

such individual holds or desires and, with or without reasonable accommodation, can perform the essential functions of such position.

16. Reasonable Accommodation.

    a. Modifications or adjustments to a job application process that enable a qualified applicant with a disability to be considered for the position such qualified applicant desires.

    b. Modifications or adjustments to the work environment, or to the manner or circumstances under which the position held or desired is customarily performed, that enable a qualified individual with a disability to perform the essential functions of that position.

    c. Modifications or adjustments that allow a Coast Guard employee with a disability to enjoy equal benefits and privileges of employment as are enjoyed by other similarly situated employees without disabilities.

    d. Reasonable accommodation may include but is not limited to: (i) making existing facilities used by employees readily accessible to and usable by persons with disabilities; (ii) job restructuring; (iii) part-time or modified work schedules; (iv) reassignment to a vacant position; (v) acquisition or modifications of equipment or devices; (vi) appropriate adjustment or modifications of examinations, training materials, or policies; (vii) the provision of qualified readers or interpreters; and (viii) other similar accommodations for persons with disabilities.

    e. To determine the appropriate reasonable accommodation, it is necessary for Coast Guard responsible officials to initiate an informal, interactive process with the individual with a disability in need of the accommodation. This process should identify the precise limitations resulting from the disability and potential reasonable accommodations that could overcome those limitations.

17. Reassignment. Reasonable accommodation of last resort, that, absent undue hardship, is provided to employees (not applicants) who, because of a disability, can no longer perform the essential functions of their job, with or without reasonable accommodation. Reassignments are made only to funded vacant positions and for employees who are qualified to fill and are willing to accept the vacant position. If the employee is qualified for the position, he/she will be reassigned to the position and will not have to compete. If he/she declines a valid reassignment offer, the case must be referred to the servicing human resources specialist in the Office of Civilian Workforce Relations (CG-124) with all relevant documentation.

18. Regarded as Having Impairment. An individual is: “regarded as having an impairment” if the individual is believed to have a physical or mental impairment that substantially limits a major life activity, even if the individual does not.

19. Targeted Disability. Targeted disabilities are a subset of conditions that would be considered disabilities under the Rehabilitation Act. The federal government has

recognized that qualified persons with certain disabilities face significant barriers to employment, which for some people may include lack of access to PAS in the workplace, that are above and beyond the barriers faced by people with the broader range of disabilities. The federal government calls these "targeted disabilities." A list of targeted disabilities can be found on the Office of Personnel Management Standard Form 256 at https://www.opm.gov/forms/pdf_fill/sf256.pdf. Note, however, that not everyone with a targeted disability will be entitled to PAS under the new regulations, because only some persons with targeted disabilities require assistance with basic activities such as eating and using the restroom. Medical conditions that are more likely to result in the need for PAS include, for example, missing limbs or paralysis due to spinal cord injury.

20. Undue Hardship. Undue hardship means significant difficulty or expense and focuses on the resources and circumstances of the particular employer in relationship to the cost or difficulty of providing a specific accommodation. Undue hardship refers not only to financial difficulty, but to reasonable accommodations that are unduly extensive, substantial, or disruptive, or those that would fundamentally alter the nature or operation of the business. An employer must assess on a case-by-case basis whether a particular reasonable accommodation would cause undue hardship. An employer must assess, on a case-by-case basis, whether a particular reasonable accommodation would cause undue hardship. In determining whether an accommodation would impose an undue hardship on Coast Guard, factors to be considered include: (i) the nature and net cost of the accommodation needed under this part, taking into consideration the availability of tax credits and deductions, and/or outside funding; (ii) the overall financial resources of the facility or facilities involved in the provision of the reasonable accommodation, the number of persons employed at such facility, and the effect on expenses and resources; (iii) the overall financial resources of the covered entity, the overall size of the business of the covered entity with respect to the number of its employees, and the number, type and location of its facilities; (iv) the type of operation or operations of the covered entity, including the composition, structure and functions of the workforce of such entity, and the geographic separateness and administrative or fiscal relationship of the facility or facilities in question to the covered entity; and (v) the impact of the accommodation upon the operation of the facility, including the impact on the ability of other employees to perform their duties and the impact on the facility's ability to conduct business.

G. Personal Assistance Services (PAS).

1. Legal Requirement. The Equal Employment Opportunity Commission amended 29 C.F.R. Part 1614.203, the regulation that provides implementation of Section 501 of the Rehabilitation Act of 1973. This law prohibits the Federal Government from discriminating in employment on the basis of disability and requires it to engage in affirmative action for persons with disabilities. This amendment requires the Coast Guard to provide PAS to persons with targeted disabilities, in addition to other reasonable accommodations, unless doing so would impose an undue hardship on the agency.

2. Personal Assistance Services for Daily Living. Personal Assistance Services is a government term for providing help with performing activities of daily living that an individual would typically perform if not for his/her disability. Some examples include

assistance with removing and putting on clothing, eating, using the restroom, powering a wheelchair or entering and exiting vehicles or worksites.

3. PAS Do Not Include Assistance with Job Functions. Personal Assistance Services (PAS) do not help individuals with targeted disabilities perform their specific job functions, such as reviewing documents or answering questions that come through a call-in center. PAS differ from the typical "Reasonable Accommodations" discussed in the beginning of this chapter that help individuals perform job-related tasks, such as providing a sign language interpreters or a reading aide.

Typical Reasonable Accommodations:	Personal Assistance Services:
• It is a non-discrimination requirement under the Rehabilitation Act. • It provides job-related services to enable persons with disabilities to perform job and employment functions. • It provides accommodations to perform job duties, such as: special software, sign language interpreters, ergonomic keyboards and chairs, and mobility devices.	• It is an Affirmative Action obligation that goes beyond non-discrimination requirements under the Rehabilitation Act. • It enables persons with targeted disabilities to participate in the workforce. • It does not provide services to allow persons with disabilities to complete job-related functions. • It provides assistance with activities of daily living, such as: removing and putting on clothing, eating, and using the restroom.

Table 6-1: Personal Assistance Service v. Typical Reasonable Accommodations

4. Eligibility. The Coast Guard is only required to provide PAS to an individual if:

   a. The individual is an employee of the agency;

   b. The individual has a targeted disability;

   c. The individual requires the services because of his or her targeted disability;

   d. The individual is able to perform the essential functions of the job, without posing a direct threat to safety, once PAS and any required reasonable accommodations have been provided; and

   e. Providing PAS will not impose undue hardship on the agency.

5. PAS Request Process. The process for a PAS request and a reasonable accommodation request are the same. Furthermore, both processes utilize the same forms. The reasonable accommodation request process is discussed earlier in this chapter.

6. Denial of Personal Assistance Services. The Coast Guard is only required to provide PAS to requesting employees who are entitled to them under the regulation. As such, the Coast Guard can deny PAS requests when:

   a. The requestor is not an employee of the agency;

   b. The requestor does not have a targeted disability;

   c. The targeted disability does not create a need for PAS;

   d. The requester is not able to perform the essential functions of the job, even with PAS and any reasonable accommodations;

   e. The requester would create a direct threat to safety on the job, even with PAS and any reasonable accommodations; or

   f. Providing PAS would impose undue hardship on the agency.

7. Confidentiality. PAS information is protected under the Privacy Act. All information must be kept confidential and released only to those with a need to know.

8. Information Tracking and Reporting. Personal Assistance Services shall be tracked and reported in a similar manner as reasonable accommodations.

E. Alternative Dispute Resolution (ADR).

1. Definition of ADR. ADR is a process in which a third party neutral (an impartial party who has no stake in the outcome of the proceeding) assists disputing parties with reaching an amicable resolution through the use of various informal methods. The Coast Guard's ADR program offers a variety of approaches, with mediation as the most common process of choice. Resolving disputes is an essential aspect of the administrative complaint process. ADR is encouraged not only as a means of accomplishing prompt resolution, but also as a way to improve workplace communication, raise morale, and return focus to the mission.

   a. ADR is encouraged during the pre-complaint process, and must be explored before an individual may file a formal complaint. ADR is also available throughout the complaint process. However, in each case, the offer of ADR is subject to servicing CRSP determination of appropriateness.

   b. Whenever the Coast Guard determines that ADR is appropriate in a particular case, and the employee elects ADR, managers and supervisors are required to participate and make every reasonable effort to resolve the dispute. ADR may also be used for workplace disagreements that do not involve allegations of discrimination. If a ADR is used for a non-EEO related workplace disagreement and bargaining unit employees are involved, the CRSP will contact the servicing workforce employee relations specialist to address labor relations matters.

   c. All Third Party Neutrals must receive at least 24 hours of ADR training prior to conducting an ADR session. CRD will determine training needs and coordinate this effort.

2. The ADR Request – Formal Complaint. The formal complaint stage offers several opportunities to participate in ADR:

   a. The formal complaint form offers the complainant the opportunity to participate in ADR.

   b. The ADR offer is repeated when the Regional Civil Rights Director acknowledges receipt of the formal complaint.

   c. If a claim is accepted for investigation, the complainant is offered ADR in the acceptance letter.

   d. When the ROI and Election letter are issued, complainant again is offered an opportunity to request ADR.

   e. If complainant requests ADR, the Regional Civil Rights Director consults with command/management to determine suitability and an agreement to participate in ADR. A request for ADR in top the formal complaint stage will not prevent the agency from continuing the processing of the complaint in accordance with regulatory timelines prescribed by EEOC Management Directive 110.

3. Remedies Available Through ADR. ADR provides the parties with the opportunity to agree upon remedies that are tailored to address specific situations and areas of concern. This enables parties to mutually agree on creative solutions that would not otherwise be available.

   a. Remedies most often are nonmonetary solutions that improve the aggrieved party's work environment or terms and conditions of employment such as, but not limited to, professional development opportunities, supervisor training, leadership training, schedule changes, restored leave, priority consideration, and modifications of performance evaluations. In some cases agreement terms may include monetary remedies.

   b. Some remedies available to civilian employees are unavailable to military members, based on different rules, codes, regulations, and policies for making the aggrieved party whole.

4. Resolution and Settlement Options. A manager with settlement authority, or delegated settlement authority, and the aggrieved party participate in the ADR process. The parties may have their respective representatives participate as well. All CRSPs, EEO/EO Counselors, or external neutrals serve as facilitators only. They do not have decision-making authority. Through facilitated discussions, the parties establish settlement terms. The terms are reduced to writing and signed. A settlement agreement is legally binding.

   a. In all cases, the CO/OIC, or another appropriate management official, must review and approve any proposed settlement agreements. They must also be notified of the outcome of all discussions between the parties that may result in further proceedings in either the pre-complaint or formal complaint processes, including ADR.

   b. Prior to entering settlement agreements that involve the expenditure of agency funds greater than two thousand dollars ($2000), personnel actions, or any other management action that lies outside the scope of management authority, management is required to consult with appropriate agency officials, e.g., Office of General Law, Human Resource Directorate, etc.

   c. All settlement agreements involving EEO/EO will be monitored and enforced by CRD and DHS CRCL.

5. Remedies Available to Military Members. The remedies available to military members through the discrimination complaint process are limited to make whole relief that would place them where they would have been in the absence of the alleged discrimination. They may not obtain actual or compensatory damages, costs, or attorney's fees and may not be awarded promotions or pay unless improperly withheld. Furthermore, only the Board of Corrections for Military Records (BCMR) may alter records of military personnel. Before being presented to the aggrieved parties, informal resolutions that include awards, assignments, promotions, or pay for military members must be reviewed and approved by the appropriate CO/OIC, and the Coast Guard Personnel Service Center (CGPSC). Copies of all EO settlement agreements must be forwarded to Solutions and Complaints Division (CG-00H-2S) upon finalization.

6. Remedies Available to Civilian Employees and Applicants for Employment. The employee and or applicant for employment may be offered either the position applied for, only if available, or an equivalent position if it is clear that person would have occupied the position but for the alleged discrimination. Other remedies may include, back pay, front pay, reasonable attorney's fees and costs, awards of compensatory damages, and other forms of equitable relief not to exceed the amount the aggrieved party would be entitled to if discrimination were actually found.

   a. Settlement offers that include back pay, reasonable attorney's fees and costs, or personnel actions for civilian employees require pre-approval from Human Resources and the office of General Counsel, review by the Civil Rights Directorate, and the CO/OIC should be in agreement.

   b. Copies of all EEO settlement agreements must be forwarded to Solutions and Complaints Division (CG-00H-2S) upon finalization.

7. Confidentiality. Confidentiality is an important aspect of the ADR process, whereas the Administrative Dispute Resolution Act requires parties to maintain confidentiality of communications prepared for the purpose of ADR (with certain exceptions). The parties' agreement to keep ADR session discussions confidential encourages candid and open conversation about the matters in dispute. Parties are entitled to confidentiality during the ADR process as follows:

   a. Nothing said or given to the Third Party Neutral in confidence during separate meetings with individual parties may be voluntarily disclosed or offered into evidence in a future legal proceeding, unless all parties and the Third Party Neutral agree in writing.

   b. There will be no written records of the ADR sessions.

   c. Facts discovered during ADR will not become a part of the official complaint record.

   d. The Management Representative may consult with Legal and/or Human Resources for questions regarding the legality or enforceability of proposed settlement provisions.

   e. At the conclusion of ADR discussions, the Third Party Neutral will destroy all notes taken.

8. Exceptions to ADR Confidentiality. Confidentiality does not extend to threats of imminent harm to any person or property, any physical violence during the ADR session, or criminal activity. A settlement agreement that is developed as part of the ADR process becomes a record document once signed by the parties. The neutral facilitator may be required by subpoena to disclose information necessary to:

   a. Prevent a manifest injustice.

   b. Help establish a violation of law, or

c. Prevent serious harm to the public health or safety.

9. Stages of the ADR Process. The ADR process includes the following stages:

   a. The ADR Election (Pre-Complaint) or ADR Request (Formal).

   b. The ADR suitability determination.

   c. Command/management representative with settlement authority identification.

   d. The ADR preparation.

   e. The ADR session.

   f. Settlement agreement.

   g. Coordination of resolution terms.

   h. Implementation of agreement terms.

   i. Compliance monitoring.

10. Request and Preparation Phases: Roles and Responsibilities. The following describes the roles and responsibilities of the participants in the ADR request and preparation phases:

    a. Aggrieved party/complainant elects ADR during the pre-complaint and formal complaint processes, informs CRSP of designated representative, cooperates during ADR proceedings, and participates in good faith.

    b. The CRD Headquarters provides technical advice to CRSPs on ADR matters, consults with Regional Civil Rights Directors on appropriateness assessments and resolution potential, advises and provides direction to command officials on ADR matters including consultation with his or her servicing HR official and servicing legal office, provides ADR services in complex or sensitive cases, monitors and maintains records of all ADR activity, monitors compliance with resolution agreements, and responds to DHS CRCL regarding noncompliance allegations.

11. Civil Rights Service Providers:

    a. The EEO Specialists/EO Advisor serves as a CRSP within their AOR, who explains ADR to the aggrieved party and provides written information about ADR, receives the ADR Election or ADR Request, consults with the Civil Rights Zone Manager or Regional Civil Rights Director regarding the matters appropriateness for ADR, identifies command/management representative, arranges for a third party neutral, serves as a third party neutral in some cases, coordinates ADR Session scheduling and any requested reasonable accommodations, contacts the Office of General Law and/or Human Resources to coordinate review of settlement terms, prepares resolution agreement for

signature (or prepares notice of right to file if ADR fails, records any corrective actions and closes the file).

b. The Civil Rights Zone Manager serves as the lead CRSP within their AOR, who advises command/management on ADR policy and process, makes ADR appropriateness assessments in consultation with the Regional Civil Rights Director, serves as neutral facilitator for ADR sessions, assures timely coordination of ADR sessions, assures the Office of General Law and/or Human Resources review of settlement terms, reviews final resolution agreement, oversees prompt implementation of resolution agreement, and monitors and documents resolution agreement compliance.

c. The Regional Civil Rights Director serves as the senior CRSP within their AOR who advises command/management on ADR policy and process, makes ADR appropriateness assessments, designates third party neutrals for AOR, reviews ROIs to identify early resolution potential, consults with CRD Headquarters and senior management on ADR matters, coordinates ADR sessions for formal complaints, transmits results of all ADR efforts to CRD Headquarters.

d. The Third Party Neutral explains the ADR process to the parties, obtains Participation and Confidentiality Agreement and form resolution agreement, conducts the ADR session, assures preparation of the resolution agreement for review and execution by the parties, and informs Civil Rights Zone Manager or Regional Civil Rights Director of ADR outcome.

e. The Command/Management Representative will arrange for the logistics of the ADR session, including a suitable location and any funding for third party neutral fees or travel. The Command/Management Representative may consult with the Office of General Law and civilian personnel specialist for advice on the nature and scope of resolution options.

f. The DHS CRCL monitors settlement implementations and addresses all non-compliance notifications.

12. Legal and Personnel Consultation and Authorization. Prior to entering settlement agreements that involve the expenditure of agency funds greater than two thousand dollars ($2,000.00), management must consult with the Office of General Law. When the dispute concerns a civilian employee which involves a personnel action, management must consult with the servicing human resources specialist in the Office of Civilian Workforce Relations (CG-124). The appropriate Coast Guard legal counsel for advice on legal sufficiency of resolution options and proposed resolution terms is the legal counsel of the unit from which the dispute comes, the Legal Service Center, or the Office of General Law. When the dispute concerns a military member, the appropriate personnel reviewing authority for advice on proposed resolution terms is the CO/OIC.

13. The ADR Suitability Factors. Although not exhaustive, the following lists of factors may be helpful in determining whether ADR is appropriate for a particular dispute. No single factor is necessarily determinative.

    a. Factors suggesting that ADR is appropriate.

        (1) Availability of an identifiable command/management official with authority to grant the relief requested or that would make the aggrieved party whole.

        (2) The aggrieved party's preference for resolving the dispute rather than punishing the other person.

        (3) The parties' interest in maintaining a continuing relationship.

        (4) The likelihood that the parties would benefit from intervention by a trained mediator to keep them focused on issues and resolution options.

    b. Factors suggesting that ADR is inappropriate.

        (1) The dispute does not involve any allegation of discrimination in violation of the anti- discrimination statutes enforced by the Equal Employment Opportunity Commission or in violation of the Coast Guard's policy against discrimination in membership or employment.

        (2) The dispute implicates collectively bargained rights and/or has substantial potential effect on non-parties.

        (3) The only conceivable resolution options would set significant legal or policy precedents.

        (4) The aggrieved party has similar/related EEO/EO claims pending.

        (5) The dispute involves allegations of waste, fraud, or abuse.

        (6) The dispute involves alleged criminal activity or violations of the Uniform Code of Military Justice.

        (7) The aggrieved party requires a finding of fault or culpability to be made.

    c. ADR Appropriateness. The decision on the appropriateness of the case for ADR must not be the basis for any EEO/EO complaint.

14. Essential Elements of Settlement Agreements. The typewritten settlement agreement must specify:

    a. The name of the aggrieved party.

b. The matter being resolved identified by: issue, basis, case number and the date pre-complaint counseling was initiated if the matter is at the pre-complaint stage; or docket number if the matter is a formal complaint that is pending a hearing with EEOC or District Court.

c. A statement that the aggrieved party and the Coast Guard voluntarily enter into the agreement.

d. The effective date of agreement, including whether effectiveness is contingent upon expiration of a specific period for review of resolution terms by appropriate legal counsel and personnel reviewing authorities.

e. What will happen if subsequent review determines that the terms of the agreement are inconsistent with:

(1) Applicable laws and regulations; collective bargaining agreements; Coast Guard policy; or cannot be completed within the agreed timeframe.

(2) The procedures for addressing alleged noncompliance with resolution terms.

15. Legal and Personnel Review of Resolution Terms. Prior to entering settlement agreements that involve the expenditure of agency funds greater than two thousand dollars ($2,000.00), personnel actions, or any other management action that lies beyond the scope of management's authority, management must consult with the Office of General Law. If the matter involves a personnel action, management should consult with Human Resource Directorate as well. Prior to a planned ADR meeting the CRSP and/or Third Party Neutral should arrange for the appropriate reviewing authorities to be on call to render a timely review (in-person, by telephone, or by email).

16. Post-ADR Roles and Responsibilities. The following describes the roles and responsibilities of participants in the post-ADR phase of the ADR process:

a. The CRD Headquarters monitors and maintains records of all ADR activity; coordinates with contract mediator on contractual matters.

b. The ADR Facilitator reconvenes ADR to reformulate or renegotiate terms, or terminates ADR process if resolution terms cannot be implemented as written.

c. The Regional Civil Rights Director serves as senior Civil Rights Manager for their AOR at the regional level over the zones; is accountable for effective and timely resolution of discrimination allegations; transmits results of all ADR efforts to CRD.

d. The Civil Rights Zone Manager serves as senior Civil Rights Manager for their AOR at the zone level under the region; is accountable for effective and timely attempts at resolution; facilitates aggrieved party's return to the complaint process if resolution efforts are unsuccessful.

e. The Aggrieved party returns to pre-complaint or formal discrimination complaint process for issuance of Notice of Right to File Discrimination Complaint if resolution efforts are unsuccessful.

17. Allegations of Breach of Resolution Agreement and Remedies. If the aggrieved party or complainant believes the agency has not complied with any of the settlement terms, they must notify Department of Homeland Security Office for Civil Rights and Civil Liberties (DHS CRCL) in writing within 30 calendar days after they knew or should have known of the alleged noncompliance. DHS CRCL will make inquiry to CRD Headquarters and request response to the allegations. The Civil Rights Directorate will coordinate the response to DHS CRCL.

    a. Civilian aggrieved parties/complainants may also appeal to the EEOC for a compliance determination if DHS CRCL does not issue a determination within 30 calendar days of its receipt of the allegations of noncompliance.

    b. If DHS CRCL makes a determination of noncompliance and the aggrieved party/complainant requests enforcement of the agreement term, then aggrieved party/complainant is required to relinquish any benefits received under the resolution agreement, including return of any funds paid.

18. The ADR Process Flowchart. The flow chart Figure 5-2 on the following page describes the ADR process. The ADR Process Flow chart is a general ADR process and does not replace informal ADR requirements for civilian and military members.

U.S. Coast Guard Alternative Dispute Process

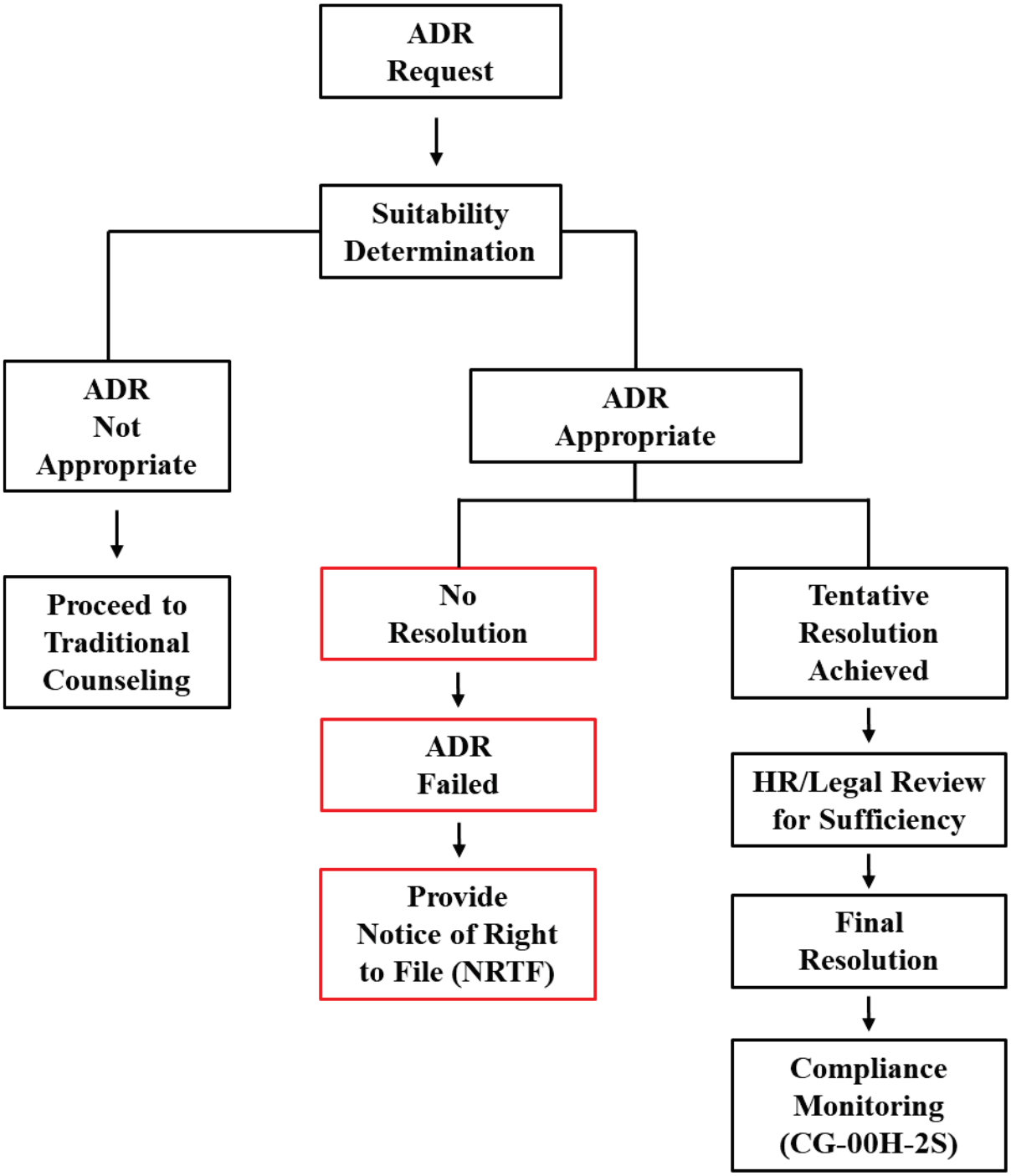


Figure 5-2: Alternative Dispute Resolution (ADR)

OPTIONAL DOCUMENTS

UNITED STATES COAST GUARD



Civil Rights

STRATEGIC PLAN

2020 – 2025

"It's all about solutions."



The U.S. Coast Guard's Vision for Civil Rights

A discrimination-free workplace where every member of, and applicant to the Coast Guard workforce has the opportunity to reach his/her/their full potential, and believes it is possible to do so without regard to: race; color; national origin; religion; sex (including gender identity, sexual harassment, pregnancy, and sexual orientation); age; disability; genetic information; marital status; parental status; political affiliation; engagement in a protected Equal Employment Opportunity (EEO) / Equal Opportunity (EO) activity or any other basis protected by law.

Active Duty ☆ *Reserve* ☆ *Civilian*

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A Message from the Director

The ***Coast Guard Civil Rights Strategic Plan January 15, 2020 - January 14, 2025*** is a framework for achieving the mission of the Civil Rights Directorate (CRD); this plan focuses on the Equal Employment Opportunity Commission's (EEOC) standards of a model EEO Program. In addition to enforcement and compliance of federal law and Coast Guard policies, the plan conveys strategic actions for resolving complaints, preventing unlawful discrimination, and strengthening important partnerships with schools and key communities.

The Coast Guard's approximately 47,000 military and 8,600 civilian personnel directly support and contribute to operational readiness and effective execution of all Coast Guard missions. Consistent with the ***Coast Guard Strategic Plan (2018-2022)***, CRD strives to ensure a positive work environment for those employees, so that mission focus is not hindered by discrimination or harassment, which contribute to hostile work environments.

Strategic Plans of Action 2012, 2016 and 2018 preceded this strategy; these documents mapped out critical activities of CRD consistent with EEOC laws and regulations. They focused attention to improvement areas, successful restructuring to meet statutory obligations, and identification of quantifiable measurements established in 2012. The activities and actions resulted in measurable success. The service's civil rights performance now exceeds the federal average in most factors measured by EEOC and many CRD functions are considered to be Department of Homeland Security "best practices."

In building on CRD's success over the past years, this plan illustrates the Directorate's commitment to continuous process improvement, transparency and accountability, along with ways to facilitate the Coast Guard's civil rights efforts into the future. CRD will continue its:

- ***Commitment to robust attempts at Alternative Dispute (Early) Resolution (mediation);***
- ***Goal of all personnel understanding civil rights and knowing how to access processes;***
- ***Investment of resources to effectively communicate with Coast Guard stakeholders;***
- ***Effort to build a culture of collaboration both internally and externally.***

The process for developing this plan has been highly inclusive and collaborative. Coast Guard subject experts worked jointly to reaffirm or modify original goals, objectives, and action plans. The resulting document provides the basis for ensuring non-discrimination, and the existence of valid processes within which claims of discrimination can be addressed.

With the help of its leaders, managers, staff and partners, and with the successful implementation of the ***Coast Guard Civil Rights Strategic Plan 2020-2025***, the Coast Guard affirms its vision of a discrimination-free workplace where every member and applicant has the opportunity to reach his/her/their full potential based on ability and nothing more.



Dr. Terri A. Dickerson
Director, Civil Rights Directorate


SCHULTZ
U.S. COAST GUARD

Introduction

The ***Coast Guard Civil Rights[1] Strategic Plan 2020-2025*** provides the foundation on which the Civil Rights Directorate (CRD) facilitates the continuous improvement and re-scoping of the original plans developed in 2012 and 2016. The Bird's-Eye View, found in Appendix A on page 18, delineates the Civil Rights Program's mission, vision, and the strategic goals and objectives which underlie Coast Guard responsibilities. The CRD's goals conform to the Commandant's Guiding Principles: ***Relevant, Ready*** and ***Responsive***. Our members' bias for action must focus inward, protecting against violations of Coast Guard Core Values, including all forms of discrimination and harassment which breach trust, erode unit cohesion, and degrade readiness. These goals also embrace the Department's goal of retaining a highly qualified and diverse workforce that enjoys fairness and equality. For easy reference, CRD's strategic goals are depicted and explained on page 6. These are derived according to Equal Employment Opportunity Commission (EEOC) Management Directive – 715's (MD-715s) expression of six elements of a model civil rights program. The six elements establish standards by which federal agencies may develop and maintain model EEO programs, and set benchmarks to measure their progress. MD-715 standards are utilized throughout government to measure and report on its efforts to become a model employer. As described in MD-715, the six elements of a model EEO organization are:

- ***Demonstrated commitment from agency leadership;***
- ***Integration of EEO into the agency's strategic mission;***
- ***Management and program accountability;***
- ***Proactive prevention of unlawful discrimination;***
- ***Efficiency; and***
- ***Responsiveness and legal compliance***

The EEOC envisions that the service - principally leadership and facilitated by Civil Rights / EEO - carries responsibility in achieving model status. Using MD 715 standards, Exhibit 1 defines each strategic goal and a summary of the actions expected by each entity within the enterprise of the Coast Guard [i.e. "USCG" (strategic-level), "CRD" (operational-level), and respective leaders (e.g. "Commanding Officer (CO)/Officer in Charge (OIC)" (tactical-level)] in attaining a model civil rights environment.

1 Civil rights is defined in the Coast Guard Civil Rights Manual, COMDTINST M5350.4(series), as the "Rights belonging to an individual as a matter of law, especially fundamental freedoms and privileges guaranteed by the U.S. Constitution and subsequent acts of Congress, including the rights to equal employment opportunity."



CRD's Five Strategic Goals

This Strategic Plan delineates the path that CRD intends to follow toward achieving its vision through five strategic goals which are further broken down into 15 objectives. The five strategic goals describe CRD's role vs. the Command's role in achieving the five strategic goals. Each strategic objective has accompanying action plans, which are the steps needed to achieve the objectives. Each strategic objective also is associated with performance measures, which are the means by which progress will be tracked.

Goal 1: Lead.

CRD conducts activities to assist and support Coast Guard CO/OIC to foster civil rights leadership.

USCG: Lead

CRD: CRD conducts activities to assist and support Coast Guard CO/OIC in Charge to foster civil rights leadership.

CO/OIC: Command leadership is ultimately responsible for the Coast Guard's civil rights outcomes.

Goal 2: Adopt Strategies.

CRD facilitates CO/OIC in their efforts to integrate civil rights into the Coast Guard's strategic mission.

USCG: Adopt Strategies

CRD: CRD facilitates CO/OIC in their efforts to integrate civil rights into the Coast Guard's strategic mission

CO/OIC: Command leadership communicates through words and actions, the importance of civil rights to mission effectiveness.

Goal 3: Hold All Accountable.

CRD conducts activities which uphold CO/OIC accountability for civil rights.

USCG: Hold All Accountable.

CRD: CRD conducts activities which uphold CO/OIC accountability for civil rights.

CO/OIC: All managers and supervisors are responsible for the successful implementation of civil rights program elements.

Goal 4: Prevent.

CRD conducts activities and develops tools to assist and support CO/OIC to proactively prevent unlawful discrimination.

USCG: Prevent.

CRD: CRD conducts activities and develops tools to assist and support CO/OIC to proactively prevent unlawful discrimination.

CO/OIC: Proactively prevent unlawful discrimination.

Goal 5: Efficient, Fair, Impartially Enforce Non-discrimination Laws.

CRD identifies, implements, and enforces efficient practices, aimed at promoting equal opportunity for all.

USCG: Efficient, Fair, Impartially Enforce Non-discrimination Laws.

CRD: CRD identifies and implements efficient practices, aimed at promoting equal opportunity for all.

CO/OIC: Command leadership embraces opportunities to resolve matters quickly and equitably, at the level closest to the issue/conflict.



What the CRD Does

The Civil Rights Directorate advances civil rights imperatives in the Coast Guard by carrying out multiple roles of:

- ***Promoting and enforcing civil rights in order to create a discrimination-free workplace for employees and applicants;***
- ***Conducting Civil Rights Awareness (CRA), Sexual Harassment Prevention (SHP), and subject related training;***
- ***Conducting Equal Opportunity (EO) reviews as needed;***
- ***Receiving and investigating complaints and allegations of civil rights violations;***
- ***Offering recommendations for improving policies and practices which promote EO in the Coast Guard workplace;***
- ***Partnering with stakeholders to review current performance and proactively assess future needs in the civil rights arena; and***
- ***Partnering with leadership to manage Partnership-in-Education, Special Observances and Special Emphasis Programs.***

CRD's FUTURE

The overarching purpose of the Coast Guard Civil Rights Strategic Plan is to state CRD's intent to be a leader in civil rights service delivery and a model of civil rights practices within the Coast Guard and the Department of Homeland Security. Further, the strategic objectives outlined in this document are the initiatives through which CRD continuously pursues model civil rights program status. Both headquarters and field level staff, in their performance and achievement of desired outcomes, are instrumental in this undertaking.

CRD's VISION

A discrimination-free workplace where every member of and applicant to the Coast Guard has the opportunity to reach his/her/their full potential, and believes it is possible to do so without regard to: race; color; national origin; religion; sex (including gender identity, sexual harassment, pregnancy and sexual orientation); age; disability; genetic information; marital status; parental status; political affiliation; engagement in a protected Equal Employment Opportunity (EEO)/Equal Opportunity (EO) activity or any other basis protected by the law.

CRD's MISSION

Lead programs and facilitates practices which foster a discrimination-free workplace.

CRD's GOALS AND OBJECTIVES

The Civil Rights Directorate established five strategic goals and 15 strategic objectives that align with Management Directive 715 (MD-715) model program elements and to bring into line its organizational resources to achieve desired results. The below illustration shows how the objectives (exhibit 2.) are linked to the goals.

GOAL 1: Lead.

CRD conducts activities to assist and support Coast Guard CO/OIC to foster civil rights leadership. Command leadership is ultimately responsible for the Coast Guard's civil rights outcomes. CRD further identified two strategic objectives for this goal.

This goal models the first EEOC element: *Demonstrated Commitment.*

1.1 **Proactively communicate the mission/vision of CRD to reach the entire Coast Guard workforce.**

1.2 **Institutionalize an efficient, customer-focused CRD team through training, developing, and retaining a fully-qualified workforce.**

GOAL 2: Adopt Strategies.

CRD facilitates CO/OIC in their efforts to integrate civil rights into the Coast Guard's strategic mission. Command leadership communicates through words and actions, the importance of civil rights to mission effectiveness. CO/OIC incorporates EEO strategies into their strategic mission, which imbues it into the Coast Guard's everyday strategies. This model program element also highlights "structure from the top" and "strategic commitment" as key features. As a result, CRD identified three strategic objectives.

This goal models the second EEOC element: *Making EEO an Integral Part of the Agency's Strategic Mission.*

2.1 **Ensure an effective organizational structure to carry out the functions of CRD.**

2.2 **Increase civil rights awareness at all levels of the Service so that the workforce can fulfill and comply with their EEO/EO requirements and responsibilities Coast Guard-wide.**

2.3 **Secure adequate resources to effectively and efficiently carry out the planning, performance, budgeting, and execution management duties and responsibilities of CRD.**

GOAL 3: Hold All Accountable.

CRD conducts activities which uphold CO/OIC accountability for civil rights. All managers and supervisors are responsible for the implementation and enforcement of civil rights program elements. There is only one key characteristic in this model element, which is the overall accountability aspect of the EEO program. Therefore, CRD made this an accountability-based goal while identifying three strategic objectives.

This goal models the third EEOC element: *Ensuring Management and Program Accountability.*

3.1 **Create and foster a collaborative, professional workplace within CRD.**

3.2 **Promote the recognition (formal and/or informal) of CO/OIC who exhibit exemplary performance in EEO/EO program management.**

3.3 **Implement processes and procedures (reports, training, etc.) which improve quality and timeliness of CRD services.**

GOAL 4: Prevent.

CRD conducts activities and develops tools to assist and support CO/OIC to proactively prevent unlawful discrimination. This goal rises to a higher level by defining and describing the means of proactive prevention. CRD identified four strategic objectives to promote this goal.

This goal models the fourth EEOC element: *Proactive Prevention.*

4.1 **Encourage periodic self-assessments of the Coast Guard workplace at all levels consistent with EEOC's MD-715 factors.**

4.2 **Develop and promote data management tools which help Coast Guard managers to understand local factors affecting the workforce EO climate.**

4.3 **Implement and encourage EEOC MD-715 activities within CRD that exemplify model civil rights program elements.**

4.4 **Provide an accessible, single resource for civil rights policy and requirements to the Coast Guard workforce.**

GOAL 5: Efficient, Fair, Impartially Enforce Non-discrimination Laws.

CRD identifies, implements, and enforces efficient practices, aimed at promoting equal opportunity for all. Command leadership embraces opportunities to resolve matters quickly and equitably, at the level closest to the issue/conflict. Goal 5 encompasses three strategic objectives.

This goal combines the fifth and sixth EEOC elements: *Efficiency [and] Responsiveness and Legal Compliance.*

5.1 **Ensure highest EEO/EO quality for compliance and responsiveness by improving and measuring key operational processes.**

5.2 **Identify and develop tools, resources, and activities which can be utilized early in the EO process to affect positive outcomes.**

5.3 **Facilitate and encourage partnerships with public and private entities to increase participation by groups within the Coast Guard workforce with low participation rates compared to the Civilian Labor Force (CLF).**



Implementation

Implementing the Strategic Plan is a process that involves all of CRD's stakeholders. This includes CRD's headquarters and field offices, the entire CG workforce and leadership, and partnering agencies throughout the U.S. Government. Planning tasks or action plans that fall in line with the objectives will help achieve the plan. A number of external factors could impede the implementation process; however, CRD will seek solutions to overcome those challenges and employ performance measures to gauge progress. The graphic below depicts the process for implementing the strategic objectives.

Phases of Strategic Objective Implementation



Developing Objectives and Actions

Moving from the mission to five strategic goals and from five strategic goals to 15 strategic objectives requires further planning at the action level. These 15 strategic objectives were reviewed and accepted as still relevant and not requiring changes. Like other features in this document, the supporting actions rely on transparency, collaboration, and acceptance by stakeholders. Each strategic objective is composed of subordinate initiatives that CRD will implement or improve in order to meet the goals to which they are committed. Furthermore, the strategic objectives and action plans, as previously mentioned, are not static; they may be revised based on changes in policy, procedures, mission, and vision or unforeseen circumstances. Development of the strategic objectives and action plans is just the first step in reaching the goals of the organization, as these require the full support from internal and external stakeholders.

Implementing Objectives and Actions

CRD vetted the Strategic Plan both internally and externally. CRD staff members collected data from previous years in order to establish realistic benchmarks. These benchmarks were re-evaluated and modified to make current measurements more rigorous or appropriate for the various courses of action. Cooperation from internal and external CRD stakeholders is paramount to ensure proper measurements are monitored and achievement metrics are achievable and relevant. Performance will continue to be measured and analyzed periodically based on the nature of each specific measurement.

In 2016, CRD's leadership conducted a complete review of the Directorate's major functions to ensure that staff efforts were still in line with the 15 objectives adopted in 2012. Each staff function was mapped to the appropriate subject matter expert within the Directorate. Additionally, each of the metrics used to assess CRD's performance meeting those objectives were reviewed by stakeholders. CRD conducted this activity again in 2018. The Civil Rights Directorate formed a strategic planning working group comprised of leadership and staff level members. This group: (1) conducted a comprehensive review of earlier strategic plans (2012, 2016 and 2018); (2) reviewed the Directorate's major functions, and (3) created this current plan. The team's work was highly collaborative with all members of the Directorate, both at headquarters and in the field, being offered the opportunity to provide input. At the conclusion of this effort, the working group proposed modifying 21 metrics, adding four new metrics and deleting two obsolete metrics, resulting in a total of 35 metrics to be measured on either an annual or quarterly basis. The modifications, additions and subtractions are illustrated later in this document in Appendix B "Data Dictionary."

Gauging Performance

Performance measures are vital to analyzing and understanding the achievement of the Strategic Plan. The Data Dictionary represents the formula by which the performance is evaluated. It delineates all aspects of the performance measure, including defining the metric, aligning the metric with goals and objectives, identifying a responsible office/party and specifying the frequency of the evaluation. Appendix C is a sample of the

Strategic Dashboard with all 35 measures, while Appendix D describes the tools used to quantify those measures. As Exhibit 7 describes, performance measurement leads back to developing and refining objectives and actions. This feedback-loop represents CRD's commitment to constant and consistent improvement over time.

External Factors Affecting Achievement

Factors outside CRD's control affect its ability to achieve the objectives herein; principally budget, the national economy, demographic changes, available technology, and new regulatory requirements. While unforeseen factors are to be expected, it is worth noting that they have a bearing on future plans.

- **Budget and Resources.** This document assumes a level of funding commensurate with the strategies and priorities delineated, and changes to fiscal assumptions may result in reductions to resources necessary to implement this strategy. However, the Coast Guard continuously reviews available resources and priorities to ensure that appropriate levels of support are programmed to its key functional areas, including CRD.
- **Demographic Factors.** CRD will continue to work with Coast Guard Human Resources to maintain awareness of demographic changes and their impacts.
- **Technology.** With new developments comes the ability to interact with employees and applicants in new ways. CRD must be alert to the effects of new technology on compliance and oversight. Additionally, where technology is permissible, the workforce will expect CRD to utilize it in enforcement, education, and outreach activities. Technologies are likely to emerge that will require vetting for appropriateness for civil rights functions and implementation.
- **Legal and Regulatory Changes.** Because of its enforcement and compliance role, CRD must act and react to new Federal requirements. As new regulations are announced, each must be codified into guidance that will be widely understood by employees and applicants. Each ensuing change must also be incorporated into CRD's education and outreach efforts for the workforce. Such requirements can potentially divert resources from other planned activities.

In view of the foregoing external factors and others not delineated here, CRD will continually assess and prioritize resources to best meet mission requirements.

Reorganization of Action Items from Self-study in 2009

In September of 2008, amid myriad organizational challenges, the Director of CRD conducted a functional review and evaluation of the Coast Guard civil rights program.



For that purpose, CRD retained Booz-Allen and Hamilton (BAH), Inc. to assess the current state of the organization and to provide findings and recommendations with the goal of modernizing and professionalizing CRD. Prior program assessments had been conducted in 1999 and 2001 proposing structural and personnel changes, some of which were implemented and some of which were not., However, as anticipated, the study revealed some areas for improvement and organizational change, and recommended various structural improvements and program enhancements. As a result, CRD memorialized the recommendations and labeled them as the 53 Recommendations.

During 2010-11, the original 53 Recommendations were grouped into 29 action plans; and many of these were accomplished with the 2009 reorganization. With considerable project management training, the CRD staff further condensed the 29 action plans to 12 (these conform to the five CRD goals mentioned on page 6). In 2011, CRD added two more action plans, resulting in a total of 14 action plans covering all organizational goals and strategic objectives. These 14 action plans have been completed or were incorporated into the Strategic Plan, and are part of a recurring review process conducted by the CRD senior staff throughout each year.

2 Booz-Allen Hamilton. (2009). *U.S. Coast Guard Office of Civil Rights Program Review.* Washington, DC: Author.
3 Pricewaterhouse Coopers. (1999). *Top to Bottom Review of the Coast Guard Civil Rights Program.* Washington, DC: Author.
4 KPMG Consulting. (2001). *Top to Bottom Review of Civil Rights/Equal Employment Opportunity Programs.* Washington, DC: Author.


UNITED STATES PARALYMPIC TEAM
Rio2016

Appendix A: CRD's Strategic Bird's-eye View Sheet

U.S. Coast Guard Civil Rights Directorate (CRD)
VISION, MISSION, GOALS and OBJECTIVES

Vision

A discrimination-free workplace where every member of, and applicant to the Coast Guard workforce has the opportunity to reach his/her/their full potential, and believes it is possible to do so without regard to: race; color; national origin; religion; sex (including gender identity, sexual harassment, pregnancy, and sexual orientation); age; disability; genetic information; marital status; parental status; political affiliation; engagement in a protected Equal Employment Opportunity (EEO) / Equal Opportunity (EO) activity or any other basis protected by law.

Mission

Lead programs and facilitate practices which foster a discrimination-free, mission-ready workplace.

Goals		Objectives	
1	**Lead**. CRD conducts activities to assist and support Coast Guard Commanding Officers (CO)/Officers in Charge (OIC) to foster civil rights leadership. Command leadership is ultimately responsible for the Coast Guard's civil rights outcomes.	1.1	Proactively communicate the mission/vision of CRD to reach the entire Coast Guard workforce.
		1.2	Institutionalize an efficient, customer-focused CRD team through training, developing, and retaining a fully-qualified workforce.
2	**Adopt Strategies.** CRD facilitates CO/OIC in their efforts to integrate civil rights into the Coast Guard's strategic mission. Command leadership communicates through words and actions, the importance of civil rights to mission effectiveness.	2.1	Ensure an effective program to carry out the functions of CRD.
		2.2	Continue to ensure civil rights awareness and understanding at all levels of the Service so that the workforce can fulfill and comply with their EEO/EO requirements and responsibilities Coast Guard-wide.
		2.3	Secure adequate resources to effectively and efficiently carry out the planning, performance, budgeting, and execution management duties and responsibilities of CRD.

3	**Hold All Accountable.** CRD conducts activities which uphold CO/OIC accountability for civil rights. All managers and supervisors are responsible for the successful implementation of civil rights program elements.	**3.1**	Create and foster a collaborative, professional workplace within CRD.
		3.2	Promote the recognition (formal and/or informal) of CO/OIC who exhibit exemplary performance in EEO/EO program management.
		3.3	Implement processes and procedures (reports, training, etc.) which improve quality and timeliness of CRD services.
4	**Prevent.** CRD conducts activities and develops tools to assist and support CO/OIC to proactively prevent unlawful discrimination.	**4.1**	Encourage periodic self-assessments of the Coast Guard workplace at all levels consistent with EEOC's MD-715 factors.
		4.2	Develop and promote data and tools which help managers to understand local factors affecting the workforce EEO/EO climate.
		4.3	Implement and encourage EEOC MD-715 activities within CRD that exemplify model civil rights program elements.
		4.4	Provide an accessible, single resource for civil rights policy and requirements to the Coast Guard workforce.
5	**Efficient, Effective, Fair, Impartial Enforcement of Non-discrimination Laws.** CRD identifies and implements efficient practices, aimed at promoting equal opportunity for all. Command leadership embraces opportunities to resolve matters quickly and equitably, at the level closest to the issue/conflict.	**5.1**	Ensure highest EEO/EO quality for compliance and responsiveness by improving and measuring key operational processes.
		5.2	Identify and implement tools, resources, and activities which can be utilized early in the EEO/EO process to affect positive outcomes.
		5.3	Facilitate and encourage partnerships with public and private entities to increase participation by groups within the Coast Guard workforce with low participation rates compared to the Civilian Labor Force (CLF).

Appendix B: Data Dictionary (35 Performance Measures)

*** Updates/Changes are Highlighted in Red ****

Goal Alignment:	**Goal 1**	**Objective Alignment:**	**1.1 -** Proactively communicate the mission/vision of CRD to reach the entire Coast Guard workforce.
HQ Coordinator:	COMDT (CG-00H-12) Training Program Manager	**Responsible Party:**	COMDT (CG-00H-2)
Data Source:	Civil Rights Awareness (CRA) Training Evaluation Forms (Regional Roll-up Reports)		
Performance Measure Name:	**1.1.01**	**Awareness of CRD's Mission**	
Definition:	The percentage of people responding to the CRA evaluation form who are aware of the CRD mission (interrelated to measures 1.02.01 and 4.04.01).		
Formula:	(# of people responding that they aware of the CRD mission)/ (# of people responding to the CRA evaluation form)*100. Tool 2C.		
Frequency:	Quarterly	**Unit Type:**	Percentage *(Updated Target Value from 85% to 95%)*

Goal Alignment:	**Goal 1**	**Objective Alignment:**	**1.1 -** Proactively communicate the mission/vision of CRD to reach the entire Coast Guard workforce.
HQ Coordinator:	COMDT (CG-00H-C)	**Responsible Party:**	COMDT (CG-00H-1)
Data Source:	Website Review Form		
Performance Measure Name:	**1.1.02**	**Stakeholder Communications**	
Definition:	Consistent and regular reviews of the Directorate's website.		
Formula:	The number of reviews and updates to the Directorate's website (on a quarterly basis). Tool 17.		
Frequency:	Quarterly	**Unit Type:**	Number *(at least 1/quarter)*

This measure was retired on 7 JUN 2017

Goal Alignment:	**Goal 1**	**Objective Alignment:**	**1.1 -** Proactively communicate the mission/vision of CRD to reach the entire Coast Guard workforce.
HQ Coordinator:	COMDT (CG-00H-C) Training Program Manager	**Responsible Party:**	COMDT (CG-00H-C)
Data Source:	Communications Resources Spreadsheet		
Performance Measure Name:	**1.1.03**	**Communications Resources**	
Definition:	The number of FTEs in CRD working on communications activities or products on an annual basis.		
Formula:	The # of FTEs in CRD working on communications activities or products on an annual basis.		
Frequency:	Annually	**Unit Type:**	Number

New measure 1.01.03 adopted on 7 JUN 2017

Goal Alignment:	**Goal 1**	**Objective Alignment:**	**1.2 –** Institutionalize an efficient, customer-focused CRD team through training, developing, and retaining a fully-qualified workforce.
HQ Coordinator:	COMDT (CG-00H-12) Training Program Manager	**Responsible Party:**	COMDT (CG-00H-2)
Data Source:	Civil Rights Awareness (CRA) Training Evaluation Forms (Roll-up) Training Data Tool		
Performance Measure Name:	**1.2.01**	**CG Workforce Job Satisfaction with CRD Training Expertise**	
Definition:	The percentage of the CG workforce that is satisfied with the expertise provided by CRD's trainers on CRA training evaluation forms (interrelated to measures 1.01.01 and 4.04.01).		
Formula:	(# of CRA training respondents checking "Good" or "Excellent" on Question 5 of the training evaluation questionnaire (Regional Roll-up Report)) / (Total # of CRA training respondents) * 100. Tool 2A.		
Frequency:	Quarterly	**Unit Type:**	Percentage *(Updated Target Value from 85% to 95%)*



Goal Alignment:	**Goal 1**	**Objective Alignment:**	**1.2 –** Institutionalize an efficient, customer-focused CRD team through training, developing, and retaining a fully-qualified workforce.
HQ Coordinator:	COMDT (CG-00H-12) Training Program Manager	**Responsible Party:**	COMDT (CG-00H-2)
Data Source:	Professional Development Tracking Sheet		
Performance Measure Name:	**1.2.02**	**EEO Counselor Mandatory Training**	
Definition:	The percentage of EEO counselors in CRD who are up-to-date with EEO Counselor training.		
Formula:	(# of EEO counselors in CRD with documentation of up-to-date 32-hour & 8-hour EEO Counselor training / total # of EEO counselors) * 100; new employees have 90 days to obtain required training. Data is compiled monthly; average of monthly values is annual value. Tool 3.		
Frequency:	Annually	**Unit Type:**	Percentage

Goal Alignment:	**Goal 1**	**Objective Alignment:**	**1.2 –** Institutionalize an efficient, customer-focused CRD team through training, developing, and retaining a fully-qualified workforce.
HQ Coordinator:	COMDT (CG-00H-1/2) CRD CRC	**Responsible Party:**	COMDT (CG-00H-1/2)
Data Source:	Office Chiefs' Employee Performance Records		
Performance Measure Name:	**1.2.03**	**CRD's Measurable Employee Performance Goals and Meet Expectations**	
Definition:	The percentage of CRD civilian employees with measurable performance goals who receive at least "meets expectations" on annual performance evaluations.		
Formula:	(# of CRD employees with measurable performance goals tied to standardized requirements that receive at least "meets expectations" / # of employees with measurable performance goals tied to standardized requirements) * 100. Tool 5A.		
Frequency:	Annually	**Unit Type:**	Percentage



Goal Alignment:	**Goal 2**	**Objective Alignment:**	**2.1 -** Ensure an effective organizational program to carry out the functions of CRD.
HQ Coordinator:	COMDT (CG-00H-11) MD-715 Program Manager	**Responsible Party:**	COMDT (CG-00H-1/2)
Data Source:	Communications Resources Spreadsheet		
Performance Measure Name:	**2.1.01**	**CG EEOC MD-715 Compliance**	
Definition:	The rate of CG compliance with all EEOC MD-715 factors.		
Formula:	(# of EEOC MD-715 factors CG is in compliance with / # of EEOC MD-715 factors)*100. Tool 19.		
Frequency:	Annually	**Unit Type:**	Percentage

Goal Alignment:	**Goal 2**	**Objective Alignment:**	**2.2 – *Continue to ensure*** civil rights awareness and understanding at all levels of the Service so that the workforce can fulfill and comply with their EEO/EO requirements and responsibilities.
HQ Coordinator:	COMDT (CG-00H-2S)	**Responsible Party:**	COMDT (CG-00H-2)
Data Source:	Command Checklist Tracking Sheet		
Performance Measure Name:	**2.2.01**	**Units with EEO/EO Objectives**	
Definition:	The percentage of units that include EEO/EO objectives in their strategic documents.		
Formula:	(# Units with 50 or more personnel assigned, per CG PAL, including reserves, who answer "Yes" to question on Command Checklist re EEO objectives in strategic plans/documents))/(# Units with 50 or more personnel assigned)*100. Tool 13B.		
Frequency:	Annually *(Updated to Jan)*	**Unit Type:**	Percentage

Goal Alignment:	**Goal 2**	**Objective Alignment:**	**2.2 – *Continue to ensure*** civil rights awareness and understanding at all levels of the Service so that the workforce can fulfill and comply with their EEO/EO requirements and responsibilities.
HQ Coordinator:	COMDT (CG-00H-12) Training Program Manager	**Responsible Party:**	COMDT (CG-00H-2)
Data Source:	CGBI Tracking Sheet		
Performance Measure Name:	**2.2.02**	**CG Workforce Compliance with BOTH Civil Rights Awareness (CRA) and Sexual Harassment Prevention (SHP) Training**	
Definition:	Percentage of CG workforce compliant with BOTH CRA and SHP training.		
Formula:	(# of CG employees compliant with BOTH CRA and SHP training / # of CG employees) *100. Tool 4D.		
Frequency:	Annually	**Unit Type:**	Percentage

Goal Alignment:	**Goal 2**	**Objective Alignment:**	**2.2 – *Continue to ensure*** civil rights awareness and understanding at all levels of the Service so that the workforce can fulfill and comply with their EEO/EO requirements and responsibilities.
HQ Coordinator:	COMDT (CG-00H-12) Training Program Manager	**Responsible Party:**	COMDT (CG-00H-2)
Data Source:	CRA Training evaluation forms (Regional Roll-up Reports)		
Performance Measure Name:	**2.2.03**	**CRA Training Provided by CRD**	
Definition:	Percentage of overall workforce who has received CRA training, computed quarterly.		
Formula:	Number of CG personnel that received CRA training / total population of the CG workforce (roughly 58,000 in FY2018). Tool 4B.		
Frequency:	Quarterly	**Unit Type:**	Percentage *(Updated target from 8.5% to 9%)*

This measure was adopted on 7 JUN 2017

Goal Alignment:	**Goal 2**	**Objective Alignment:**	**2.2 – *Continue to ensure*** civil rights awareness and understanding at all levels of the Service so that the workforce can fulfill and comply with their EEO/EO requirements and responsibilities.
HQ Coordinator:	COMDT (CG-00H-12) Training Program Manager	**Responsible Party:**	COMDT (CG-00H-2)
Data Source:	Sexual Harassment Prevention Training Tracking Sheet		
Performance Measure Name:	**2.2.04**	**Sexual Harassment Prevention Training Completed**	
Definition:	The percentage of CG personnel who take SHP training within the prior FY.		
Formula:	(Number of CG personnel who took SHP training in the prior FY, according to CGBI MT-A report / the total number of personnel) * 100. Tool 4E.		
Frequency:	Annually	**Unit Type:**	Percent

Goal Alignment:	**Goal 2**	**Objective Alignment:**	**2.2 – *Continue to ensure*** civil rights awareness and understanding at all levels of the Service so that the workforce can fulfill and comply with their EEO/EO requirements and responsibilities.
HQ Coordinator:	COMDT (CG-00H-12) SELEOS Program Manager	**Responsible Party:**	COMDT (CG-00H-1)
Data Source:	Senior Executive Leadership Equal Opportunity Seminar (SELEOS) Tracking Tool		
Performance Measure Name:	**2.2.05**	**CG Executive Staff who have attended SELEOS**	
Definition:	Percentage of current CG Executive Staff (Flag/SES/CMCs) who have attended SELEOS.		
Formula:	# of CG Executive Staff who have completed SELEOS / total number of current Executive staff * 100. Tool 4F.		
Frequency:	Annually *(Measured in Nov)*	**Unit Type:**	Percentage *(Target of 85%)*

Goal Alignment:	**Goal 1**	**Objective Alignment:**	**2.2 –** ***Continue to ensure*** civil rights awareness and understanding at all levels of the Service so that the workforce can fulfill and comply with their EEO/EO requirements and responsibilities.
HQ Coordinator:	COMDT (CG-00H-12) Training Program Manager	**Responsible Party:**	COMDT (CG-00H-1)
Data Source:	NO FEAR Act Training Completion Form		
Performance Measure Name:	**2.2.06**	**NO FEAR Act Training Completion Rate**	
Definition:	The percentage of supervisors of civilians who have completed NO FEAR Act training.		
Formula:	# of supervisors of civilians in the CGBI database who have completed NO FEAR Act training / total # of supervisors of civilians CG-wide. Tool 18.		
Frequency:	Annually *(Measured in Nov)*	**Unit Type:**	Percentage *(Target of 90%)*

This measure was adopted on 7 JUN 2017

Goal Alignment:	**Goal 2**	**Objective Alignment:**	**2.3 –** Secure adequate resources to effectively and efficiently carry out the planning, performance, budgeting, and execution management duties and responsibilities of CRD.
HQ Coordinator:	COMDT (CG-00H-12) Budget Manager	**Responsible Party:**	COMDT (CG-00H-1)
Data Source:	FPD Database Budget Tracker		
Performance Measure Name:	**2.3.01**	**Expended Budget**	
Definition:	Percentage of funding expended per FY.		
Formula:	($ expended / $ initial budget allocation from CG-8) * 100 *Include FY start and end $ amounts within Dashboard.* Tool 9B.		
Frequency:	Annually	**Unit Type:**	Percentage *(Updated target from 98% to 100%)*

Goal Alignment:	**Goal 2**	**Objective Alignment:**	**2.3 –** Secure adequate resources to effectively and efficiently carry out the planning, performance, budgeting, and execution management duties and responsibilities of CRD.
HQ Coordinator:	COMDT (CG-00H-12) Budget Manager	**Responsible Party:**	COMDT (CG-00H-1)
Data Source:	Web Budget Model Report		
Performance Measure Name:	**2.3.02**	**Budget Adequacy**	
Definition:	Percentage of requested annual funding approved/received from CG-8.		
Formula:	(funds received / funds requested by CG-00H Budget Manager during annual budget development) * 100. Tool 9A.		
Frequency:	Annually	**Unit Type:**	Percentage

Goal Alignment:	**Goal 2**	**Objective Alignment:**	**2.3 –** Secure adequate resources to effectively and efficiently carry out the planning, performance, budgeting, and execution management duties and responsibilities of CRD.
HQ Coordinator:	COMDT (CG-00H-12) Budget Manager	**Responsible Party:**	COMDT (CG-00H-1)
Data Source:	FPD Database Budget Tracker		
Performance Measure Name:	**2.3.03**	**Submission of Resource Proposals to RMO**	
Definition:	Participation in CG-8's annual RP process.		
Formula:	RP(s) submitted – yes/no. Tool 9C.		
Frequency:	Annually *(Target is Feb)*	**Unit Type:**	Y/N

Goal Alignment:	**Goal 2**	**Objective Alignment:**	**2.3 –** Secure adequate resources to effectively and efficiently carry out the planning, performance, budgeting, and execution management duties and responsibilities of CRD.
HQ Coordinator:	COMDT (CG-00H-12) Training Program Manager	**Responsible Party:**	COMDT (CG-00H-1)
Data Source:	Financial Manager's Monthly Budget Tracker		
Performance Measure Name:	**2.3.04**	**Financial Record Compliance**	
Definition:	The timely financial record submissions made by CRD directors.		
Formula:	(# of CRD regions that submit monthly financial reports/4) * 100; computed monthly, compiled annually. Annual measure is average of monthly averages. Tool 10.		
Frequency:	Annually	**Unit Type:**	Percentage

This measure was adopted on 21 SEP 2018

Goal Alignment:	**Goal 2**	**Objective Alignment:**	**2.3 –** Secure adequate resources to effectively and efficiently carry out the planning, performance, budgeting, and execution management duties and responsibilities of CRD.
HQ Coordinator:	COMDT (CG-00H-12) Budget Manager	**Responsible Party:**	COMDT (CG-00H-1)
Data Source:	Web Budget Model Report		
Performance Measure Name:	**2.3.05**	**Annual Budget Comparison**	
Definition:	Percentage of change in FY budget received from CG-8.		
Formula:	(Current FY budget received / previous FY budget received) * 100 *Include FY funding per year within Dashboard. 9D.*		
Frequency:	Annually *(Target is Nov)*	**Unit Type:**	Percentage

Goal Alignment:	**Goal 3**	**Objective Alignment:**	**3.1 –** Create and foster a collaborative, professional workplace within CRD.
HQ Coordinator:	COMDT (CG-00H-12) Training Program Manager	**Responsible Party:**	COMDT (CG-00H-1)
Data Source:	CRD Defense Equal Opportunity Climate Survey (DEOCS) Roll-up Report		
Performance Measure Name:	**3.1.01**	**CRD Workforce Job Satisfaction**	
Definition:	CRD's workforce job satisfaction per DEOCS "Job Satisfaction" rating.		
Formula:	CRD's workforce job satisfaction per DEOCS "Job Satisfaction" rating. *Note: Updated target measure to align with new DEOCS scale (G=>3; 2.5<=Y<3; R<2.5)* Tool 7.		
Frequency:	Annually	**Unit Type:**	Defense Equal Opportunity Survey (DEOCS) Index *(Updated Target to 3)*

Goal Alignment:	**Goal 3**	**Objective Alignment:**	**3.1 –** Create and foster a collaborative, professional workplace within CRD.
HQ Coordinator:	COMDT (CG-00H-1/2) CRD CRC	**Responsible Party:**	COMDT (CG-00H-1/2)
Data Source:	Office Chiefs' Employee Performance Records		
Performance Measure Name:	**3.1.02**	**CRD Supervisor Performance Evaluations**	
Definition:	Regional, zone, and headquarters CRD civilian supervisors who meet performance standards.		
Formula:	(#of CRD civilian supervisors who receive at least "meets" ratings on the leadership competencies of their annual evaluations / # of CRD supervisors) * 100. Tool 5B.		
Frequency:	Annually	**Unit Type:**	Percentage

Goal Alignment:	**Goal 3**	**Objective Alignment:**	**3.2 –** Promote the recognition (formal and informal) of CO/OIC who exhibit exemplary performance in EEO/EO program management.
HQ Coordinator:	COMDT (CG-00H-11) Awards Manager	**Responsible Party:**	COMDT (CG-00H-1)
Data Source:	Award Submissions Report from Annual Solicitation		
Performance Measure Name:	**3.2.01**	**Award Nominations of CG Leadership**	
Definition:	Recognition of positive EEO leadership.		
Formula:	The number of leaders nominated for positive recognition of their EEO related activities. Tool 20.		
Frequency:	Annually	**Unit Type:**	Number

Goal Alignment:	**Goal 3**	**Objective Alignment:**	**3.2 –** Promote the recognition (formal and informal) of CO/OIC who exhibit exemplary performance in EEO/EO program management.
HQ Coordinator:	COMDT (CG-00H-11) Awards Manager	**Responsible Party:**	COMDT (CG-00H-1)
Data Source:	CRD Awards and Recognition Report		
Performance Measure Name:	**3.2.02**	**Award Nominations by CO/OIC**	
Definition:	CO/OIC participation in EEO/EO Awards.		
Formula:	(# award nominations made by CO/OIC during the FY for outreach awards sponsored by the DOD Office of Diversity Management & Equal Opportunity (ODMEO)) / (total # awardees). Tool 6.		
Frequency:	Annually	**Unit Type:**	Number

Goal Alignment:	**Goal 3**	**Objective Alignment:**	**3.3 –** Implement processes and procedures (reports, training, etc.) which improve quality and timeliness of CRD services.
HQ Coordinator:	COMDT (CG-00H-E)	**Responsible Party:**	COMDT (CG-00H-E)
Data Source:	CRD EA SOP Library Checklist		
Performance Measure Name:	**3.3.01**	**CRD Processes with Established SOPs**	
Definition:	The percentage of CRD processes for which an updated SOP is in effect.		
Formula:	(# of major CRD processes for which an updated SOP is in effect / # of major CRD processes) * 100. Tool 12.		
Frequency:	Annually *(Updated to Jan)*	**Unit Type:**	Percentage

This measure was retired on 7 JUN 2017

Goal Alignment:	**Goal 3**	**Objective Alignment:**	**3.3 –** Implement processes and procedures (reports, training, etc.) which improve quality and timeliness of CRD services.
HQ Coordinator:	COMDT (CG-00H-12)	**Responsible Party:**	COMDT (CG-00H-1)
Data Source:	Major Administrative/Support Processes Spreadsheet		
Performance Measure Name:	**3.3.02**	**Major Administrative/Support Functions with a Checklist**	
Definition:	The percentage of major administrative/support functions that have checklists.		
Formula:	(# of major admin/support functions that have checklists / # of admin/ support functions) * 100		
Frequency:	Annually	**Unit Type:**	Percentage

Goal Alignment:	**Goal 4**	**Objective Alignment:**	**4.1 –** Encourage periodic self-assessments of the Coast Guard workplace at all levels consistent with EEOC's MD-715 factors.
HQ Coordinator:	COMDT (CG-00H-2) Senior Technical Advisor	**Responsible Party:**	COMDT (CG-00H-2)
Data Source:	Command Checklist Compliance Matrix		
Performance Measure Name:	**4.1.01**	**Command Checklist Compliance**	
Definition:	Command Checklist compliance CG-wide.		
Formula:	(# of Units completing Command Checklists) / (Total # of CG units with 50 or more personnel assigned, per CG PAL, including reserves) * 100. Tool 13A.		
Frequency:	Annually *(Updated to Jan)*	**Unit Type:**	Percentage *(Increased from 90% to 100%)*

Goal Alignment:	**Goal 4**	**Objective Alignment:**	**4.1 –** Encourage periodic self-assessments of the Coast Guard workplace at all levels consistent with EEOC's MD-715 factors.
HQ Coordinator:	COMDT (CG-00H-2) Senior Technical Advisor	**Responsible Party:**	COMDT (CG-00H-2)
Data Source:	Command Checklist Compliance Matrix		
Performance Measure Name:	**4.1.02**	**EO Reviews CG-wide**	
Definition:	The number of EO reviews conducted CG-wide.		
Formula:	# of EO reviews conducted CG-wide. Tool 14A.		
Frequency:	Annually	**Unit Type:**	Number



Goal Alignment:	**Goal 4**	**Objective Alignment:**	**4.2 –** Develop and promote data management tools which help Coast Guard managers to understand local factors affecting the workforce EO climate.
HQ Coordinator:	COMDT (CG-00H-E) DEOMI Liaison	**Responsible Party:**	COMDT (CG-00H-E)
Data Source:	DEOMI DEOCS Database		
Performance Measure Name:	**4.2.01**	**Units Utilizing DEOCS**	
Definition:	The percentage of CG units utilizing the Defense Equal Opportunity Climate Survey (DEOCS).		
Formula:	(# of CG units utilizing DEOCS / total # of CG units required to conduct DEOCS) *100. Tool 21.		
Frequency:	Annually	**Unit Type:**	Percentage *(Increased target from 50% to 90%)*

Goal Alignment:	**Goal 4**	**Objective Alignment:**	**4.2 –** Develop and promote data management tools which help Coast Guard managers to understand local factors affecting the workforce EO climate.
HQ Coordinator:	COMDT (CG-00H-11) MD-715 Program Manager	**Responsible Party:**	COMDT (CG-00H-1)
Data Source:	Part I of CG EEOC MD-715 Annual Report		
Performance Measure Name:	**4.2.02**	**EEO Barrier Correction**	
Definition:	The percentage of identified barriers to EEO for which CRD/Barrier Analysis Team has made a recommendation for correction.		
Formula:	(Number of identified barriers to EEO for which a corrective action has been taken / Number of identified barriers) * 100; if no barriers have been identified, measurement value = 100 percent. Tool 24.		
Frequency:	Annually	**Unit Type:**	Percentage *(Decreased target from 100% to 90%)*

Goal Alignment:	**Goal 4**	**Objective Alignment:**	**4.3 –** Implement and encourage EEOC MD-715 activities within CRD that exemplify model civil rights program elements.
HQ Coordinator:	COMDT (CG-00H-12) Training Program Manager	**Responsible Party:**	COMDT (CG-00H-1)
Data Source:	Defense Equal Opportunity Climate Survey Roll-up Report		
Performance Measure Name:	**4.3.01**	**CRD DEOCS Rating**	
Definition:	The average DEOCS rating for CRD.		
Formula:	The sum of all DEOCS ratings for CRD / # of DEOCS factors. *Note: Updated target measure to align with new DEOCS scale (G=>3; 2.5<=Y<3; R<2.5).* Tool 22.		
Frequency:	Annually *(Updated to Feb)*	**Unit Type:**	Defense Equal Opportunity Survey (DEOCS) Index *(Updated target to 3)*

Goal Alignment:	**Goal 4**	**Objective Alignment:**	**4.4 –** Provide an accessible, single resource for civil rights policy and requirements to the Coast Guard workforce.
HQ Coordinator:	COMDT (CG-00H-12) Training Program Manger	**Responsible Party:**	COMDT (CG-00H-2)
Data Source:	Civil Rights Training Effectiveness Matrix		
Performance Measure Name:	**4.4.01**	**CR Manual Access Knowledge**	
Definition:	The percentage of people completing Civil Rights Awareness (CRA) training evaluation forms who acknowledge that they know how to access the CR Manual (interrelated to measures 1.01.01 and 1.02.01).		
Formula:	(# of people completing CRA Training Evaluation forms (Regional Roll-up Reports) who acknowledge how to access the CR Manual / # of people completing CRA Training Eval forms) * 100; data provided quarterly by region; measure is average of regional input. Tool 2B.		
Frequency:	Quarterly	**Unit Type:**	Percentage *(Increased target from 85% to 95%)*

Goal Alignment:	**Goal 4**	**Objective Alignment:**	**4.4 –** Provide an accessible, single resource for civil rights policy and requirements to the Coast Guard workforce.
HQ Coordinator:	COMDT (CG-00H-11) CRD Policy Program Manager	**Responsible Party:**	COMDT (CG-00H-1)
Data Source:	Policy Implementation Tracker		
Performance Measure Name:	**4.4.02**	**CRD Policy/Manual Review**	
Definition:	CRD policy statements/CRD Manual submitted for internal CRD review..		
Formula:	Notation of whether or not CRD policy statements and/or the CRD Manual have been submitted for annual, internal CRD review. Tool 23.		
Frequency:	Annually *(Updated to Feb)*	**Unit Type:**	Binary Yes or No

Goal Alignment:	**Goal 5**	**Objective Alignment:**	**5.1 –** Ensure highest EEO/EO quality for compliance and responsiveness by improving and measuring key operational processes.
HQ Coordinator:	COMDT (CG-00H-2S)	**Responsible Party:**	COMDT (CG-00H-2)
Data Source:	Solutions and Complaints Data Matrix		
Performance Measure Name:	**5.1.01**	**Pre-complaint Counseling Completion**	
Definition:	The percentage of pre-complaint counseling activities completed by CG-00H within the required timeframe.		
Formula:	(# of pre-complaint counseling opportunities completed by CG-00H within the required timeframe / # of pre-complaint counseling opportunities) * 100. Tool 14B.		
Frequency:	Annually	**Unit Type:**	Percentage

Goal Alignment:	**Goal 5**	**Objective Alignment:**	**5.1 –** Ensure highest EEO/EO quality for compliance and responsiveness by improving and measuring key operational processes.
HQ Coordinator:	COMDT (CG-00H-2S)	**Responsible Party:**	COMDT (CG-00H-2)
Data Source:	Solutions and Complaints Data Matrix		
Performance Measure Name:	**5.1.02**	**Investigation Completion Timeliness**	
Definition:	The percentage of investigations completed by CG-00H within the required timeframe.		
Formula:	(# of investigations completed by CG-00H within the required timeframe / # of investigations completed) * 100. Tool 14C.		
Frequency:	Annually	**Unit Type:**	Percentage

Goal Alignment:	**Goal 5**	**Objective Alignment:**	**5.2 –** Identify and implement tools, resources, and activities which can be utilized early in the EO process to effect positive outcomes.
HQ Coordinator:	COMDT (CG-00H-2S)	**Responsible Party:**	COMDT (CG-00H-2)
Data Source:	Solutions and Complaints Data Matrix		
Performance Measure Name:	**5.2.01**	**Resolution Rate**	
Definition:	The percentage of complaints processed by CG-00H that did not result in a formal complaint.		
Formula:	(# of pre-complaints processed by CG-00H that did not result in a formal complaint / # of complaints initiated) * 100. Tool 14D.		
Frequency:	Annually	**Unit Type:**	Percentage

Goal Alignment:	**Goal 5**	**Objective Alignment:**	**5.3 –** Facilitate and encourage partnerships with public and private entities to increase participation by groups within the Coast Guard workforce with low participation rates compared to the Civilian Labor Force (CLF).
HQ Coordinator:	COMDT (CG-00H-11) PIE Program Manager	**Responsible Party:**	COMDT (CG-00H-1)
Data Source:	PIE Program Satisfaction Survey Report		
Performance Measure Name:	**5.3.01**	**PIE Program Satisfaction**	
Definition:	The percentage of schools satisfied with the Coast Guard PIE Program.		
Formula:	(# of registered PIE schools satisfied with CG PIE Program / # of schools who participate in survey) * 100. Tool 25.		
Frequency:	Annually	**Unit Type:**	Percentage

Goal Alignment:	**Goal 5**	**Objective Alignment:**	**5.3 –** Facilitate and encourage partnerships with public and private entities to increase participation by groups within the Coast Guard workforce with low participation rates compared to the Civilian Labor Force (CLF).
HQ Coordinator:	COMDT (CG-00H-11) PIE Program Manager	**Responsible Party:**	COMDT (CG-00H-1)
Data Source:	PIE Program Satisfaction Survey Report		
Performance Measure Name:	**5.3.02**	**CG Units with PIE Programs**	
Definition:	Total number of CG units with registered PIE programs.		
Formula:	#of CG units with registered PIE programs on 1 July (i.e. at the end of the school year); registration begins annually on 1 Aug (beginning of school year). Tool 11.		
Frequency:	Annually	**Unit Type:**	Number *(Increased target from 125 to 160)*



Addendum: Civil Rights Strategic Plan 2025
(Additional actions as of 1 June 2025)

The following additional actions fall within CRSP-2025, specifically ***Goal 2 Adopt Strategies***; **Objective 2.3** *Continue to ensure civil rights awareness and understanding at all levels of the Service so that the workforce can fulfill and comply with their EEO/EO requirements and responsibilities Coast Guard-wide.* Specifically, the following activities will be added.

Objective 2.02.06
Stronger Together Listening Sessions - NEW

Racism continues to threaten pillars of justice and equality on which our nation stands. Its presence in our workforce threatens readiness. We must accept the difficult truth that members of society, and our workforce continue to feel un-heard, under-valued, and less than fully accepted members of the overall Coast Guard community.

Listening sessions are indicated with the goal of understanding what African American workforce members experience in society and elsewhere, and to have others recognize ways in which they can be attentive to this problem. In a learning sense, listening allows the total workforce to demonstrate that they are paying attention to thoughts, feelings and needs of African American employees (seeing the world through their eyes). This is crucial to establishing and maintaining productive relationships. Some of what we are experiencing as a nation has roots in failure to creating spaces for listening, and being able to express grief, frustration, anger and fear before it becomes unbearable. CRD will reach out to other appropriate entities to conduct activities collaboratively, for example Employee Assistance Programs, HSWL, and the Chaplain network.

Target: **5 Sessions**
Measure: **CRD will evaluate comments from members who participate.**

Objective 2.02.07
Employee Resource Page - NEW

It is not enough to acknowledge, condemn, or passively disapprove systemic inequity. We can also provide opportunities to continue the journey into learning and putting that learning into action. To that end, an employee resource page with books, DVDs, movie titles, podcasts, links, museum displays will help employees to take this journey.

Target: **1 Employee Resource Page**
Measure: **Publication of page**



Objective 2.02.08
Professional Development for African American Aspiring Executives (Focus is attendance by Low-Participation Groups, however everyone in the workforce is welcome) - NEW

Employees also must believe and experience that they can succeed as far as their talent and ambition take them. For this reason, a session on senior executive leadership be offered through affinity groups to target particularly under-participating work groups. Though everyone may not aspire to leadership in the public sector, either as a civilian member or for others post-military service, it is nonetheless important that the Coast Guard support activities which de-mystify the process, and to invite workforce members at all levels to understand and begin to develop and document their performance of the competences proven to curate effective Federal leadership.

Target: 2 Sessions
Measure: Number of sessions held

Objective 2.02.09
Conflict Resolution Conversations - NEW

The Civil Rights Directorate will be hosting conversations using a collaborative platform aimed at expanding workforce members' knowledge of resolving workplace conflict. During periodic 1-hour sessions, guest and speakers, experts a will discuss leading practices. Speakers will be sought for traditional topics such as Alternative Dispute Resolution, and settling claims focused on the EEO protected classes: race, color, religion, creed, gender, sex (including pregnancy), sexual orientation, gender identity or expression, national origin, ancestry, age, and marital status.

Appendix C: Sample Strategic Dashboard (35 Performance Measures)

	Measure #	Tool #	Performance Measure Name	Responsible Office	DD MM YY Update / Actual	Target	Formula	Frequency
1	1:01:01	2C	Awareness of CRD's Mission	CG-00H-1	98.13	95	(# people responding that they are aware of CRD's mission/# People responding to CRA evaluation form)*100	Quarterly (Nov/Feb/ May/Aug)
2	1:01:02	17	```	CG-00H-C	N/A	1	# of updates and/or review of the Directorate's website. Goal is at least once per quarter.	Quarterly (Nov/Feb/ May/Aug)
3	1:01:03	18	No FEAR Act Training Completion Rate	CG-00H-1	N/A	90.0	#of supervisors of civilians who have completed NO FEAR Act training / total # of supervisors of civilians CG-wide	Annually (Nov)
4	1:02:01	2A	CG Workforce Satisfaction with CRD Training Expertise	CG-00H-1	100.0	95	(# CG training respondents marking "Good" or "Excellent" on Question 5 of Roll-up Report) / (# CG training respondents) *100; data provided quarterly by region; measure is avg of region inputs.	Quarterly (Nov/Feb/ May/Aug)
5	1:02:02	3	EEO Counselor Mandatory Training	CG-00H-1	100	100	(# of counselors with 32&8-hr training)/(# counselors who require it)*100; computed monthly; beginning Jan 2013, annual measure is avg of monthlies. New employees have 90 days to get training before adding them to the equation.	Annually (Nov)
6	1:02:03	5A	CRD's Measurable Employee Performance Goals & Meet Expectations	CG-00H-1&2	100	100	(# CRD employees with measurable performance goals tied to standardized requirements that receive at least "meets expectations" or equivalent/# employees with measurable performance goals tied to standardized requirements)*100	Annually (May)
7	1:02:04	3B	CRSPs with Basic Mediation Training	CG-00H-1	N/A	90.0	(# of CRSPs who have completed Basic Mediation training / total # of CRSPs with > 180 days in the CRSP position)	Annually (Nov)
8	2:01:01	19	CG EEOC MD-715 Compliance	CG-00H-1	99.0	100	(# of EEOC MD-715 Part G factors CG is in compliance with/# of EEOC MD-715 Part G factors)*100	Annually (Feb)
9	2:02:01	13B	Units with EEO/EO Objectives	CG-00H-2	92.5	100	(# Units with 50 or more personnel assigned, per CG PAL, including reserves, who answer "Yes" to question on Command Checklist re: EEO objectives in strategic plans/documents))/(# Units with 50 or more personnel assigned)*100	Annually (Jan)

10	2:02:02	4D	**CG Workforce Compliance with BOTH CRA and SHP Training**	CG-00H-1	**77**	**90**	(# CG employees compliant w/ BOTH Civil Rights Awareness (CRA) and Sexual Harassment Prevention (SHP) trng/# CG employees)*100	**Annually (Nov)**
11	2:02:03	4B	**CRA Training Provided By CRD**	CG-00H-1	**7.50**	**9**	Percent of overall workforce that receives CRA training, computed quarterly. Figures from consolidated data from Regional Roll-up Reports submitted to Training Officer, and results divided by total CG workforce (~60K in FY12).	**Quarterly (Nov/Feb/ May/Aug)**
12	2:02:04	4E	**Sexual Harassment Prevention Training Sessions Completed**	CG-00H-1	**75.4**	**90**	Number of CG personnel who took SHP training in the preceding 365 days, according to CGBI MT-A report, divided by the total number of personnel.	**Annually (Nov)**
13	2:03:01	9B					Intentionally Blank	
14	2:03:02	9A					Intentionally Blank	
15	2:03:03	9C					Intentionally Blank	
16	2:03:04	10					Intentionally Blank	
17	2:03:05	9D					Intentionally Blank	
18	3:01:01	7	**CRD Workforce Job Satisfaction**	CG-00H-1	**N/A**	**3**	CRD's workforce job satisfaction per DEOCS "Job Satisfaction" rating.Note: Update target measure to aligh with new DEOCS scale (G=>3, Y>=2.5; R<2.5)	**Annually (Nov)**
19	3:01:02	5B	**CRD Management and Leadership Performance Evaluations**	CG-00H-1&2	**100**	**100**	(# CRD supervisors who receive at least “meets”, or equivalent ratings on the leadership competencies of their annual evaluations / # CRD supervisors) *100	**Annually (May)**
20	3:02:01	20	**Award Nominations of CG Leadership**	CG-00H-1	**N/A**	**1**	(# of leaders nominated for recognition for civil rights efforts or accomplishments.	**Annually (Nov)**
21	3:02:02	6& C25	**Award Nominations by COs/OICs**	CG-00H-1	**2.7**	**2**	(# award nominations made by COs/OICs during the FY for outreach awards sponsored by the DOD Office of Diversity Management & Equal Opportunity (ODMEO)) / (total # awardees)	**Annually (Nov)**
22	3:03:01	12	**CRD Processes with Established SOPs**	CG-00H-E	**69**	**100**	(# of major CRD processes for which an updated SOP is in effect / # of major CRD processes) * 100	**Annually (Jan)**

23	4:01:01	13A	**Command Checklist Compliance**	CG-00H-2	**100**	**100**	(# Units with 50 or more personnel assigned, per CG PAL, including reserves, who complete Command Checklist re: EEO objectives in strategic plans/ documents))/(# Units with 50 or more personnel assigned)*100	**Annually (Jan)**
24	4:01:02	14A	**EO Reviews CG-wide**	CG-00H-2	**22**	**15**	# of EO reviews conducted CG-wide	**Annually (Nov)**
25	4:02:01	21	**Units Utilizing DEOCS**	CG-00H-E	**N/A**	**90**	(# of CG units utilizing DEOCS / total # of CG units required to conduct DEOCS) *100	**Annually (Nov)**
26	4:02:02	24	**EEO Barrier Correction**	CG-00H-1	**100**	**90**	(Number of identified barriers to EEO for which a corrective action has been taken / Number of identified barriers) * 100; if no barriers have been identified, measurement value = 100 percent.	**Annually (Feb)**
27	4:03:01	22	**CRD DEOCS Rating**	CG-00H-1	**N/A**	**3**	The sum of all DEOCS ratings for CRD / # of DEOCS factors. Note: Updated target measure to align with new DEOCS scale (G=>3; 2.5<=Y<3; R<2.5	**Annually (Feb)**
28	4:04:01	2B	**CR Manual Access Knowledge**	CG-00H-2	**95**	**95**	(# people completing CRA training eval forms who check that they know how to access CR manual / # people completing CRA training eval forms)*100; data provided quarterly by region; measure is average of region inputs.	**Quarterly (Nov/Feb/ May/Aug)**
29	4:04:02	23	**CRD Policy/ Manual Review**	CG-00H-1	**100**	**Y/N**	CRD policies/manual developed and submitted for internal CG clearance on an annual basis.	**Annually (Feb)**
30	5:01:01	14B	**Pre-Complaint Counseling Completion Timeliness**	CG-00H-2	**100**	**100**	(# pre-complaint counseling opportunities completed within the required time frame / # pre-complaint counseling opportunities) *100	**Annually (Nov)**
31	5:01:02	14C	**Investigation Completion Timeliness**	CG-00H-2	**89**	**100**	(# investigations completed within the required time frame / # investigations completed) *100	**Annually (Nov)**
32	5:02:01	14D	**Resolution Rate**	CG-00H-2	**55**	**50**	(# of pre-complaints that did not result in a formal complaint / # of complaints initiated) * 100	**Annually (Nov)**
33	5:03:01	25	**PIE Program Satisfaction**	CG-00H-1	**98**	**90**	(# registered PIE schools satisfied with CG PIE Program / # schools responding to satisfaction survey) *100	**Annually (Nov)**
34	5:03:02	11	**CG Units with PIE Programs**	CG-00H-1	**190**	**160**	# CG units with registered PIE programs on 1 July (end of academic year); new year measures begin 1 Aug;	**Annually (Nov)**
35	2:02:05	4F	**CG Executive Staff that attended SELEOS**	CG-00H-1	**N/A**	**85**	(# of CG Executive Staff who have completed SELEOS / total number of current Executive staff * 100)	**Annually (Nov)**

Appendix D: Tool Descriptions (35 Performance Measures)

Tool	Tool Description	Responsible Office
2A	CG Workforce Satisfaction with CRD Training Expertise	CG-00H-2
2B	CR Manual Access Knowledge	CG-00H-1
2C	Awareness of CRD's Mission	CG-00H-2
3	EEO Counselor Mandatory Training	CG-00H-1
3B	CRSPs with Basic Mediation Training	CG-00H-1
4B	CRA Training Provided By CRD	CG-00H-2
4D	CG Workforce Compliance with BOTH CRA and SHP Training	CG-00H-1
4E	Sexual Harassment Prevention Training Sessions Completed	CG-00H-1
4F	CG Executive Staff that attended SELEOS	CG-00H-1
5A	CRD's Measurable Employee Performance Goals & Meet Expectations	CG-00H-1
5B	CRD Management and Leadership Performance Evaluations	CG-00H-1
6	Award Nominations by COs/OICs	CG-00H-1
7	CRD Workforce Job Satisfaction	CG-00H-1
9A	Budget Adequacy	CG-00H-1
9B	Expended Budget	CG-00H-1
9C	Unfunded Programs	CG-00H-1
9D	Annual Budget Comparison	CG-00H-1
10	Financial Record Compliance	CG-00H-1
11	CG Units with PIE Programs	CG-00H-1
12	Major Operations (OPS) Processes with Established SOPs	CG-00H-2
13A	Command Checklist Compliance	CG-00H-2

13B	Units with EEO/EO Objectives	CG-00H-2
14A	EO Reviews CG-wide	CG-00H-2
14B	Pre-Complaint Counseling Completion Timeliness	CG-00H-2
14C	Investigation Completion Timeliness	CG-00H-2
14D	Resolution Rate	CG-00H-2
17	Stakeholder Communications	CG-00H-C
18	Communications Resources	CG-00H-C
19	CG EEOC MD-715 Compliance	CG-00H-1
20	Award Nominations of CG Leadership	CG-00H-1
21	Units Utilizing DEOCS	CG-00H-1
22	CRD DEOCS Rating	CG-00H-1
23	CRD Policy Submission Timeliness	CG-00H-1
24	EEO Barrier Correction	CG-00H-1
25	PIE Program Satisfaction	CG-00H-1







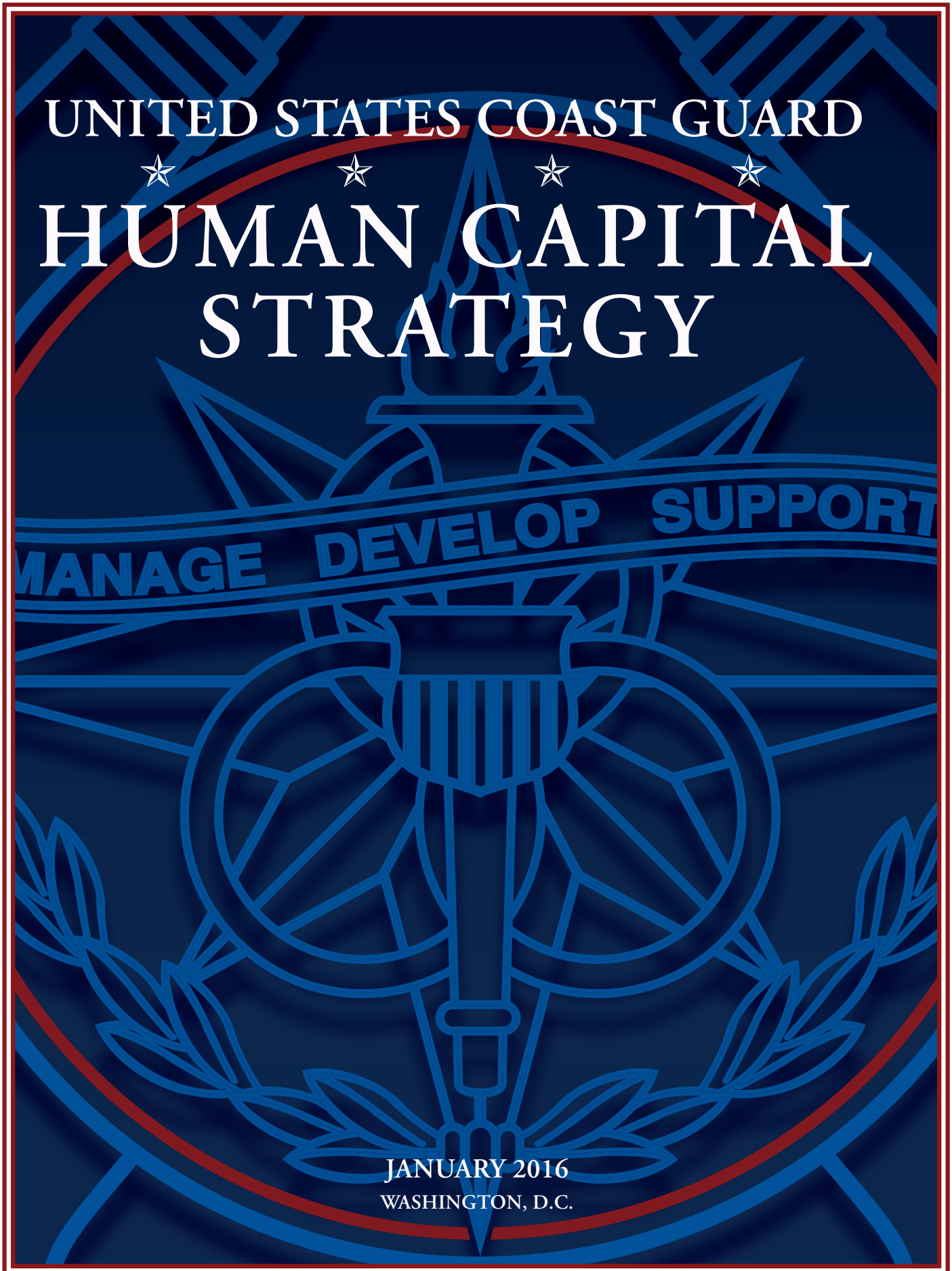
SEPTEMBER 2020

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UNITED STATES COAST GUARD

HUMAN CAPITAL STRATEGY



JANUARY 2016

WASHINGTON, D.C.


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THE COMMANDANT
OF THE UNITED STATES COAST GUARD



It is my pleasure to present the Coast Guard *Human Capital Strategy*. The U.S. Coast Guard excels as a multi-mission, maritime service providing for the safety, security, and stewardship of the Nation's waters. Excellence in mission execution relies on the Coast Guard's greatest strength – our workforce. The demands of our operations require a resilient, capable workforce that draws upon the broad range of skills, talents, and experiences found in the American population. We must build and maintain a proficient, diverse, and adaptable workforce to respond to changing technology, an increasingly complex operating environment, and dynamic partnerships. We must prepare effective leaders who are locally based, nationally deployed, and globally connected. Every member of our Service must be responsible for cultivating a culture of respect and fostering a positive workplace climate to sustain mission excellence.

Increasingly, significant challenges in Coast Guard human capital management have been introduced through new strategic priorities, the need for technical and perishable skills, fiscal constraints, and changing workforce demographics. Our practices and foundational principles have not appreciably changed for many decades. Now is the time to develop and deploy new and innovative human capital management approaches to access, develop, sustain, and retain the Coast Guard workforce needed for complex, global missions.

The *Human Capital Strategy* sets a 10-year course to ensure that our functions and processes – including requirements, resource allocation, training, and human resource systems – work together to ensure a thriving and effective workforce prepared for the complexities of tomorrow. The *Human Capital Strategy* underscores the critical nature of unit-level leadership in developing the workforce of tomorrow. It also defines efforts critical to the resiliency and safety of our people. It ensures our processes deliver talented individuals, with the necessary training and performance support tools, ready to execute the mission.

The Coast Guard's core values of **honor**, **respect**, and **devotion to duty** are ingrained in every member of our workforce. As this *Strategy* is implemented, we will ensure that we have the workforce critical for our ***Service to Nation***, priorities that uphold our ***Duty to People***, and focus that strengthens our ***Commitment to Excellence***.

Semper Paratus.

Admiral Paul F. Zukunft
Commandant

THE U.S. COAST GUARD'S HUMAN CAPITAL VISION:

Providing an agile, flexible, and adaptive Human Capital System that ensures a thriving, proficient, and effective workforce for complex, global missions

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I.

Introduction

For more than two centuries, the U.S. Coast Guard has performed increasingly complex missions in the most challenging marine environments. We protect those on the sea, protect the Nation from threats delivered by the sea, and protect the sea itself. Across the Coast Guard's diverse mission set, on all our platforms and in every location, it is our people who get the job done.

Grounded in the Coast Guard's core values of honor, respect, and devotion to duty, more than 90,000 talented men and women perform and support Coast Guard missions day and night, at home and abroad. This *Human Capital Strategy* provides our people – the high-performing, motivated cadre of professionals – a system to develop the necessary leadership, expertise, and commitment for mission accomplishment.

Our missions, and support for those missions, drive our human capital requirements. The Coast Guard's *Western Hemisphere Strategy* (September 2014), *Arctic Strategy* (May 2013), *Cyber Strategy* (June 2015), and *Energy Action Plan* make clear that the scope of operations is changing and increasing, and the Service must continue to adjust to meet new requirements. To meet these changing mission demands, this *Human Capital Strategy* charts an ambitious course for evolving our competencies, qualifications, career paths, staffing and deployment capabilities, workplace climates, incentives, support systems, training programs, professional development, and leadership.

As missions evolve, the Coast Guard must also address externally driven workforce challenges. An increasingly competitive labor market, generational and demographic changes, and new personnel approaches across the Federal Government are changing the landscape. The cost of human capital is also driving the demand for new and innovative human capital management approaches. Human capital, in the form of military and civilian pay and allowances, consumes approximately 63 percent of the Coast Guard operating base. Our human capital system* must be agile, flexible, adaptive, and efficient to successfully attract, access, develop, retain, and reward a talented, diverse, and inclusive workforce.

The ultimate goal of the Coast Guard's *Human Capital Strategy* is providing the right people, with the right competencies and experience, to the right place, at the right time in order to accomplish Coast Guard missions, while continually developing our workforce through superb leadership. To achieve this, we will focus on the following priorities:

- ***Meet* MISSION *Needs***
- ***Meet* SERVICE *Needs***
- ***Meet* PEOPLE *Needs***

This *Strategy* is informed by research and guidance from the President, Department of Homeland Security (DHS), Office of Management and Budget (OMB), and Department of Defense (DOD). It applies to all elements of the Coast Guard's multi-sector workforce: active duty and Reserve military, civil service, and our volunteers in the Auxiliary.


HORIZON

II.

Executive Summary

Many organizations assert that people are their most important resource, but for the U.S. Coast Guard, this part of our culture is the key to the Service's success. Our cutters, boats, aircraft, facilities, and supporting systems do not accomplish the Coast Guard's missions – people do. Coast Guard people serve the American public every day. Developing and maintaining our most important resource, human capital*, requires a comprehensive strategy.

Simply stated, human capital is our people and everything that they bring to the Coast Guard – their knowledge, skills, and abilities; expertise and experience; and motivation, commitment, and leadership. Their continual development requires positive, reinforcing environments.

The U.S. Coast Guard's human capital vision has two dimensions that must work together. The stewards of the workforce must provide an agile, flexible, and adaptive Human Capital System. Coast Guard people must thrive and be proficient to meet increasingly complex missions, and to effectively serve the Nation. To achieve these ends, the Coast Guard's *Human Capital Strategy* emphasizes the following three strategic priorities:

Meet* MISSION *Needs: Coast Guard mission requirements set the demand for human capital. Requirements determine the size, shape, structure, and eventual cost of the workforce. To meet mission needs, we must ensure the Coast Guard has a force that can meet steady-state demands while simultaneously maintaining surge capacity for major incidents. Program managers are primarily responsible for workforce requirements. In both operations and mission support, they must define the workforce that they need to perform or support Coast Guard missions and advocate for their priorities in the resource process. Planning will also allow human performance* experts to design the training and performance support* systems for current and future needs. Appropriate competency* and specialty frameworks are also critical to meeting mission demands. Finally, we must bring oversight and attention to achieving and maintaining proficiency* to accomplish Coast Guard missions. Doing so will ensure a solid foundation for the future workforce and leaders required to meet tomorrow's challenges.

Meet* SERVICE *Needs: Rooted in leadership, the foundation of Coast Guard effectiveness is the climate and performance of each unit. In partnership with human resource (HR) professionals, every supervisor and leader must take responsibility for developing the people in their charge. We must foster positive, cohesive, inclusive, and respectful workplace environments that value each element of the Coast Guard workforce – active duty, Reserve, civil service, and Auxiliary – augmented by our support contractors. Recruiting, retaining, and rewarding excellence are essential to meet the Service's needs. We must value the importance of merit to reward positive performance and address areas that need improvement – at all levels. Finally, building the efficiency and effectiveness of our human resource system is essential. While we have taken many actions to advance our procedures and processes, ample opportunities exist to refine service delivery.

* *Denotes first use of term in this strategy; term defined in the Appendix.*



Meet* PEOPLE *Needs: By cultivating the resiliency of our members and their families and nurturing the professional development of our Coast Guard workforce, we can optimize each person's contributions to the Service. We will meet the needs of our people by providing a life cycle of support that enhances personal resiliency. Morale, well-being, and recreation (MWR) programs; employee assistance services; religious support services; work-life arrangements; and other support services all contribute to this process. Keeping our people safe and healthy is essential to meeting their personal needs, as well as Service needs; readiness of our personnel for duty depends on quality health care for them and their families. At the same time, all have a personal responsibility for safeguarding themselves, their families, and fellow workers from harm. Within a respectful environment that supports freedom of religion, faith has been shown to foster strength, character, and resiliency. For our people to keep pace in today's rapidly changing environment, we must invest in career-long professional development and learning by providing opportunities that are relevant and rewarding, and ensure that the workforce can meet mission needs. Finally, we need to leverage incentive structures for tomorrow to motivate our employees to stay committed to the organization by compensating them adequately for the work that they perform and providing the appropriate level of developmental opportunities.

Ensuring Long-term Success. Seven foundational principles support our three strategic priorities and guide the management of the Coast Guard's workforce; they are critical to the success of this *Strategy*. These priorities and principles include:

- ***Meet* MISSION *Needs:***
  - **Efficiency and Proficiency:** We will execute our responsibilities as wisely and efficiently as possible, sustaining personnel and unit readiness in support of achieving operational goals and missions.
  - **Requirements and Data-based Decisions:** Our human resource system* will be responsive to the funded demand for personnel reflected in the Personnel Allowance List* (PAL).
- ***Meet* SERVICE *Needs:***
  - **Diversity and Inclusion:** We will attract, access, develop, and retain a respectful, diverse, and inclusive workforce that reflects the richness of our society.
  - **Equity and Opportunity:** We will make human resource decisions in a fair and equitable manner, and always consider how we can create opportunities for professional growth in all segments of our workforce.
- ***Meet* PEOPLE *Needs:***
  - **Predictability:** We will strive to operate on the basis of stable and predictable opportunities that enable people to make better decisions in managing their careers.
  - **Professional Growth:** We will value and support career aspirations and upward mobility for all military and civil servants of our workforce.
  - **Safety and Wellness:** We will ensure that essential support services are provided for members, employees, and their families to build workforce resiliency.

With the guidance of these foundational principles, the Coast Guard will move into the next decade aggressively pursuing our three strategic priorities. Their achievement is the responsibility of all Coast Guard program managers, supervisors, and leaders in partnership with the Coast Guard's HR professionals. The Assistant Commandant for Human Resources (CG-1) and Force Readiness Command (FORCECOM), assisted by other workforce professionals, including the Civil Rights Directorate and Rating Force Master Chiefs, will coordinate and track efforts to ensure we are implementing those plans that meet mission needs, meet service needs, and meet our people needs!


U.S. COAST GUARD

III.

Workforce Composition, Authorities, and Capabilities

The Coast Guard workforce consists of active and Reserve military members and civil service employees, augmented by volunteers (the Coast Guard Auxiliary), and contractors. They are located in more than 185 locations both within and outside the United States. This multi-sector force includes approximately:

- **6,714 active duty commissioned officers (including Permanent Commissioned Teaching Staff, Band, and Reserve Program Administrators);**
- **1,725 active duty warrant officers;**
- **32,428 active duty enlisted men and women;**
- **7,200 officers and enlisted reservists;**
- **8,511 civil service employees;**
- **1,360 civilian non-appropriated funds* (NAF) employees;**
- **30,057 uniformed volunteer members in the Coast Guard Auxiliary; and**
- **4,200 contract personnel with access to Coast Guard facilities and networks.**

The full-time Coast Guard workforce of nearly 50,000 personnel is predominately military. Title 10 and Title 14 of the U.S. Code specify that the Coast Guard is at all times a military service and a branch of the Armed Forces of the United States. Military discipline and training are critical to the Coast Guard's national defense duties. Maritime security requires a breadth of expertise and skills—seamanship, diplomacy, legal and law enforcement expertise, and combat readiness. Military organizational structure and discipline serve the Coast Guard well in both war and peacetime duties, such as search-and-rescue operations and other large-scale response efforts. The Coast Guard is unique in that it offers this combination of law enforcement and military capabilities, together with the legal authorities to carry them out.

Each workforce component has unique characteristics, capabilities, and experience that ultimately result in mission performance. The civil service component performs inherently governmental activities and provides continuity where needed. Two other components augment the Coast Guard workforce and fill critical roles. The Coast Guard Auxiliary consists of volunteers who provide temporary, full-time and part-time work for augmentation and contingency response. Contractors provide specialized skills that are "commercial activities" (neither inherently governmental nor military-essential) in support of Coast Guard operations.


U.S. COAST GUARD

IV.

Current Environment

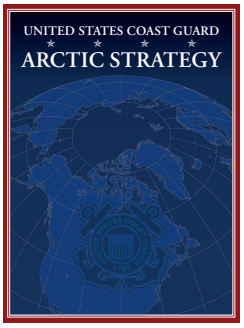
Throughout its dynamic operating environment and across its missions, the Coast Guard depends on its greatest strength—its workforce. Changing mission areas and increased demand in the maritime sector must be met through changing emphases in the workforce. Labor markets, the demographics of the United States, and approaches to human capital management are changing at the same time as our missions change and transform. To thrive in the future, the Coast Guard's workforce and its approaches to human capital management must also continue to evolve and advance.

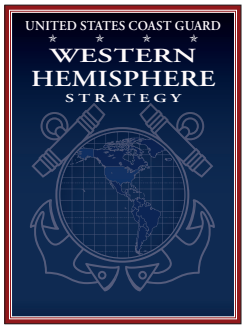
Changing Mission Demands

The Coast Guard has developed a series of regional and functional strategies to address these evolving maritime challenges and threats. The *Western Hemisphere Strategy, Arctic Strategy*, *Cyber Strategy*, and the *Energy Action Plan* explain how the Coast Guard will adapt to perform its missions and safeguard the Nation's commerce and infrastructure in these rapidly changing operating domains. In keeping with the Coast Guard's long-standing ability to meet new mission demands, the implementation of these strategies will require continuous evaluation of overall human capital requirements.

Arctic

The *Coast Guard's Arctic Strategy* (May 2013) provides goals of improved awareness, modernized governance, and broadened partnerships in order to ensure safe, secure, and environmentally responsible maritime activity in the Arctic. Human capital implications include ensuring competency and proficiency in the unique Arctic environment. This requires regular analysis to determine the competencies needed and human capital requirements for both operations and support/logistics.

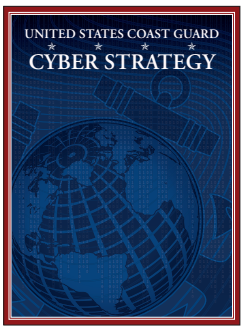




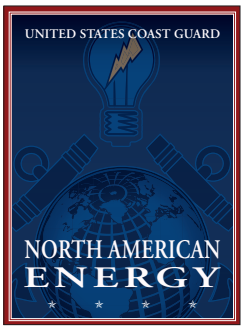
Western Hemisphere

The *Western Hemisphere Strategy* (September 2014) provides goals to confront challenges in this prominent geographic theater of operations. Its three priorities are combating transnational organized crime networks, securing borders, and safeguarding commerce. Human capital implications include fulfilling the demand for foreign language competencies, supporting surge staffing or deployable unit needs, delivering the specialized training needed to operate our capital assets, and increasing partnership abilities to enable cooperation with other nations and the interagency under the DHS Southern Border and Approaches Campaign Plan, DOD Joint Interagency Task Forces, and DHS Joint Task Forces.

Cyber



The Cyber Strategy (June 2015) provides goals to strengthen the cyber security of the Nation's maritime domain and continue to develop a robust internal cyber security capability. Its three priorities are defending cyberspace, enabling operations, and protecting infrastructure. Objectives include defending the Coast Guard's cyber terrain against all threats, including building a culture of security in cyberspace; maximizing cyberspace operational capabilities to facilitate mission execution; and protecting the maritime transportation system infrastructure. Human capital implications include developing new competencies, qualifications, and performance support; fulfilling personnel staffing requirements and analyzing the relationships between career fields; and ensuring viable career progression required to sustain proficiency.



North American Energy

The *Energy Action Plan* provides goals to ensure the maritime safety, security, and stewardship of increased American energy production and its transport. The plan focuses on three key capabilities: incident prevention, preparedness, and response. The way in which the Coast Guard performs its maritime safety and inspection functions must adjust in response to changing North American energy markets. The Coast Guard must have the flexibility to nimbly shift proficient inspectors as energy markets fluctuate. Increased domestic energy production will create a larger demand for all services on the waterways to include safety and law enforcement as well as the expanded inspections role. Human capital implications include properly staffing marine inspection units, maintaining marine inspector proficiency and the expertise needed to improve regulatory frameworks, and increasing flexibility in marine inspector assignments and position locations, while ensuring adequate career progression opportunities.

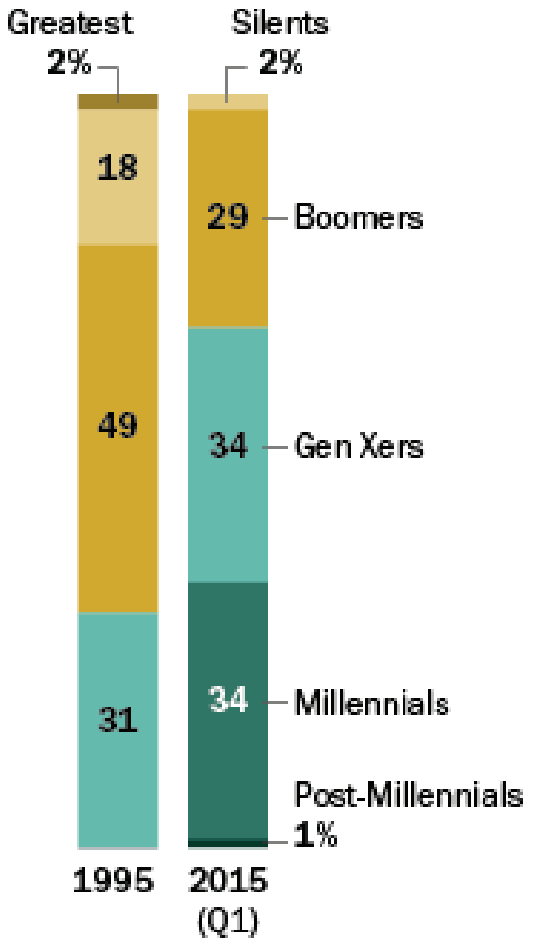
Labor Market

As mission requirements are changing to meet risks in today's global environment, talent pools for human capital are changing, as well. A 2014 survey showed that less than seven percent of 19-year-olds would "definitely" or "probably" affiliate with the military. When combined with military entry criteria, only 1 in 30 have the qualifications (physical, educational, and other) combined with a propensity to serve. The competition for this talent will continue to be significant.

Active duty military recruiting focuses on entry-level men and women, while Reserve recruiting and civil service hiring largely focuses on those with work experience. Generational changes are affecting applicant pools for all parts of the labor market. The "millennial" generation is becoming the largest labor force. Many are technologically connected and innovative, and have invested in their own education. The millennial generation is also more racially and ethnically diverse than any other generation in the post-WWII era, and it is imperative that the Coast Guard access the richness of talent across the society it serves. While current research shows that they stay with their employers longer than "generation X," the long-term changes in generational outlook and employment behavior are still unclear.

Labor Force Composition by Generation

% of the labor force



Note: Shares are based on the annual average in 1995 and the first quarter average in 2015. Due to data limitations, Greatest generation not identified in 2015 and Silent generation is overestimated in 2015. Source: Pew Research Center tabulations of monthly 1995 and 2015 Current Population Surveys, Integrated Public Use Microdata Series (IPUMS)

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The average Coast Guard military member is in their early thirties; part of the millennial generation, while the average civilian employee is in their early fifties (generation X/baby boomer). Generational change also has impact on the workplace, as leaders must consider the differences between these generational outlooks.

Changing Workforce Environment

The Coast Guard's workforce environment is also shifting as approaches for personnel management evolve at the DOD, OMB, and DHS. In 2015, the DOD Under Secretary for Personnel and Readiness published a draft Force of the Future report, which outlines how the DOD must evolve its personnel system to keep pace with increasing demands and the private sector. Congress has approved a new blended military retirement plan that will go into effect 1 January 2018 and DOD is also considering other changes to military force management policies, some of which would require associated legislative changes. As one of the Nation's five Armed Forces, the Coast Guard aims for parity with the DOD and must carefully evaluate the changing DOD policies for applicability to our Service.

The OMB recently noted multiple efforts underway to address Federal workforce challenges. These include expanding mission-focused, data-driven personnel management systems, creating a culture of excellence and engagement to enable performance, hiring the best talent from all segments of society, increasing family-friendly workplace policies, closing skill gaps, and informing our work with diverse perspectives.

The *Department of Homeland Security 2014-2018 Strategic Plan* includes goals linked to maturing and strengthening DHS. A top priority is to "Recruit, hire, retain, and develop a highly qualified, diverse, effective, mission-focused, and resilient workforce." The Department has also issued a *Human Capital Strategic Plan 2015-2019*. Its four goals include: *(1) providing human capital strategies to successfully achieve the DHS mission and mitigate*

risks; (2) acquiring a highly qualified and diverse workforce; (3) fostering a departmental culture of excellence through inclusion and engagement; and (4) achieving HR operational excellence.

The Coast Guard remains vigilant in attending to new workforce challenges. To address rapidly changing mission sets, we must ensure coordinated effort between program and workforce managers within the human resource (HR) system. In addition, the HR system must continue to monitor and respond to the enhancements implemented by DOD, OMB, DHS, and the Congress.

Human Capital Governance

The workforce operates within an overall human capital system that includes mission and performance planning, the resource system*, and the HR system. Figure 1 provides a simplified view of the system. The "billet" lane shows the high-level processes that place a position on the personnel allowance list. The "person" lane, largely controlled by the HR system, shows the high-level processes that match and assign a person to a billet. Human capital governance and processes contain numerous complexities and feedback loops (not shown in figure 1 for clarity). For example, the tasks performed by the workforce and the equipment that people use are strong inputs for Coast Guard-wide performance planning, long-term requirements generation, and standards and curricula designed to build proficiency.



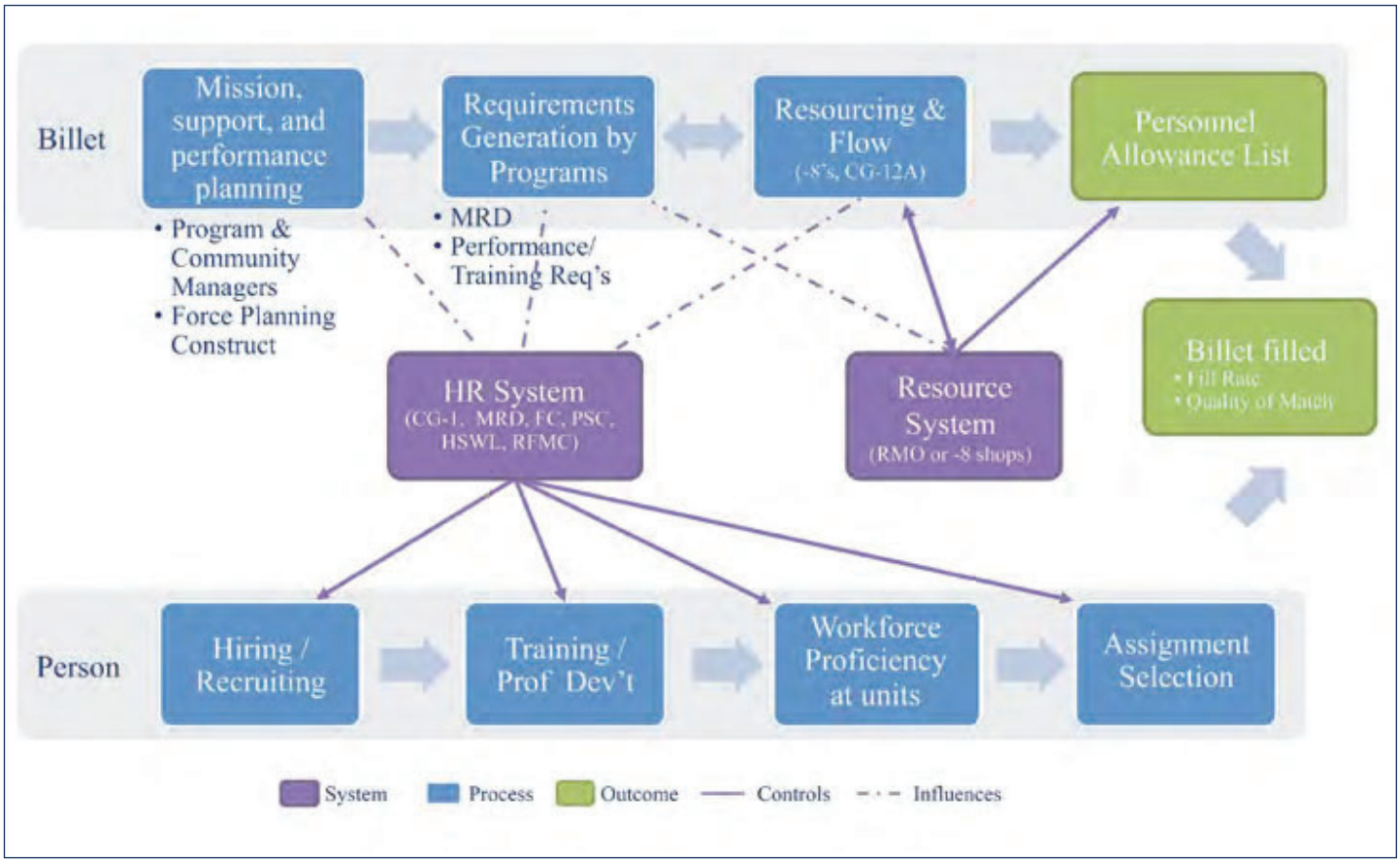


Figure 1. The Coast Guard Human Capital System

The overall demand for people is specified in the personnel allowance list. The PAL is a listing, by unit, of the Coast Guard workers allocated (billets) at a location. Positions on the PAL are based on workload and available funding, optimally with the workload analyzed in partnership between the unit's program manager at Headquarters and the Manpower Requirements Determination (MRD) experts. Resource Management Offices* (RMO or -8 shops) throughout the Coast Guard are also involved, since each position represents a portion of the Coast Guard's overall pay, benefits, and developmental costs. These expenses total 63 percent of the Coast Guard's operating budget.

In addition to the quantity and type of personnel, training and performance support needs are analyzed by Human Performance Technology (HPT) experts in FORCECOM. Based on mission requirements, doctrine, and policy, HPT experts provide tools to support performance, training design, and instructional standards, and recommend ways to close policy gaps – all geared to meet mission requirements.

The HR system controls many of the processes that lead to the assignment (for military) or the hiring (for civil servants) of an individual to a billet. Military members are recruited and trained by centralized units; however, their proficiency and professional development are overseen by their supervisors. In this way, their growth is strongly influenced by their local supervisor and chain of command. Military members are assigned to specific positions by the Personnel Service Center as guided by Headquarters policy, while civil servants are selected for positions by selecting officials, based on skills, knowledge, and abilities, with guidance from the Office of Personnel Management classification standards and the Civilian Personnel Office. Like military, their growth is heavily influenced by their supervisor.



V.

Strategic Priority 1: *Meet* MISSION *Needs*

Our human capital framework depends on a listing of funded requirements. Program managers and the resource system have a major role in controlling this requirement set, with the HR system taking an essential role. Requirements set the demand for people with the right knowledge, skills, and abilities in the right locations to perform Coast Guard missions. The aggregate of these unit-level requirements determines the actual size, shape, structure, and eventual cost of the workforce.

The following objectives for this strategic priority will strengthen the Coast Guard's ability to use informed analysis – linked to mission requirements – to ensure its workforce has the capability and capacity to execute missions for the Nation it serves.

Objective 1.1. Alignment between the force planning construct and human capital planning.

The *Commandant's Strategic Intent* calls for an overall force that can meet steady-state demands while simultaneously maintaining surge capacity for major incidents. These incidents include hurricanes, mass migration, pollution, and other major surge operations. The force planning construct will use scenarios to model and simulate the Coast Guard's ability to respond to simultaneous missions to inform the development of the force structures and personnel strength required.

The force planning construct is designed to anticipate human capital, workforce, equipment, assets, and training requirements as well as the right mix and location of each. It considers both contingencies and steady-state mission efforts, using prioritized potential incidents and events to which the Coast Guard would be required to respond. In addition, the construct defines and manages risk, based in part on today's uncertain resource environment. As a set of high-order requirements, this construct will determine the overall force size and required capabilities for missions. Human capital planners must be able to translate these capabilities into the competencies required for the workforce.

Objective 1.2. Responsive human capital requirements systems and processes.

Program (mission) planners in both operations and mission support must define their requirements and advocate for their priorities in the resource process. Human capital planners must help by defining how to specify those requirements in a way that can be sustained by the HR system. Planners must also assess how performance tools, such as training; tactics, techniques, and procedures (TTP); and other aids, can assist in reaching the desired objectives. When an adjustment to personnel strength or competencies is necessary, the MRD process is the

primary tool used by planners to define the human capital required to accomplish the mission. In both today's steady-state missions and in future mission areas, human capital planners partner with program managers to determine: the work, competencies, training, and experience required; a unit's overall workload and the appropriate personnel to meet the mission; and, for major acquisitions or mission shifts, the workforce pyramid and relationships necessary to sustain the required skills and competencies. These complex factors are analyzed based on the mission requirements of the organization, rating, or initiative and are based on a stated level or standard of performance.

Under the leadership of the HR Capabilities Staff (CG-1B), MRD provides a summary of the number and characteristics of workers needed to accomplish each requirement. FORCECOM develops the needed training and analyzes the relationship with other factors influencing human performance. The HR system provides these results to mission planners and program managers who can assess inherent risk, if funding levels demand alternative approaches.

Objective 1.3. Appropriate competency/specialty frameworks.

The Service's Human Capital System must adjust to changing labor markets, expanding mission sets, and a changing workforce. Program and workforce managers, partnering with human capital planners, should use existing competency structures to assess the commonality between new requirements and existing workforce skills. This foundation will allow the Service to evaluate the optimal path from today's workforce and its skill sets to the workforce of the future. It will also balance steady-state mission demands with new challenges and contingency needs.

Key enablers for this objective are the well-established enlisted rating review process as well as the maturing Officer Specialty Management System. Systematic training and needs assessment methods are in place for the entire workforce, founded on on-the-job performance needs. The civilian workforce system will continue to rely on standards set by the Office of Personnel Management.

Objective 1.4. Build workforce proficiency.

Oversight and attention to improving proficiency will ensure a solid foundation for today's missions and is essential to building the force required to meet tomorrow's challenges. Proficiency begins with each service member and civil servant's accession/on boarding, rating/specialty selection, and professional milestone training. Proficiency is built and sharpened with attainment of the needed qualifications and certifications, by gaining further knowledge and honing skills through experience. The self-discipline and drive of each individual leads to excellence at the unit level, and is the backbone of the Coast Guard's ability to carry out its demanding missions.

We will continue to develop a forward-looking human capital system with resources, road maps, and incentives that set clear proficiency standards for career fields. Ongoing initiatives by DOD, OPM, and DHS will inform the process, and a partnership between the resource system and program managers is essential. We will continue to provide clear links to professional and leadership development that ultimately lead to improved mission performance and efficiency.

VI.

Strategic Priority 2: *Meet* SERVICE *Needs*

Rooted in leadership, the foundations of Coast Guard effectiveness are the climate and performance of each unit. Over the next 10 years, the ability to lead in uncertain environments and complex contingencies, and build governmental unity of effort through intergovernmental or interagency partnerships will be increasingly important.

Developing their people is a principal responsibility of every leader and supervisor. The HR system provides them a cadre of people intended to carry out their unit's mission. Their people must be built into an effective team at the unit level, and training delivered by centers must be reinforced, as well. Their teams provide rich differences in backgrounds, perspectives, attributes, and experience both within and outside of the Coast Guard. The Reserve component, in particular, brings valuable skills gained in the broader community. To meet the challenges of multiple and ever-changing missions, leaders must ensure that they positively build on these differences. The Coast Guard has recognized for decades that mission accomplishment requires recruiting, hiring, and retaining a diverse workforce. This is essential to attract and retain the full range of talent available in the Nation.

The context of this strategic priority is broader than the traditional use of the term "service needs," which is most often associated with the military assignment process. It includes a focus on the effectiveness of the HR system at all levels: Headquarters, major commands, service centers, and training centers. The HR system is responsible for equipping each unit with the trained and ready men and women required for unit performance.

Objective 2.1. Competency in leadership as a human capital requirement.

The importance of leadership in the Coast Guard is woven throughout the seven principles of Coast Guard operations. Perhaps, the clearest statement is found under the Principle of On-Scene Initiative: "By exercising proficiency in leadership, commanders can be confident that the person on-scene will be proficient in craft and can be depended on to exercise disciplined initiative." Proficiency in leadership is one of the anchors that define the Coast Guard man or woman. Leaders must uphold our core values, reflect character and integrity, and exercise their authority with a sense of accountability for their actions.

Leadership is taught and leaders are developed starting with accession points, at the Coast Guard Academy and our training centers. Proficiency in leadership must be viewed with the same rigor as the Service treats proficiency in other professional dimensions. The Coast Guard embeds leadership competencies into the requirements for advancement or selection for promotion, but does not explicitly note or retain that information beyond the performance reports. Service leadership principles are well stated in doctrine, enlisted advancement courses, and performance report standards. However, the Coast Guard must deploy products developed at the Leadership

Development Center and the Academy's James M. Loy Institute for Leadership across the Coast Guard so all workforce components can use them on the mess deck, in the wardroom and break room, and on the shop floor. We will advance a leadership development program with a framework and an appropriate assessment system. Competency structures must reflect the need for leadership at all levels in all communities.

Objective 2.2. Foster positive workplace environments.

The workplace environment of each Coast Guard unit contributes to mission effectiveness. The more cohesive, inclusive, and respectful the workplace, the greater each member or employee will contribute to the mission. In a positive workplace, the passion, pride, and professionalism of the team is apparent. Members are energized and engaged because they feel valued – these climates bring the Coast Guard core value of respect to life. As a result, they are better able to cope with high-pressure, challenging situations that are a regular part of Coast Guard operations.

The Coast Guard must carefully develop plans, policies, and procedures that foster positive workplace environments. Recently, the Coast Guard published two strategic plans that support this effort. The Coast Guard's *Diversity and Inclusion Strategic Plan* (July 2015) focuses effort to improve multi-cultural intelligence and inclusivity through three performance goals: attracting, recruiting, and retaining a high-performing diverse workforce; fostering a culture of respect; and preparing leaders to be accountable and responsible for refining their approaches to inclusion. The *Sexual Assault Prevention and Response (SAPR) Strategic Plan for Fiscal Years 2013-2017* aims to eliminate sexual assault in the Coast Guard by providing a strong culture through policy and procedures for prevention, education and training, response to assault, victim support, intimidation-free reporting, fair and impartial investigations, and accountability. For the civil service, the *Annual EEO Program Status Report* quantifies efforts to attain a well balanced and diverse civilian workforce and identifies areas for improvement.

Each of these plans has their underpinnings in a series of surveys that the Coast Guard uses to examine workplace trends. The *Defense Equal Opportunity Climate Survey (DEOCS)* provides the unit commander with a non-attribution report on the climate of their unit. The *Organizational Assessment Survey (OAS)* is a government-wide survey that the Coast Guard has used since the late 1990's. This well-developed and consistent survey instrument allows comparison of trends that can be examined from the unit level to the entire Coast Guard. The *Federal Employee Viewpoint Survey (FEVS)* applies to civilian talent, and also compares the Coast Guard to other Government organizations. In addition, the Service has invested in human performance technology for decades. These assessment methods can examine a range of issues related to training, other performance interventions, climate, policy gaps, and other issues affecting performance. The Coast Guard will continue to leverage these assessment tools to evaluate workplace climates and evaluate the best ways to improve human performance in a dynamic mission environment.

Objective 2.3. Excellence recruited, retained, and rewarded.

The same disciplined initiative that the Coast Guard applies to its operations must also extend to actions that build a positive command climate and contribute to the career aspirations of our military members and civilian employees. Feedback, coaching, and counseling must stress both positive performance and clearly identify areas for improvement. Evaluations must adhere to the Service standards articulated within them.



At the Headquarters level, we will assess performance management reports (for officers and enlisted members, and civil servants) for their effectiveness in identifying the talents and potential in our workforce. This includes the role of credentials and certifications for special skills. In addition, a number of the military workforce flexibilities under consideration in the DOD aim to provide tools to retain specialized talent. The Coast Guard will carefully evaluate their application to our Service with consideration of our needs, size, and characteristics, and carefully weigh the attributes of the "up or out" paradigm of military service while considering the unintended consequences that could arise.

For the civilian workforce, retaining and rewarding excellence falls primarily on the employee's supervisor, many of whom are military personnel. Credentials, certifications, and developmental opportunities are critical to civilian employee growth and must be supported throughout the leadership chain. We will develop a concept and structure for civilian workforce career development, including methods to be competitive in a new job series. We will include tools for leaders of civilians, both military and civil service, in this effort.

The excellence of our workforce also relies on "knowledge centers" within the Coast Guard. These staffs maintain and understand our assets and processes, and underpin our technical prowess in many mission areas, such as marine safety, engineering, acquisition, and response. The Force Readiness Command's Performance Technology Center analyzes workforce needs and directly feeds updated rating standards, while the National Centers of Excellence support both the prevention and response missions. These centers promote training, performance support, and research, and develop a repository of information on particular missions and specialties. The mission support product and service lines own the configurations and engineering specifications for our cutters, aircraft, shore infrastructure, and electronics/information technology. We must ensure that they are appropriately staffed and recognized for the wide span of impact on our people and their proficiency.

Objective 2.4. An efficient and effective human resource system.

The mission of the Assistant Commandant for Human Resources (CG-1) is to ***"Meet the people needs of the Coast Guard while meeting the needs of Coast Guard people."*** FORCECOM prepares the workforce through its training centers and assessment units. The FC mission is to, "Optimize human performance for premier mission execution through clear tactics, techniques, and procedures; relevant training; and quality assessments." The Coast Guard Academy develops leaders of character. These organizations report to the Deputy Commandant for Mission Support. As part of continual organizational development, we will examine ways to refine the relationship and alignment between CG-1 and FORCECOM, with the goal of delivering mission-ready personnel. This includes reviewing subordinate command relationships, including recruiting, training, and assignment proccesses, as well as the integration essential to personnel management. The goal of this effort is to improve the delivery of integrated service based on the Mission Support Business Model and the overall enterprise architecture.

Civil service administrative processes are managed by the Office of Civilian Personnel (CG-121). Their personnel are distributed across the Coast Guard, and the office has embarked on a systematic process review to ensure that actions by centralized staffs and decisions by the hiring officials are synchronized and timely. This is a shared responsibility between CG-121 and leaders across the Coast Guard. Regular communication and reporting of applicable metrics to leadership, hiring officials, and customers are continuing efforts.

People entering the Service are either hired for their competencies and experience (civil service) or tested to determine aptitude (military). Civil servants are hired into positions for which they are qualified based on previous work experience and education, and are provided an orientation to the Coast Guard when hired. Military members undergo initial training or education (recruit training, officer candidate training, or education at the Coast Guard Academy) to attain basic qualifications, followed by assignment to positions commensurate with their skills. From that point on, a repeating cycle of assessment, advancement, promotion, training, qualification, and reassignment to positions of greater responsibility mark a career. Eventually, people are either discharged, released from active duty short of retirement, or retired. Some people, and/or their survivors, earn post-service benefits. A select number transfer to the Reserve and continue to serve.

As described earlier, missions and actions create requirements for work; after careful analysis, work requirements are converted into authorized positions at locations where people will be assigned. Positions have many characteristics that guide human capital management activities; the major ones are force (active duty or Reserve military, civil service, contractor, Auxiliary, NAF), grade, specialty, competencies, location, and required experience. Military members are assigned and reassigned to positions taking into account individual desires for personal and professional development, and family considerations, both to accomplish the work and to provide for continual development.

Throughout all of this, whether for a short time or a career, people must be compensated, provided benefits and incentives, offered a healthy and safe workplace, be respected in their sincerely held personal beliefs, and allowed to find the right balance of work and family life – within an environment that promotes diversity and inclusion, and enables professional and personal development.

All of this has a point: to ensure that people with the right skills will be ready, able, and willing to do the Coast Guard's work – now and in the future.


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VII.

Strategic Priority 3: *Meet* PEOPLE *Needs*

Meeting the needs of our people is essential to mission success. Part of proficiency in leadership is to take responsibility for self and fellow crewmembers while accomplishing the mission. At the heart of the Coast Guard Ethos is the perspective that individual characteristics contribute to collective success. The results that the Coast Guard achieves for the Nation depend on the collective abilities of its people and their willingness to perform challenging duties. We enhance each person's contributions to mission performance by cultivating their well-being and the well-being of their families, and fostering professional development.

While the Coast Guard workforce is primarily motivated by its missions, formal support systems play a critical motivational role. Supporting each employee's desire for knowledge and improvement not only benefits our missions, it shows our workforce that we are committed to them as individuals. Our enduring commitment to the needs of our people sets us apart from other organizations – building the Coast Guard's reputation as a positive organization, a Service of choice in the Armed Forces, and an employer of choice within the Federal government.

The term "Coast Guard family" is more than a slogan. It denotes the care and connection that the Service places in its people and their families, and the way in which Coast Guard men and women look out for one another in both good and challenging times. While about half the military members are located in 12 "hubs," the others are stationed at many small units located in more than 185 locations around the world, performing the mission every day. Most of our military members rotate from mission-related duties in one location to missions at another location, creating a strong demand for personal development and care concurrent with mission performance.

Objective 3.1. Resilient Personnel and Families.

Capable leaders and strong support programs contribute to team effectiveness. The Coast Guard depends on capable leaders to look out for those who are beside them and those in their charge, detect early signs of difficulty, and take positive action to support those in need. Positive action by leaders plays a large role in countering behaviors, such as substance abuse and other misconduct.

Formal programs provide resources for military members and their families, and also for civil servants. These include work-life programs; religious support programs; and child development centers and subsidies. In addition, MWR programs; ombudsman programs; military housing; Coast Guard Mutual Assistance and the Coast Guard Foundation support the unique demands of Coast Guard service. Each of these resources enhances personal resiliency and contributes to the life cycle of support for our members. This life cycle of support continues after the end of one's

military status. Our retiree programs help connect military annuitants with current Coast Guard support programs. We will capture best practices across the organization and develop accessible enterprise-wide programs based on successes.

Objective 3.2. Safe and healthy workforce.

Personal readiness for demanding duties depends on quality health care. Due to the distributed nature of Coast Guard units, the Service depends less on organic clinics and more on TRICARE and DOD Military Treatment Facilities (MTFs) for both military members and their families. The Service will continue its efforts to make quality health care accessible to military members throughout the Service.

The safety of our members and employees must never be compromised. As the Coast Guard continues to operate cutters that exceed their expected lifespan; inspect commercial facilities and ships; work in aging shore infrastructure; and conduct aviation missions in the most demanding environments, our safety programs must stay strong. All Coast Guard members have a personal responsibility for managing the risks associated with their individual activities, both on and off duty, in order to safeguard themselves, their families, and fellow workers from harm. This duty extends beyond safety programs to tactics, techniques, and procedures and safety consciousness in all aspects of work and life.

Objective 3.3. Career-long professional development and learning.

In today's rapidly changing environment, the individual skills that are invaluable to the Service today may change in the future. To keep pace, we must treat continuous learning as an investment in mission success by ensuring that professional development activities are relevant, professionally rewarding, and linked to mission needs. By providing access to formal education, training, tuition assistance, career counseling, and mentoring programs, and encouraging self-directed learning, participation in professional organizations, and individual development planning, we will help our workforce continually develop their talent and renew their skill sets.

In recent years, the Federal government has placed greater emphasis on professional credentialing, such as certifications in a number of professional fields. By encouraging and supporting programs leading to certification and licensure, we raise the professionalism of the workforce and ensure that our members are qualified to perform their jobs. Credentialing also supports the transition of our military members into civilian careers after they separate from the Service. Professional development must also include adequate opportunities for career advancement. This need links to the crafting of billet structures to foster sustainable career progression while never losing sight of sea/shore rotation goals. Our military members and civil servants should have a clear understanding of career paths for their specialties, have access to resources for available career opportunities, and trust that our promotion systems are fair and equitable.

To assist each military member and civilian employee as they pursue knowledge, we must create an environment of learning across our organization. We must implement processes, tools, and organizational relationships that allow our workforce to share critical knowledge and work collaboratively across organizational boundaries. Programs, such as tuition assistance, provide a unique opportunity to pursue personal advancement and knowledge. The benefits of educational programs also provide new perspectives and open new avenues for career development. Opportunities to participate in cross-functional teams, details, and collaborative information and knowledge sharing all advance the Coast Guard's learning environment and drive continuous improvement.



Objective 3.4. Incentive structures for tomorrow.

The Coast Guard has used a combination of special pays and other non-pay incentives for its military members to gain volunteers for arduous duty and to compensate for the special demands of certain duty types. These include bonuses (enlistment, critical skills training, critical skills retention, and selective re-enlistment) and special pays (sea pay, flight pay, and hazardous duty pay). All bonuses and special pays are authorized in law, and tailored to the Coast Guard's needs by policy and panels that set and adjust amounts based on Service needs. For example, sea pay was first tiered by unit type in 2001, and the Coast Guard has tailored bonuses to overall workforce needs for many decades.

The Coast Guard is already moving forward with focused incentives that recognize the need to target competencies, and also toward tailoring the overall environment to meet the demands of particularly arduous duty. Considerations include maximizing cutter sea time, while keeping in mind personnel tempo, deployment lengths, and maintenance needs. Increasingly, the Coast Guard is targeting incentives toward pay-grade ranges where they will have the most impact. Certain competencies are also targeted for bonuses recognizing the training and proficiency required for certain ratings. We expect the trend toward targeted incentives to continue over the next 10 years.

The incentive structures for civil servants differ from the military workforce. In addition to competitive pay and benefits for Federal employees, research shows that other variables are playing an increasing role in keeping employees satisfied, motivated, and committed to the organization. According to the Government Accountablity Office (GAO), work environments that offer flexible options such as telework and alternative work schedules; recognition for a job well done through monetary, non-monetary, and/or career enhancing incentives; and job rotation programs may be critical to reducing turnover and retaining a workforce capable of addressing future challenges.



VIII.

Ensuring Long-Term Success

Several foundational principles guide the management of the Coast Guard's workforce, and are critical to the success of this *Strategy*. These principles create the lens through which we must view, plan, and execute all human capital management actions. They provide a foundation to ensure accountability and responsibility to our workforce (***Duty to People***), and likewise, the expectation of accountability and responsibility from the workforce back up the chain of command (***Service to Nation***). They are particularly important as the Coast Guard considers changes to human capital planning and management (***Commitment to Excellence),*** since changes often risk unintended consequences.

With few exceptions, each principle applies equally to military and civil service, active duty and Reserve, officer and enlisted, and, in most cases, our Auxiliary. They will shape our strategic thinking and guide our efforts as we face the challenge to continually develop the Coast Guard workforce for complex global missions.

A. *Meet* MISSION *Needs:*

(1) The Principle of Efficiency and Proficiency.

We recognize that we are stewards of America's resources--its people, money, and natural environment--and maritime commerce and safety. We must execute our responsibilities as wisely and efficiently as possible, sustaining personnel and unit readiness in support of achieving operational goals and missions.

Our military workforce performs the largest share of our missions. We should leverage opportunities to: increase proficiency and ensure sustainable expertise; select and assign personnel to maximize return on investments in training, education, and competencies; and provide members with the opportunity for geographic stability, by type and duration of assignment.

These opportunities must be carefully balanced with career progression requirements, fair and equitable assignment opportunities, and overall Service needs. We also must be innovative and push authority to appropriate levels.

For our civilian workforce, the need for proficiency is no less. We must provide our civilians with the training and professional development needed to perform their duties. In many cases, our civilians provide much needed continuity of specialized expertise and proficiency. Maintaining processes to develop this proficiency is important to our success.

(2) The Principle of Requirements and Data-based Decisions.

We operate a human capital management system driven by requirements. Mission performance standards create a need for activities, to which resources are applied (people, money, materials, assets, and time). The demand for human capital (numbers of people and their individual capabilities) is the signal to which the HR system responds.

Requirements are not generated and determined by the people who work in HR; they are generated and determined by program managers, informed by operational commanders. All are an integral part of the human capital system. Analysis of facts, data, and stated assumptions influence decisions and policies. This information provides a degree of transparency and predictability that instills trust and produces better decisions in the Coast Guard's and member's best interests, but the HR system must have flexibility to adjust to specific circumstances unique to each situation.

B. *Meet* SERVICE *Needs:*

(1) The Principle of Diversity and Inclusion.

We will access, develop, and sustain a diverse and inclusive workforce. People have individual characteristics that make them distinct from others, including age, language, culture, religion, race, ethnicity, gender, knowledge, competencies, talents, and perspectives. The more diverse the organization, the more it reflects the richness of our society, and the more resilient it will be as conditions and demand for services change.

(2) The Principle of Equity and Opportunity.

We will make all human capital policy and management decisions in a fair and equitable manner, and always consider opportunity. In a "needs of the Service"-based human capital system, every decision should be made so as to not disadvantage any person or group.





C. *Meet* PEOPLE *Needs:*

(1) The Principle of Predictability.

People want to exercise control over their destinies. This is not always possible in a military organization; however a human capital system that strives to operate on the basis of stable and predictable flows enables people to make better decisions in managing their careers. People must trust that the Coast Guard applies all policies and practices with fairness and equity, based on merit.

(2) The Principle of Professional Growth.

People strive to be the best that they can be; when new members have the requisite knowledge and skills to be successful, productivity is enhanced and long-term job satisfaction is ensured. Our workforce management systems, tools, and military pyramids will value and support career aspirations and not only enable upward mobility, but expect it. By providing opportunities for professional and personal development, the Coast Guard will create and sustain a proficient workforce, and develop the expertise necessary to serve the long-term needs of the Service and the Nation.

(3) The Principle of Safety and Wellness.

We will ensure that a healthy, safe, and supportive environment is provided for members, employees, and their families. This serves our people, and, in doing so, creates confidence that leaders will have ready and resilient people when they need them.



IX.

Conclusion

The history of the Coast Guard is full of innovative responses to new demands and new conditions. Requirements, practices, and processes have changed frequently since 1790 under the press of emerging needs and shifting roles within the Federal Government. The current changes to Coast Guard missions are demanding, but this is not a new situation for our Service. Adapting to new missions and changes in focus have been a hallmark of Coast Guard history. The people of our Service have always modified their practices and relationships to carry out new tasks. They have done so through new ideas and new methods built upon the Coast Guard's underlying *"Semper Paratus"* culture. The current focus will be met with similar resolve.

In this time of new demands, this *Human Capital Strategy* will be implemented through an annually reviewed plan, championed by the Assistant Commandant for Human Resources and the Force Readiness Command. Execution of this *Strategy* extends beyond Headquarters. Leadership at all levels, Headquarters program managers, Resource Management Offices, and all layers of command must be engaged in building the readiness and potential of our people.

Our workforce is essential to meeting the call of our Nation in the maritime realm. Boats, cutters, aircraft, and facilities do not perform our missions by themselves. Our Coast Guard military personnel and civil servants, augmented by contractors and Auxiliary, perform in an exemplary way to execute Service missions. This *Strategy* charts a course so that our Service and its extraordinary people continue to perform in the finest traditions of the world's best Coast Guard.



Appendix

Selected Definitions

Competency: A collection of tasks with the associated knowledge, skills, abilities, and wherewithal (tools, methods, information, doctrine, procedures, materials, etc.) needed to perform the tasks to a predetermined, measurable, performance standard. The tasks are usually related as parts of a larger process in support of or contributing to the goals of the organization, unit, or work group. See *Commandant Instruction M5300.2A.* A shorter definition is found in *M1500.10C.* The job-related knowledge, skills, abilities, and personal attributes that a person exercises while performing the duties of any given position.

Human Capital: The Coast Guard's workforce. This term includes their knowledge, skills, abilities, attitudes, expertise, experience, and leadership.

Human Capital System: This includes the Human Resource System plus program mangers who specify and advocate for workforce requirements. It also includes the Resource System in its work prioritizing personnel funding to the various requests from program managers. (See figure 1.)

Human Performance: Human Performance Technology is a careful and systematic approach to solving problems – or realizing opportunities – related to the performance of people, groups, or organizations. It results in solutions that improve a system in terms of achievement that the organization values. Based on the information gathered, we can determine what has to be changed in the system to achieve effective and efficient mission execution.

Human Resource System: The elements that perform Human Resource functions for the Coast Guard. These activities include recruiting, hiring, training and education, providing pay and benefits, promotions, assignments, as well as separations and retirements. The system includes CG-1 and subordinate directors and units including the Personnel Service Center (PSC) and subordinate units; and the Health, Safety and Work-Life Service Center (HSWL). The system also includes FORCECOM and its subordinate units and training centers. Rating Force Master Chiefs (RFMC) are also part of the system in their activities supporting an enlisted rating.

Non-Appropriated Funds (NAF): Employees who are compensated by funds other than those appropriated by Congress. NAF employees are most frequent in the Coast Guard Exchange System and in Morale, Well-being, and Recreation activities at larger installations.

Performance Support: Performance Support interventions target shortcomings and/or problems with motivation, tools, and capacity, to enhance the entire Integrated Performance System, and provide a foundation of support for people to perform their jobs in an exemplary manner.

Personnel Allowance List (PAL): A database maintained by the Assistant Commandant for Resources (CG-8) listing the authorized and funded positions by grade, specialty, unit, location, and other attributes. A person can be provided to a unit by the HR system based on a PAL position.

Proficiency: A measurable, established level of skill or ability required for the competency attached to a specific position. This characteristic is assigned to a competency when it is attached to a position. See Commandant Instruction M5300.2A. Proficiency is often referred to using an apprentice, journeyman, master scale.

Resource System (RMO or -8 shops): Offices which administer Coast Guard personnel, operating, and other appropriated funds. A position on PAL accounts for a portion of the overall workforce funding. Funding attributable to a position includes pay (civilian and military), medical, military rotation, and other support costs. Resource Management Offices (RMO) are established within the Area Commands, Deputy Commandant for Operations, and Deputy Commandant for Mission Support organizations.





U.S. COAST GUARD HEADQUARTERS
WASHINGTON, D.C.

www.uscg.mil

Disabled Veterans Affirmative Action Program (DVAAP) Accomplishment Report

1. Agency	U.S. Coast Guard	**2.** FY	2023
3. POC Name	Dale Perez	**4.** Phone	(202) 417-1572

5. Methods used to recruit and employ disabled veterans, especially those who are 30 percent or more disabled (Attach supporting addendums if needed)

The Coast Guard's Veterans Employment Program Manager (VEPM) assists disabled Veterans with locating information on current Coast Guard civilian job opportunities and provides assistance on the application process, including resume reviews, how to navigate the USAJobs site, and where to locate hiring information specific to disabled Veterans. The VEPM serves as a point of contact for Transition Assistance Program offices and provides training for disabled Veterans transitioning from their military career to a civilian career. The VEPM maintains/monitors a dedicated email address and phone number for disabled Veterans to contact the Coast Guard. The VEPM has established a Share Point site designed to assist disabled Veterans find information important to them, including details on Special Hiring Authorities for Veterans.

The Coast Guard's Civilian Recruitment Team continues to build relationships with affinity groups, including disabled Veteran groups. We strengthen these partnerships by conducting information sessions, workshops, and attending career fairs and networking events. The Civilian Recruitment Team attended 29 events throughout the fiscal year with disabled Veterans in attendance.

The Coast Guard's Office of Civil Rights continues to provide information on Reasonable Accommodations, the Computer/Electronic Accommodations (CAP) program, and Disability Resource Center (DRC) for managers and supervisors. The Office of Civil Rights also provides training on the disabilities program for managers, supervisors, and employees on a continuing basis.

The Coast Guard's Office of Civilian Workforce Management has a Selective Placement Coordinator who provides information about CAP, DRC, and disseminates general guidance on the Schedule A hiring authority for disabilities to managers and supervisors. A training course for managers on employing individuals with disabilities (IWD) is also provided. The course is a 45 minute online training module to help managers and supervisors tap into one of the most underutilized segments of the U.S. workforce — persons with disabilities, including Veterans with disabilities.

Human Resources Management courses providing information on individuals with disabilities are offered for managers and supervisors. Courses such as the Veterans Employment, Employment of People with Disabilities, and Uniformed Services Employment and Reemployment Rights Act (USERRA) training are provided to hiring managers and human resources professionals through the Coast Guard's electronic learning management system. Reminders are sent periodically to supervisors of civilians regarding the mandated training requirements.

6. OPM DVAAP Manager Official Use Only: Is there an explanation of the recruitment and employment methods they have used?

Yes ☐	Somewhat ☐	No ☐	

7. Methods used to provide or improve internal advancement opportunities for disabled veterans (Attach supporting addendums if needed)

The Coast Guard's Office of Leadership provides guidance regarding leadership and professional development. The Office of Leadership also maintains a webpage with information on the available leadership and professional development opportunities, both Agency-wide and Government-wide. Solicitations for leadership courses and programs are advertised to the workforce by message traffic, email, and Special Notice electronic postings.

The Force Readiness Command also maintains an internal website for training and continuing education.

Communications to the workforce are completed by using workforce Advisory notices from the Civilian Human Resources offices (ANCHRs). The ANCHRs targeted employment topics to include job opportunity tools and awareness by outlining user tips for the automated application process, Civilian Human Resources job aides, and highlights from the two guides.

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The Coast Guard's Office of Civilian Workforce Management has a Selective Placement Program Coordinator who provides information about CAP, DRC, and disseminates general guidance on the Schedule A hiring authority for disabilities to managers and supervisors. A training course for managers on employing individuals with disabilities (IWD) is provided. The course is a 45 minute online training module to help managers and supervisors tap into one of the most underutilized segments of the U.S. workforce — persons with disabilities, including veterans with disabilities.

8. OPM DVAAP Manager Official Use Only: Does agency explain the career advancement methods they have used?

Yes ☐	Somewhat ☐	No ☐	

9. A description of how the activities of major operating components and field installations were monitored, reviewed, and evaluated (Attach supporting addendums if needed)

Senior management officials monitored, reviewed, and evaluated progress in filling the civilian workforce, including the hiring of disabled Veterans, by reviewing the monthly civilian workforce reports.

The monthly recruiting reports are prepared by the Office of Strategic Workforce Planning and Human Resources Analytics and reviewed by Human Resources senior managers and staff to capture any trends, issues, and problems as well as accomplishments. These reports enable monitoring of disabled Veterans, including Veterans with targeted disabilities, at a Coast Guard-wide level.

Senior leadership is provided updates on Veteran and disabled Veteran trends, including applicants, hiring, promotion, recruitment, and outreach to disseminate to USCG managers.

The Coast Guard conducts reviews of statistical data on Veterans, including disabled Veterans, as part of our diversity, civil rights, and equal employment opportunity efforts. This statistical data includes new hires, separations, career development, and advancements.

The Office of Civilian Workforce Management collaborates with the Office of Diversity and Inclusion and the Office of Civil Rights regarding the employment of disabled Veterans.

10. OPM DVAAP Manager Official Use Only: Does agency describe how they monitored, reviewed and evaluated their DVAAP Activities? (If applicable as well as for major operating components and field installations)

Yes ☐	Somewhat ☐	No ☐	

11. An explanation of the agency's progress in implementing its affirmative action plan during the fiscal year. Where progress has not been shown, the report will cite reasons for the lack of progress, along with specific plans for overcoming cited obstacles to progress (Attach supporting addendums if needed)

The U.S. Coast Guard continues to maintain a strong overall presence of disabled Veterans onboard. As a military service, the Coast Guard has a unique advantage in our ability to hire disabled Veterans into our civilian workforce. The military aspect of our service, blended with our continued recruitment and outreach, has allowed us to maintain a high percentage of Veterans and disabled Veterans onboard.

At the start of the fiscal year, DHS formally announced the FY23 hiring goals for Veterans with disabilities as follows:

"This message formally announces the DHS Fiscal Year 2023 (FY23) hiring goals for veterans and veterans with disabilities. FY23 veteran hiring goals are set based on a government-wide performance model established by the Council on Veterans Employment (CVE). DHS veteran hiring goals for FY23 are as follows:
• Veterans should comprise 25.0% of all new hires DHS-wide
• Veterans with disabilities should comprise 10.0% of all new hires DHS-wide."

During FY23, Coast Guard appointed a total of 998 temporary and permanent new hires. Of these, 380 were disabled Veterans, which is 38% of our total new hires; 224 of the disabled Veterans were 30% or more compensable disabled Veterans, which is 22% of our total new hires.

During FY23, a total of 39,207 applicants applied for Coast Guard vacancies. Of the total applicants, 9,474 self-identified as disabled Veterans and of those disabled Veterans, 8,182 self-identified as 30% or more compensable disabled Veterans in the application process. Disabled Veterans accounted for 24% of applicants to Coast Guard job opportunity announcements.

During FY23, the Office of Civilian Workforce Management continued efforts to increase management awareness of the employment of Individuals with Disabilities (IWD), disabled Veterans, and the use of the Operation Warfighter (OWF) program. The Civilian Workforce Management Office collaborated with the Office of Civil Rights and Office of Diversity and Inclusion.

For FY23, the Coast Guard’s total civilian workforce was 9,497 employees.
Of those 9,497 employees, 2,174 (23 percent) were disabled Veterans, and 1,824 (19 percent) were 30% or more compensable disabled Veterans.

12. OPM DVAAP Manager Official Use Only: Does agency explain the progress in implementing DVAAP? If there was no progress, were there reasons for the lack of progress or challenges and specific plans for overcoming their challenges?

Yes ☐	Somewhat ☐	No ☐	

13. POC's Name, Email, and Phone Number of Operating Components and Field Installations (If Applicable)

Dale Perez
Human Resources Specialist
Veterans Employment Program Manager
dale.j.perez@uscg.mil
Office: (206) 815-1541
Mobile: (202) 417-1572

Agency Disabled Veterans Affirmative Action Program Accomplishment Report Electronic Reporting Instructions

General Instructions:

1. Complete all items and questions in the forms field**.**
2. Electronic Requirements – Agency should only submit data for what they have accomplished the previous Fiscal Year in accordance with the minimal requirements of the accomplishment report content from Title 5 CFR Part 720 Subpart C, which is provided on this form.
3. Collection of accomplishment data requires a completed accomplishment report data element that has been recorded throughout the previous Fiscal Year. Accomplishment reports may vary from agency to agency. This form provides conformity and standardization for the minimal required core data**.** The forms have limited characters so agency may attach addendums when needed, if the form does not allow you to capture the data completely.

DVAAP Accomplishment Report Information

1. **Agency** – Provide the name of the agency.
2. **FY** – Provide the Fiscal Year of which the accomplishment report will be covered under. Examples: 2022.
3. **POC Name** – Provide the name of the point of contact.
4. **Phone** – Provide the phone number of point of contact.
5. **Methods used to recruit and employ disabled veterans, especially those who are 30 percent or more disabled** – Provide methods used to recruit and employ disabled veterans, especially those who are 30 percent or more disabled. You may attach supporting addendums if the information provided pertains to the requirement.
6. **Is there an explanation of the recruitment and employment methods they have used?** – OPM DVAAP Manager should click on "Yes", "Somewhat" or "No" to indicate if the agency provided an explanation of the recruitment and employment methods they have used.
7. **Methods used to provide or improve internal advancement opportunities for disabled veterans** – Provide methods used to offer or improve internal advancement opportunities for disabled veterans. You may attach supporting addendums if the information provided pertains to the requirement.
8. **Does agency explain the career advancement methods they have used? -** OPM DVAAP Manager should click on "Yes", "Somewhat" or "No" to indicate if the agency explains the career advancement methods they have used.
9. **A description of how the activities of major operating components and field installations were monitored, reviewed, and evaluated –** Provide a description of how the activities of major operating components and field installations were monitored,

reviewed, and evaluated. You may attach supporting addendums if the information provided pertains to the requirement.

10. **Does agency describe how they <u>monitored</u>, <u>reviewed</u> and <u>evaluated</u> their DVAAP Activities? -** OPM DVAAP Manager should click on "Yes", "Somewhat" or "No" to indicate if the agency provided a description of how they <u>monitored</u>, <u>reviewed</u> and <u>evaluated</u> their DVAAP Activities. If applicable, indicate as well for major operating components and field installations.
11. **An explanation of the agency's progress in implementing its affirmative action plan during the fiscal year. Where progress has not been shown, the report will cite reasons for the lack of progress, along with specific plans for overcoming cited obstacles to progress -** Provide an explanation of the agency's progress in implementing its affirmative action plan during the fiscal year. Where progress has not been shown, the report should cite reasons for the lack of progress, along with specific plans for overcoming cited obstacles to progress. You may attach supporting addendums if the information provided pertains to the requirement.
12. **Did agency explain the progress in implementing DVAAP? If there was no progress, were there reasons for the lack of progress or challenges and specific plans for overcoming their challenges? -** OPM DVAAP Manager should click on "Yes", "Somewhat" or "No" to indicate if the agency explained the progress in implementing DVAAP. If there was no progress, were there reasons for the lack of progress or challenges and specific plans to overcoming their challenges?
13. **POC's Name, Email, and Phone Number of Operating Components and Field Installations –** If applicable provide Point of contact's name, email, and phone number of operating components and field installations.

2023 Office of Personnel Management

Federal Employee Viewpoint Survey Results

Empowering employees. Inspiring change.

1st Level Subagency Report

Department of Homeland Security

United States Coast Guard

Department of Homeland Security
United States Coast Guard
1st Level Subagency Report

This 2023 Federal Employee Viewpoint Survey (FEVS) Report provides summary results for the core survey, telework, and demographic items for your subagency, including comparisons to your department or agency. Also presented in this report are FEVS index results. An index is a collection of items that statistically cluster together and can be combined into a single score for interpretation and/or analysis. Indices speak to an aspect of employee perspectives and experiences and are indicators of effectiveness. Established FEVS indices displayed in this report include the Employee Engagement Index (EEI), Global Satisfaction Index (GSI), Performance Confidence Index (PCI), and Diversity, Equity, Inclusion, and Accessibility (DEIA).

The Employee Experience Index (EXI) is new and measures the extent to which employees are engaged by their work and their organization. While the established Employee Engagement Index is a measure of the conditions for engagement (e.g., whether a workplace has the right environment to foster engaged employees) the new EXI assesses whether employees actually experience the state of engagement. It gives agencies another tool for assessing whether actions to improve engagement have had the intended effect.

Response Summary

Organizations	Surveys Completed	Response Rate
Governmentwide	625,568	38.9%
Department of Homeland Security	91,700	43.7%
United States Coast Guard	**5,394**	**63.1%**

Top 10 Positive & Negative Items and Leading & Trailing Your Comparison Group

These sections provide high level information on how your subagency is doing.

Main Report Results

The results include response percentages for each survey item followed by index and sub-index scores. The definitions for the Positive, Neutral, and Negative response percentages vary in the following ways across the three primary response scales used in the survey:

Positive: *Strongly Agree* and *Agree* or *Always* and *Most of the time* or *Very Good* and *Good* or *Very Satisfied* and *Satisfied*

Neutral: *Neither Agree nor Disagree* or *Sometimes* or *Fair* or *Neither Satisfied nor Dissatisfied*

Negative: *Disagree* and *Strongly Disagree* or *Rarely* and *Never* or *Poor* and *Very Poor* or *Dissatisfied* and *Very Dissatisfied*

Positive, Neutral, and Negative percentages are based on the total number of responses (N) that are in these three categories. The number of *Do Not Know (DNK), No Basis to Judge (NBJ), There have been no recent hires in my work unit, I do not have any accessibility needs,* where applicable, is listed separately.

Note: A "—[d]" indicates that there were no responses to the item, and therefore results are not shown.

Top 10 Positive & Negative Items

The figures below highlight the top 10 positive and negative results from the survey to help you quickly identify the most positive and most negative aspects of the organizational environment (items 1-90, excluding item 16). Use this snapshot as a quick reference or overview of your OPM FEVS results.

Highest Percent Positive

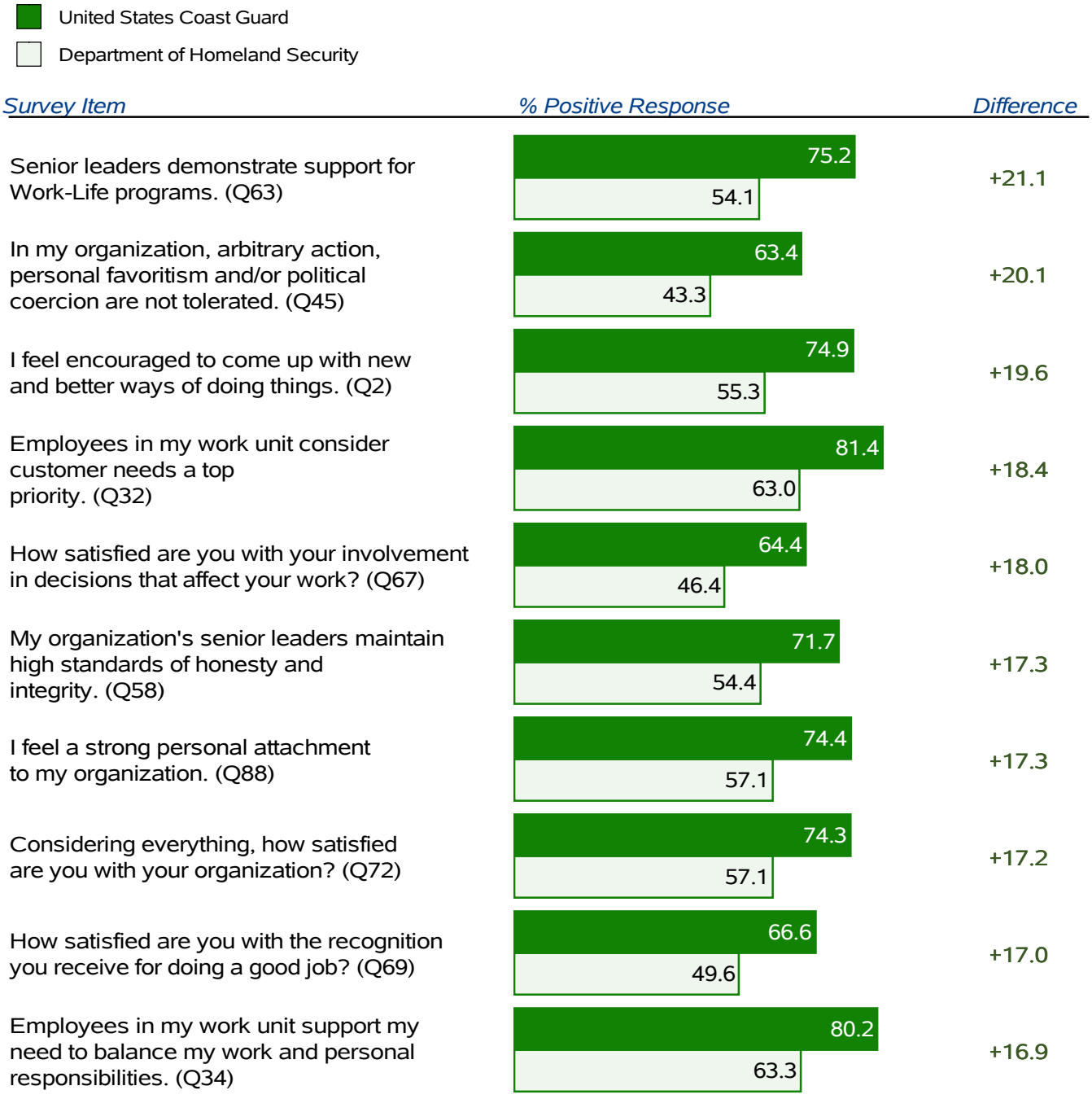
93.2%	It is important to me that my work contribute to the common good. (Q90)
91.3%	My supervisor holds me accountable for achieving results. (Q53)
90.8%	Employees in my work unit meet the needs of our customers. (Q20)
89.9%	I am held accountable for the quality of work I produce. (Q11)
89.9%	My supervisor treats me with respect. (Q51)
89.5%	My supervisor supports my need to balance work and other life issues. (Q49)
89.2%	Employees in my work unit contribute positively to my agency's performance. (Q21)
89.0%	I know how my work relates to the agency's goals. (Q7)
87.9%	I know what my work unit's goals are. (Q26)
87.3%	My supervisor listens to what I have to say. (Q50)

Highest Percent Negative

21.1%	In my work unit, differences in performance are recognized in a meaningful way. (Q17)
21.1%	Management involves employees in decisions that affect their work. (Q66)
20.4%	I believe the results of this survey will be used to make my agency a better place to work. (Q47)
18.9%	The approval process in my organization allows timely delivery of my work. (Q41)
18.6%	Considering everything, how satisfied are you with your pay? (Q71)
18.3%	In my organization, senior leaders generate high levels of motivation and commitment in the workforce. (Q57)
17.1%	My work unit commits resources to develop new ideas (e.g., budget, staff, time, expert support). (Q27)
16.7%	My workload is reasonable. (Q5)
16.7%	Information is openly shared in my organization. (Q40)
16.4%	In my organization, arbitrary action, personal favoritism and/or political coercion are not tolerated. (Q45)

Leading Your Comparison Group

The figure below allows you to see where your subagency results are higher than your comparison group (Department of Homeland Security) average (items 1-90, excluding item 16). Only survey items with differences of 3 percentage points or more from your comparison group average are displayed. If your subagency has more than 10 items that are higher than the average, only the 10 items with the greatest differences are shown. Percentages that are less than 8 are not displayed in the bar. A missing bar indicates 0% Positive Response for the item



Trailing Your Comparison Group

The figure below allows you to see where your subagency results are lower than your comparison group (Department of Homeland Security) average (items 1-90, excluding item 16). Only survey items with differences of 3 percentage points or more from your comparison group average are displayed. If your subagency has more than 10 items that are lower than the average, only the 10 items with the greatest differences are shown. Percentages that are less than 8 are not displayed in the bar. A missing bar indicates 0% Positive Response for the item

There are no items in this category

My Work Experience

1. I am given a real opportunity to improve my skills in my organization.

Organizations	N	Positive	Neutral	Negative
Governmentwide	621,922	70.3%	14.3%	15.3%
Department of Homeland Security	91,085	63.8%	16.7%	19.5%
United States Coast Guard	**5,358**	**75.2%**	**14.3%**	**10.5%**

2. I feel encouraged to come up with new and better ways of doing things.

Organizations	N	Positive	Neutral	Negative
Governmentwide	616,048	65.5%	15.6%	18.9%
Department of Homeland Security	90,165	55.3%	18.8%	26.0%
United States Coast Guard	**5,311**	**74.9%**	**13.3%**	**11.8%**

3. My work gives me a feeling of personal accomplishment.

Organizations	N	Positive	Neutral	Negative
Governmentwide	616,102	73.0%	14.1%	12.9%
Department of Homeland Security	90,006	66.4%	16.3%	17.3%
United States Coast Guard	**5,307**	**79.4%**	**12.4%**	**8.2%**

4. I know what is expected of me on the job.

Organizations	N	Positive	Neutral	Negative
Governmentwide	615,429	81.7%	9.8%	8.5%
Department of Homeland Security	90,163	81.4%	9.9%	8.7%
United States Coast Guard	**5,295**	**85.9%**	**8.3%**	**5.8%**

5. My workload is reasonable.

Organizations	N	Positive	Neutral	Negative
Governmentwide	620,833	62.3%	14.6%	23.1%
Department of Homeland Security	90,885	64.0%	15.1%	21.0%
United States Coast Guard	**5,338**	**70.7%**	**12.6%**	**16.7%**

6. My talents are used well in the workplace.

Organizations	N	Positive	Neutral	Negative
Governmentwide	614,430	64.1%	16.2%	19.7%
Department of Homeland Security	89,943	56.7%	18.7%	24.6%
United States Coast Guard	**5,302**	**72.1%**	**14.1%**	**13.7%**

My Work Experience (continued)

7. I know how my work relates to the agency's goals.

Organizations	N	Positive	Neutral	Negative
Governmentwide	620,335	84.9%	9.0%	6.2%
Department of Homeland Security	90,865	80.2%	10.4%	9.3%
United States Coast Guard	**5,335**	**89.0%**	**7.3%**	**3.7%**

8. I can disclose a suspected violation of any law, rule, or regulation without fear of reprisal.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	596,805	70.3%	14.4%	15.3%	25,588
Department of Homeland Security	87,897	63.5%	17.0%	19.4%	3,252
United States Coast Guard	**5,209**	**75.8%**	**13.8%**	**10.4%**	**148**

9. I have enough information to do my job well.

Organizations	N	Positive	Neutral	Negative
Governmentwide	623,096	73.3%	13.8%	12.8%
Department of Homeland Security	91,327	72.3%	14.2%	13.4%
United States Coast Guard	**5,373**	**75.6%**	**13.6%**	**10.8%**

10. I receive the training I need to do my job well.

Organizations	N	Positive	Neutral	Negative
Governmentwide	617,957	65.9%	17.4%	16.7%
Department of Homeland Security	90,594	65.6%	17.1%	17.3%
United States Coast Guard	**5,312**	**65.9%**	**19.0%**	**15.1%**

11. I am held accountable for the quality of work I produce.

Organizations	N	Positive	Neutral	Negative
Governmentwide	619,470	86.3%	8.8%	4.9%
Department of Homeland Security	90,749	81.4%	10.9%	7.7%
United States Coast Guard	**5,333**	**89.9%**	**7.1%**	**3.0%**

12. I have a clear idea of how well I am doing my job.

Organizations	N	Positive	Neutral	Negative
Governmentwide	619,597	76.3%	13.5%	10.1%
Department of Homeland Security	90,737	73.3%	14.7%	11.9%
United States Coast Guard	**5,343**	**82.3%**	**11.3%**	**6.4%**

My Work Experience (continued)

13. I have the autonomy to decide how I do my job.

Organizations	N	Positive	Neutral	Negative
Governmentwide	622,579	71.5%	14.8%	13.7%
Department of Homeland Security	91,229	63.6%	17.8%	18.5%
United States Coast Guard	**5,364**	**78.8%**	**12.4%**	**8.8%**

14. I can make decisions about my work without getting permission first.

Organizations	N	Positive	Neutral	Negative
Governmentwide	623,249	64.2%	18.6%	17.2%
Department of Homeland Security	91,351	56.1%	20.9%	23.0%
United States Coast Guard	**5,369**	**72.9%**	**15.9%**	**11.2%**

My Work Unit

15. The people I work with cooperate to get the job done.

Organizations	N	Positive	Neutral	Negative
Governmentwide	624,053	82.1%	9.6%	8.3%
Department of Homeland Security	91,480	78.2%	11.9%	9.9%
United States Coast Guard	**5,384**	**86.2%**	**8.2%**	**5.6%**

16. In my work unit poor performers usually:

Organizations	N	Remain In Work Unit And Improve Over Time	Remain In Work Unit And Continue To Under-Perform	Leave Work Unit-Removed or Transferred	Leave Work Unit-Quit	No Poor Performers In Work Unit	Do Not Know
Governmentwide	624,005	17.7%	41.2%	10.2%	6.4%	19.3%	20.4%
Department of Homeland Security	91,483	19.1%	49.9%	9.9%	6.5%	15.5%	16.5%
United States Coast Guard	**5,384**	**19.3%**	**39.2%**	**9.3%**	**6.0%**	**21.7%**	**19.0%**

Note: Percents will add to more than 100% because respondents could choose more than one response option.

17. In my work unit, differences in performance are recognized in a meaningful way.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	556,535	45.0%	26.3%	28.7%	67,602
Department of Homeland Security	84,862	39.4%	26.8%	33.8%	6,657
United States Coast Guard	**4,989**	**51.9%**	**27.1%**	**21.1%**	**390**

My Work Unit (continued)

18. Employees in my work unit share job knowledge.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	620,540	81.0%	10.3%	8.7%	3,964
Department of Homeland Security	90,895	79.5%	11.3%	9.1%	646
United States Coast Guard	**5,348**	**83.8%**	**9.2%**	**7.0%**	**35**

19. My work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	617,704	79.9%	11.8%	8.2%	6,895
Department of Homeland Security	90,651	77.8%	13.5%	8.8%	917
United States Coast Guard	**5,350**	**82.3%**	**11.1%**	**6.6%**	**32**

20. Employees in my work unit meet the needs of our customers.

Organizations	N	Positive	Neutral	Negative	NBJ (N)
Governmentwide	593,581	87.3%	10.6%	2.1%	28,191
Department of Homeland Security	86,315	82.4%	14.0%	3.5%	4,728
United States Coast Guard	**5,259**	**90.8%**	**7.9%**	**1.3%**	**92**

21. Employees in my work unit contribute positively to my agency's performance.

Organizations	N	Positive	Neutral	Negative	NBJ (N)
Governmentwide	597,429	85.3%	11.6%	3.1%	18,182
Department of Homeland Security	87,651	78.8%	16.2%	5.0%	2,399
United States Coast Guard	**5,205**	**89.2%**	**8.8%**	**2.0%**	**80**

22. Employees in my work unit produce high-quality work.

Organizations	N	Positive	Neutral	Negative	NBJ (N)
Governmentwide	601,540	83.0%	13.7%	3.4%	19,239
Department of Homeland Security	88,412	76.2%	18.5%	5.3%	2,509
United States Coast Guard	**5,253**	**87.2%**	**10.7%**	**2.1%**	**89**

23. Employees in my work unit adapt to changing priorities.

Organizations	N	Positive	Neutral	Negative	NBJ (N)
Governmentwide	600,338	79.7%	15.0%	5.2%	18,769
Department of Homeland Security	88,459	75.9%	17.7%	6.4%	2,169
United States Coast Guard	**5,265**	**84.0%**	**12.5%**	**3.6%**	**71**

My Work Unit (continued)

24. New hires in my work unit (i.e. hired in the past year) have the right skills to do their jobs.

Organizations	N	Positive	Neutral	Negative	No Recent Hires (N)
Governmentwide	542,221	59.8%	24.0%	16.2%	79,285
Department of Homeland Security	81,238	54.8%	25.0%	20.1%	9,693
United States Coast Guard	**4,685**	**62.8%**	**23.9%**	**13.4%**	**652**

25. I can influence decisions in my work unit.

Organizations	N	Positive	Neutral	Negative
Governmentwide	620,691	69.2%	17.8%	13.0%
Department of Homeland Security	91,027	63.2%	20.9%	15.9%
United States Coast Guard	**5,364**	**76.6%**	**14.9%**	**8.5%**

26. I know what my work unit's goals are.

Organizations	N	Positive	Neutral	Negative
Governmentwide	620,846	84.0%	9.5%	6.4%
Department of Homeland Security	91,061	81.6%	10.7%	7.8%
United States Coast Guard	**5,371**	**87.9%**	**8.0%**	**4.2%**

27. My work unit commits resources to develop new ideas (e.g., budget, staff, time, expert support).

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	594,426	55.8%	22.6%	21.6%	26,295
Department of Homeland Security	87,067	47.8%	25.3%	26.9%	3,950
United States Coast Guard	**5,254**	**59.5%**	**23.5%**	**17.1%**	**114**

28. My work unit successfully manages disruptions to our work.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	601,306	68.5%	18.0%	13.5%	19,648
Department of Homeland Security	88,856	66.0%	19.3%	14.7%	2,205
United States Coast Guard	**5,281**	**71.9%**	**17.4%**	**10.8%**	**89**

29. Employees in my work unit consistently look for new ways to improve how they do their work.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	597,021	66.1%	20.4%	13.4%	19,779
Department of Homeland Security	88,201	58.0%	23.7%	18.3%	2,253
United States Coast Guard	**5,244**	**70.2%**	**19.9%**	**9.9%**	**98**

My Work Unit (continued)

30. Employees in my work unit incorporate new ideas into their work.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	590,802	66.8%	20.2%	12.9%	19,873
Department of Homeland Security	87,209	57.4%	24.3%	18.3%	2,318
United States Coast Guard	**5,176**	**71.3%**	**19.7%**	**9.1%**	**102**

31. Employees in my work unit approach change as an opportunity.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	588,588	57.3%	25.6%	17.1%	21,406
Department of Homeland Security	87,039	50.5%	27.6%	21.9%	2,382
United States Coast Guard	**5,172**	**61.1%**	**25.2%**	**13.8%**	**93**

32. Employees in my work unit consider customer needs a top priority.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	591,319	77.2%	14.9%	7.9%	19,811
Department of Homeland Security	86,528	63.0%	22.9%	14.1%	3,092
United States Coast Guard	**5,242**	**81.4%**	**13.1%**	**5.4%**	**57**

33. Employees in my work unit consistently look for ways to improve customer service.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	588,105	65.9%	22.9%	11.2%	26,426
Department of Homeland Security	86,463	54.8%	27.9%	17.3%	3,634
United States Coast Guard	**5,225**	**70.4%**	**21.3%**	**8.3%**	**101**

34. Employees in my work unit support my need to balance my work and personal responsibilities.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	606,904	72.6%	15.2%	12.2%	9,368
Department of Homeland Security	89,141	63.3%	19.2%	17.5%	1,256
United States Coast Guard	**5,315**	**80.2%**	**12.9%**	**6.9%**	**33**

My Organization

35. Employees are recognized for providing high quality products and services.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	598,445	60.8%	17.8%	21.3%	15,522
Department of Homeland Security	88,406	53.1%	20.1%	26.8%	1,707
United States Coast Guard	**5,276**	**69.3%**	**15.6%**	**15.1%**	**68**

My Organization (continued)

36. Employees are protected from health and safety hazards on the job.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	596,563	78.1%	11.7%	10.2%	17,579
Department of Homeland Security	88,303	66.3%	15.7%	18.0%	1,857
United States Coast Guard	**5,246**	**83.1%**	**10.9%**	**6.0%**	**101**

37. My organization is successful at accomplishing its mission.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	602,603	78.8%	13.3%	7.8%	11,480
Department of Homeland Security	89,082	72.9%	14.7%	12.4%	1,089
United States Coast Guard	**5,291**	**86.3%**	**10.2%**	**3.5%**	**51**

38. I have a good understanding of my organization's priorities.

Organizations	N	Positive	Neutral	Negative
Governmentwide	614,287	78.4%	12.3%	9.3%
Department of Homeland Security	90,165	76.1%	12.2%	11.7%
United States Coast Guard	**5,346**	**83.7%**	**10.4%**	**5.9%**

39. My organization shares results (for example, town halls, email, distribution of reports) from the Federal Employee Viewpoint Survey (FEVS).

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	570,655	70.3%	15.4%	14.3%	38,659
Department of Homeland Security	84,511	68.8%	16.6%	14.6%	4,959
United States Coast Guard	**4,927**	**71.2%**	**17.7%**	**11.0%**	**372**

40. Information is openly shared in my organization.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	586,730	56.4%	20.6%	23.0%	8,295
Department of Homeland Security	86,314	51.6%	21.7%	26.7%	1,217
United States Coast Guard	**5,087**	**63.8%**	**19.5%**	**16.7%**	**56**

41. The approval process in my organization allows timely delivery of my work.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	589,178	55.0%	22.4%	22.7%	13,148
Department of Homeland Security	86,004	52.6%	25.2%	22.2%	2,408
United States Coast Guard	**5,187**	**59.6%**	**21.4%**	**18.9%**	**62**

My Organization (continued)

42. My organization effectively adapts to changing government priorities.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	582,993	65.6%	21.2%	13.1%	17,951
Department of Homeland Security	86,579	63.0%	21.3%	15.7%	1,769
United States Coast Guard	**5,140**	**70.5%**	**20.5%**	**9.0%**	**94**

43. My organization has prepared me for potential physical security threats.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	598,313	75.5%	14.8%	9.7%	10,161
Department of Homeland Security	88,372	68.4%	17.1%	14.5%	1,011
United States Coast Guard	**5,260**	**77.2%**	**15.5%**	**7.3%**	**47**

44. My organization has prepared me for potential cybersecurity threats.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	596,267	82.7%	11.7%	5.6%	6,043
Department of Homeland Security	87,426	73.0%	16.5%	10.5%	1,021
United States Coast Guard	**5,216**	**85.0%**	**10.8%**	**4.2%**	**40**

45. In my organization, arbitrary action, personal favoritism and/or political coercion are not tolerated.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	576,423	54.0%	20.7%	25.3%	30,701
Department of Homeland Security	85,949	43.3%	22.2%	34.6%	3,178
United States Coast Guard	**5,094**	**63.4%**	**20.2%**	**16.4%**	**173**

46. I recommend my organization as a good place to work.

Organizations	N	Positive	Neutral	Negative
Governmentwide	610,279	67.5%	18.1%	14.4%
Department of Homeland Security	89,656	62.3%	20.6%	17.1%
United States Coast Guard	**5,320**	**78.5%**	**13.9%**	**7.6%**

47. I believe the results of this survey will be used to make my agency a better place to work.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	575,284	47.7%	24.0%	28.3%	35,506
Department of Homeland Security	85,259	46.7%	22.7%	30.7%	4,476
United States Coast Guard	**5,085**	**52.6%**	**27.0%**	**20.4%**	**244**

My Supervisor

48. Supervisors in my work unit support employee development.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	595,072	78.3%	11.2%	10.5%	4,527
Department of Homeland Security	87,315	72.4%	14.3%	13.3%	641
United States Coast Guard	**5,195**	**82.5%**	**10.3%**	**7.2%**	**32**

49. My supervisor supports my need to balance work and other life issues.

Organizations	N	Positive	Neutral	Negative
Governmentwide	608,065	84.0%	8.5%	7.5%
Department of Homeland Security	89,331	78.0%	11.8%	10.2%
United States Coast Guard	**5,309**	**89.5%**	**6.3%**	**4.2%**

50. My supervisor listens to what I have to say.

Organizations	N	Positive	Neutral	Negative
Governmentwide	605,954	82.2%	9.1%	8.7%
Department of Homeland Security	88,974	79.4%	11.0%	9.6%
United States Coast Guard	**5,291**	**87.3%**	**6.9%**	**5.8%**

51. My supervisor treats me with respect.

Organizations	N	Positive	Neutral	Negative
Governmentwide	608,131	86.1%	7.6%	6.3%
Department of Homeland Security	89,301	84.5%	8.8%	6.6%
United States Coast Guard	**5,317**	**89.9%**	**5.6%**	**4.5%**

52. I have trust and confidence in my supervisor.

Organizations	N	Positive	Neutral	Negative
Governmentwide	606,575	76.6%	11.8%	11.7%
Department of Homeland Security	89,083	74.2%	13.6%	12.2%
United States Coast Guard	**5,308**	**82.4%**	**9.6%**	**8.0%**

53. My supervisor holds me accountable for achieving results.

Organizations	N	Positive	Neutral	Negative
Governmentwide	607,207	87.4%	9.0%	3.6%
Department of Homeland Security	89,108	83.5%	11.5%	5.0%
United States Coast Guard	**5,306**	**91.3%**	**6.5%**	**2.2%**

My Supervisor (continued)

54. Overall, how good a job do you feel is being done by your immediate supervisor?

Organizations	N	Positive	Neutral	Negative
Governmentwide	607,639	77.7%	13.6%	8.7%
Department of Homeland Security	89,284	76.3%	15.1%	8.6%
United States Coast Guard	**5,314**	**83.5%**	**10.6%**	**5.9%**

55. My supervisor provides me with constructive suggestions to improve my job performance.

Organizations	N	Positive	Neutral	Negative
Governmentwide	608,062	71.9%	15.9%	12.2%
Department of Homeland Security	89,339	69.9%	17.6%	12.5%
United States Coast Guard	**5,324**	**76.8%**	**14.6%**	**8.6%**

56. My supervisor provides me with performance feedback throughout the year.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	603,028	75.9%	12.7%	11.4%	5,321
Department of Homeland Security	88,640	73.9%	14.3%	11.8%	725
United States Coast Guard	**5,296**	**81.1%**	**10.6%**	**8.2%**	**28**

Leadership

57. In my organization, senior leaders generate high levels of motivation and commitment in the workforce.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	591,638	49.8%	22.3%	27.8%	13,479
Department of Homeland Security	87,405	44.0%	21.8%	34.1%	1,444
United States Coast Guard	**5,214**	**59.4%**	**22.3%**	**18.3%**	**76**

58. My organization's senior leaders maintain high standards of honesty and integrity.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	565,232	61.6%	20.7%	17.7%	36,130
Department of Homeland Security	84,203	54.4%	21.6%	24.0%	4,079
United States Coast Guard	**5,061**	**71.7%**	**17.7%**	**10.6%**	**190**

59. Managers communicate the goals of the organization.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	595,844	66.3%	17.5%	16.2%	7,677
Department of Homeland Security	87,680	60.5%	18.5%	21.0%	902
United States Coast Guard	**5,229**	**72.6%**	**16.1%**	**11.3%**	**50**

Leadership (continued)

60. Managers promote communication among different work units (for example, about projects, goals, needed resources).

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	585,368	59.6%	19.8%	20.6%	15,970
Department of Homeland Security	86,248	53.4%	20.8%	25.8%	2,030
United States Coast Guard	**5,180**	**67.4%**	**18.2%**	**14.4%**	**96**

61. Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor?

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	574,646	65.5%	19.3%	15.1%	29,543
Department of Homeland Security	85,079	60.9%	20.8%	18.3%	3,612
United States Coast Guard	**5,124**	**73.6%**	**16.7%**	**9.7%**	**168**

62. I have a high level of respect for my organization's senior leaders.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	596,795	62.7%	19.9%	17.4%	7,395
Department of Homeland Security	87,966	57.4%	20.4%	22.2%	840
United States Coast Guard	**5,264**	**72.5%**	**17.4%**	**10.1%**	**33**

63. Senior leaders demonstrate support for Work-Life programs.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	567,705	61.5%	21.2%	17.3%	34,298
Department of Homeland Security	84,236	54.1%	23.1%	22.8%	4,259
United States Coast Guard	**5,088**	**75.2%**	**16.7%**	**8.1%**	**187**

64. Management encourages innovation.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	584,295	58.3%	23.0%	18.7%	18,428
Department of Homeland Security	86,380	49.7%	24.7%	25.6%	2,218
United States Coast Guard	**5,168**	**65.9%**	**22.2%**	**11.9%**	**113**

65. Management makes effective changes to address challenges facing our organization.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	580,532	54.1%	23.4%	22.5%	21,349
Department of Homeland Security	86,054	49.5%	23.8%	26.8%	2,376
United States Coast Guard	**5,155**	**62.4%**	**23.0%**	**14.7%**	**127**

Leadership (continued)

66. Management involves employees in decisions that affect their work.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	583,280	46.4%	22.9%	30.7%	19,356
Department of Homeland Security	86,278	40.4%	23.0%	36.7%	2,197
United States Coast Guard	**5,163**	**55.8%**	**23.1%**	**21.1%**	**106**

My Satisfaction

67. How satisfied are you with your involvement in decisions that affect your work?

Organizations	N	Positive	Neutral	Negative
Governmentwide	600,539	53.2%	23.9%	22.9%
Department of Homeland Security	88,208	46.4%	26.5%	27.2%
United States Coast Guard	**5,270**	**64.4%**	**20.6%**	**15.0%**

68. How satisfied are you with the information you receive from management on what's going on in your organization?

Organizations	N	Positive	Neutral	Negative
Governmentwide	598,620	55.0%	22.7%	22.3%
Department of Homeland Security	87,879	50.1%	24.2%	25.7%
United States Coast Guard	**5,247**	**65.1%**	**20.3%**	**14.6%**

69. How satisfied are you with the recognition you receive for doing a good job?

Organizations	N	Positive	Neutral	Negative
Governmentwide	599,355	56.0%	21.7%	22.2%
Department of Homeland Security	88,048	49.6%	23.7%	26.7%
United States Coast Guard	**5,262**	**66.6%**	**17.9%**	**15.5%**

70. Considering everything, how satisfied are you with your job?

Organizations	N	Positive	Neutral	Negative
Governmentwide	597,993	68.1%	16.2%	15.7%
Department of Homeland Security	87,778	64.0%	18.4%	17.6%
United States Coast Guard	**5,254**	**77.3%**	**12.6%**	**10.1%**

71. Considering everything, how satisfied are you with your pay?

Organizations	N	Positive	Neutral	Negative
Governmentwide	600,258	57.4%	17.1%	25.5%
Department of Homeland Security	88,198	57.5%	18.2%	24.4%
United States Coast Guard	**5,269**	**64.8%**	**16.6%**	**18.6%**

My Satisfaction (continued)

72. Considering everything, how satisfied are you with your organization?

Organizations	N	Positive	Neutral	Negative
Governmentwide	600,439	62.3%	19.4%	18.4%
Department of Homeland Security	88,213	57.1%	21.1%	21.7%
United States Coast Guard	**5,275**	**74.3%**	**15.6%**	**10.2%**

Diversity, Equity, Inclusion, and Accessibility

73. My organization's management practices promote diversity (e.g., outreach, recruitment, promotion opportunities).

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	556,063	69.2%	19.0%	11.8%	45,134
Department of Homeland Security	81,981	64.5%	21.8%	13.7%	6,371
United States Coast Guard	**4,954**	**74.4%**	**18.2%**	**7.4%**	**328**

74. My supervisor demonstrates a commitment to workforce diversity (e.g., recruitment, promotion opportunities, development).

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	557,713	73.3%	18.1%	8.7%	43,906
Department of Homeland Security	81,940	68.0%	21.9%	10.1%	6,465
United States Coast Guard	**4,953**	**77.5%**	**16.9%**	**5.7%**	**334**

75. I have similar access to advancement opportunities (e.g., promotion, career development, training) as others in my work unit.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	582,181	66.5%	15.4%	18.1%	17,620
Department of Homeland Security	86,007	61.4%	17.6%	21.0%	2,139
United States Coast Guard	**5,164**	**68.9%**	**17.1%**	**14.1%**	**106**

76. My supervisor provides opportunities fairly to all employees in my work unit (e.g., promotions, work assignments).

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	572,153	70.7%	15.3%	14.0%	26,692
Department of Homeland Security	84,959	65.2%	18.1%	16.7%	3,044
United States Coast Guard	**5,113**	**75.3%**	**15.4%**	**9.2%**	**148**

77. In my work unit, excellent work is similarly recognized for all employees (e.g., awards, acknowledgements).

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	567,245	62.5%	17.5%	20.1%	32,821
Department of Homeland Security	84,891	55.8%	19.8%	24.5%	3,278
United States Coast Guard	**5,107**	**67.9%**	**17.3%**	**14.8%**	**164**

Diversity, Equity, Inclusion, and Accessibility (continued)

78. Employees in my work unit make me feel I belong.

Organizations	N	Positive	Neutral	Negative	NBJ (N)
Governmentwide	588,459	78.5%	14.0%	7.5%	8,428
Department of Homeland Security	86,437	75.4%	16.5%	8.1%	1,238
United States Coast Guard	**5,209**	**81.3%**	**12.9%**	**5.8%**	**45**

79. Employees in my work unit care about me as a person.

Organizations	N	Positive	Neutral	Negative	NBJ (N)
Governmentwide	578,492	77.0%	16.0%	7.0%	15,647
Department of Homeland Security	85,122	72.8%	18.9%	8.2%	2,189
United States Coast Guard	**5,138**	**79.7%**	**15.2%**	**5.1%**	**86**

80. I am comfortable expressing opinions that are different from other employees in my work unit.

Organizations	N	Positive	Neutral	Negative	NBJ (N)
Governmentwide	589,040	74.9%	13.1%	12.0%	7,632
Department of Homeland Security	86,600	72.0%	15.1%	12.9%	1,034
United States Coast Guard	**5,208**	**78.0%**	**12.5%**	**9.5%**	**44**

81. In my work unit, people's differences are respected.

Organizations	N	Positive	Neutral	Negative	NBJ (N)
Governmentwide	583,167	76.2%	14.6%	9.2%	12,653
Department of Homeland Security	85,857	71.9%	17.3%	10.9%	1,650
United States Coast Guard	**5,159**	**79.4%**	**14.3%**	**6.4%**	**83**

82. I can be successful in my organization being myself.

Organizations	N	Positive	Neutral	Negative	NBJ (N)
Governmentwide	589,824	75.2%	14.0%	10.8%	6,319
Department of Homeland Security	86,601	70.7%	16.5%	12.8%	954
United States Coast Guard	**5,213**	**79.5%**	**13.2%**	**7.3%**	**36**

83. I can easily make a request of my organization to meet my accessibility needs.

Organizations	N	Positive	Neutral	Negative	No Accessibility Needs (N)	NBJ (N)
Governmentwide	377,881	71.6%	18.4%	10.0%	130,393	90,868
Department of Homeland Security	59,005	64.2%	22.5%	13.3%	17,654	11,416
United States Coast Guard	**3,772**	**77.7%**	**16.6%**	**5.7%**	**913**	**584**

Note: For confidentiality purposes, a "— [c]" indicates that there are fewer than 4 responses to the question, excluding 'No Accessibility Needs' and 'No Basis to Judge,' and results are therefore suppressed.

Diversity, Equity, Inclusion, and Accessibility (continued)

84. My organization responds to my accessibility needs in a timely manner.

Organizations	N	Positive	Neutral	Negative	No Accessibility Needs (N)	NBJ (N)
Governmentwide	354,146	66.2%	23.1%	10.7%	132,481	111,953
Department of Homeland Security	56,558	59.5%	26.6%	13.8%	17,883	13,524
United States Coast Guard	**3,593**	**72.1%**	**21.7%**	**6.1%**	**934**	**741**

Note: For confidentiality purposes, a "— [c]" indicates that there are fewer than 4 responses to the question, excluding 'No Accessibility Needs' and 'No Basis to Judge,' and results are therefore suppressed.

85. My organization meets my accessibility needs.

Organizations	N	Positive	Neutral	Negative	No Accessibility Needs (N)	NBJ (N)
Governmentwide	359,241	69.6%	21.7%	8.7%	135,576	103,447
Department of Homeland Security	56,828	62.4%	26.3%	11.3%	18,234	12,902
United States Coast Guard	**3,629**	**76.2%**	**19.1%**	**4.8%**	**954**	**677**

Note: For confidentiality purposes, a "— [c]" indicates that there are fewer than 4 responses to the question, excluding 'No Accessibility Needs' and 'No Basis to Judge,' and results are therefore suppressed.

Employee Experience

86. My job inspires me.

Organizations	N	Positive	Neutral	Negative
Governmentwide	596,094	62.0%	20.8%	17.2%
Department of Homeland Security	87,679	57.2%	22.2%	20.6%
United States Coast Guard	**5,242**	**67.5%**	**20.8%**	**11.6%**

87. The work I do gives me a sense of accomplishment.

Organizations	N	Positive	Neutral	Negative
Governmentwide	595,301	74.6%	13.6%	11.8%
Department of Homeland Security	87,530	69.1%	15.5%	15.5%
United States Coast Guard	**5,234**	**80.4%**	**12.0%**	**7.7%**

88. I feel a strong personal attachment to my organization.

Organizations	N	Positive	Neutral	Negative
Governmentwide	597,272	60.7%	21.7%	17.5%
Department of Homeland Security	87,747	57.1%	22.9%	20.0%
United States Coast Guard	**5,249**	**74.4%**	**16.3%**	**9.2%**

89. I identify with the mission of my organization.

Organizations	N	Positive	Neutral	Negative
Governmentwide	595,989	78.1%	15.0%	6.8%
Department of Homeland Security	87,596	75.8%	14.7%	9.5%
United States Coast Guard	**5,240**	**85.3%**	**11.2%**	**3.5%**

Employee Experience (continued)

90. It is important to me that my work contribute to the common good.

Organizations	N	Positive	Neutral	Negative
Governmentwide	597,599	91.7%	6.3%	2.0%
Department of Homeland Security	87,803	89.4%	7.4%	3.2%
United States Coast Guard	**5,255**	**93.2%**	**5.7%**	**1.1%**

Workplace Flexibilities

91. Please select the response that BEST describes your current teleworking schedule.

		Telework				
Organizations	N	Every Work Day	3 or 4 Days Per Week	1 or 2 Days Per Week	Only 1 or 2 Days Per Month	Very Infrequently
Governmentwide	597,994	14.3%	22.7%	17.0%	3.7%	10.3%
Department of Homeland Security	87,833	10.8%	15.6%	10.2%	3.1%	5.1%
United States Coast Guard	**5,273**	**9.3%**	**22.8%**	**23.1%**	**5.3%**	**10.8%**

91. Please select the response that BEST describes your current teleworking schedule. (continued)

		Do Not Telework			
Organizations	N	Must Be Physically Present	Technical Issues	Not Approved to Telework	Choose Not to Telework
Governmentwide	597,994	20.6%	1.0%	5.9%	4.4%
Department of Homeland Security	87,833	46.8%	0.3%	4.2%	3.9%
United States Coast Guard	**5,273**	**18.1%**	**1.5%**	**3.6%**	**5.5%**

Employee Engagement Index

Organizations	Percent Positive
Governmentwide	71.7%
Department of Homeland Security	66.9%
United States Coast Guard	**78.4%**

Leaders Lead Sub-Index (Q. 57, 58, 59, 61, and 62)

Organizations	Percent Positive
Governmentwide	61.2%
Department of Homeland Security	55.5%
United States Coast Guard	**70.0%**

Employee Engagement Index (continued)

Supervisors Sub-Index (Q. 48, 50, 51, 52, and 54)

Organizations	Percent Positive
Governmentwide	80.2%
Department of Homeland Security	77.4%
United States Coast Guard	**85.1%**

Intrinsic Work Experience Sub-Index (Q. 2, 3, 4, 6, and 7)

Organizations	Percent Positive
Governmentwide	73.8%
Department of Homeland Security	68.0%
United States Coast Guard	**80.3%**

Global Satisfaction Index

Global Satisfaction Index (Q. 46, 70, 71, and 72)

Organizations	Percent Positive
Governmentwide	63.8%
Department of Homeland Security	60.2%
United States Coast Guard	**73.7%**

Performance Confidence Index

Performance Confidence Index (Q. 20, 21, 22, and 23)

Organizations	Percent Positive
Governmentwide	83.8%
Department of Homeland Security	78.3%
United States Coast Guard	**87.8%**

DEIA Index

Organizations	Percent Positive
Governmentwide	70.8%
Department of Homeland Security	65.4%
United States Coast Guard	**75.4%**

Diversity Sub-Index (Q. 73 and 74)

Organizations	Percent Positive
Governmentwide	71.3%
Department of Homeland Security	66.2%
United States Coast Guard	**76.0%**

DEIA Index (continued)

Equity Sub-Index (Q. 75, 76, and 77)

Organizations	Percent Positive
Governmentwide	66.6%
Department of Homeland Security	60.8%
United States Coast Guard	**70.7%**

Inclusion Sub-Index (Q. 78, 79, 80, 81, and 82)

Organizations	Percent Positive
Governmentwide	76.4%
Department of Homeland Security	72.6%
United States Coast Guard	**79.6%**

Accessibility Sub-Index (Q. 83, 84, and 85)

Organizations	Percent Positive
Governmentwide	69.1%
Department of Homeland Security	62.0%
United States Coast Guard	**75.3%**

Employee Experience Index

Employee Experience Index (Q. 86, 87, 88, 89, and 90)

Organizations	Percent Positive
Governmentwide	73.4%
Department of Homeland Security	69.7%
United States Coast Guard	**80.2%**

Employment Demographics

Where do you work?

Response	%
Headquarters	22.0%
Field	68.5%
Full-time telework (e.g., home office, telecenter)	9.5%

What is your supervisory status?

Response	%
Senior Leader	1.0%
Manager	5.3%
Supervisor	11.3%
Team Leader	16.4%
Non-Supervisor	66.0%

What is your pay category/grade?

Response	%
Federal Wage System	13.1%
GS 1-6	2.8%
GS 7-12	46.8%
GS 13-15	35.4%
Senior Executive Service	0.3%
Senior Level (SL) or Scientific or Professional (ST)	0.0%
Other	1.6%

What is your US military service status?

Response	%
No Prior Military Service	38.8%
Currently in National Guard or Reserves	2.6%
Retired	39.7%
Separated or Discharged	18.9%

Note: Percentages for demographic questions are unweighted.

Employment Demographics (continued)

Are you:

Response	%
The spouse of a current active duty service member of the U.S. Armed Forces	2.5%
The spouse of a service member who retired or separated from active duty in the U.S. Armed Forces with a disability rating of 100 percent	3.0%
The widow(er) of a service member killed while on active duty in the U.S. Armed Forces	0.1%
None of the categories listed	94.4%

Have you been hired under the Military Spouse Non-Competitive Hiring Authority?

Response	%
Yes	15.9%
No	84.1%

Note: If the response to the previous question on if you are a military spouse was "None of the categories listed," this item was skipped.

How long have you been with the Federal Government (excluding military service)?

Response	%
Less than 1 year	3.3%
1 to 3 years	15.9%
4 to 5 years	8.9%
6 to 10 years	18.1%
11 to 14 years	16.2%
15 to 20 years	16.8%
More than 20 years	20.8%

How long have you been with your current agency (for example, Department of Justice, Environmental Protection Agency)?

Response	%
Less than 1 year	4.9%
1 to 3 years	21.2%
4 to 5 years	10.9%
6 to 10 years	15.9%
11 to 14 years	11.5%
15 to 20 years	13.4%
More than 20 years	22.2%

Note: Percentages for demographic questions are unweighted.

Employment Demographics (continued)

Are you considering leaving your organization within the next year, and if so, why?

Response	%
No	67.1%
Yes, to retire	8.8%
Yes, to take another job within the Federal Government	17.2%
Yes, to take another job outside the Federal Government	2.5%
Yes, other	4.3%

Has your work unit's telework or remote work options influenced your intent to leave?

Response	%
Yes	29.8%
No	70.2%

Note: If the response to the previous question on your intent to leave was "No," this item was skipped.

I am planning to retire:

Response	%
Less than 1 year	3.9%
1 year	3.5%
2 years	6.4%
3 years	7.2%
4 years	4.4%
5 years	9.0%
More than 5 years	65.5%

Personal Demographics

Are you of Hispanic, Latino, or Spanish origin?

Response	%
Yes	7.7%
No	92.3%

Please select the racial category or categories with which you most closely identify.

Response	%
White	74.2%
Black or African American	14.4%
All Other Races	11.4%

What is your age group?

Response	%
29 years and under	2.2%
30-39 years old	13.4%
40-49 years old	25.2%
50-59 years old	37.1%
60 years or older	22.2%

What is the highest degree or level of education you have completed?

Response	%
Less than High School/ High School Diploma/ GED	8.4%
Certification/ Some College/ Associate's Degree	34.4%
Bachelor's Degree	28.0%
Advanced Degrees (Post Bachelor's Degree)	29.2%

Note: Percentages for demographic questions are unweighted. For confidentiality reasons, percentages for the 'Personal Demographics' questions may be suppressed. Any suppressed percentages are noted with a "—ᶜ".

Personal Demographics (continued)

Are you an individual with a disability?

Response	%
Yes	24.9%
No	75.1%

Are you:

Response	%
Male	67.9%
Female	32.1%

Are you transgender?

Response	%
Yes	0.4%
No	99.6%

Which one of the following best represents how you think of yourself?

Response	%
Lesbian or gay	1.6%
Straight, that is not lesbian or gay	94.0%
Bisexual	1.4%
I use a different term	3.1%

Note: Percentages for demographic questions are unweighted. For confidentiality reasons, percentages for the 'Personal Demographics' questions may be suppressed. Any suppressed percentages are noted with a "—ᶜ".

WORKFORCE DATA TABLES

Fiscal Year:	2023
Department:	USCG
Agency:	All

Table A1: Total Workforce - Distribution by Race/Ethnicity and Sex

Employment Tenure By Subcomponent	Total Workforce All			RACE/ETHNICITY													
				Hispanic or Latino		Non-Hispanic or Latino											
						White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or More Races	
	All	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
TOTAL WORKFORCE																	
CLF (2018)	100%	51.8%	48.3%	6.8%	6.2%	35.7%	31.8%	5.7%	6.6%	2.2%	2.2%	0.1%	0.1%	0.3%	0.3%	1.0%	1.1%
RCLF	100%	56.68%	43.32%	6.08%	4.57%	41.46%	30.22%	4.72%	4.95%	2.97%	2.33%	0.07%	0.07%	0.28%	0.24%	1.10%	0.95%
Prior FY	10,597	6,915	3,682	578	374	5,041	2,013	802	909	286	242	41	28	107	40	60	76
	100%	65.25%	34.75%	5.45%	3.53%	47.57%	19.00%	7.57%	8.58%	2.70%	2.28%	0.39%	0.26%	1.01%	0.38%	0.57%	0.72%
Current FY	10,844	7,091	3,753	565	373	5,184	2,069	827	912	300	243	44	35	110	45	61	76
	100%	65.39%	34.61%	5.21%	3.44%	47.81%	19.08%	7.63%	8.41%	2.77%	2.24%	0.41%	0.32%	1.01%	0.41%	0.56%	0.70%
Difference	247	176	71	-13	-1	143	56	25	3	14	1	3	7	3	5	1	0
Ratio Change	0%	0.14%	-0.14%	-0.24%	-0.09%	0.24%	0.08%	0.06%	-0.17%	0.07%	-0.04%	0.02%	0.06%	0.00%	0.04%	0.00%	-0.02%
Net Change	2.33%	2.55%	1.93%	-2.25%	-0.27%	2.84%	2.78%	3.12%	0.33%	4.90%	0.41%	7.32%	25.00%	2.80%	12.50%	1.67%	0%
EMPLOYEE GAINS																	
Nerw Hires	1,457	862	595	85	78	571	253	122	169	43	40	8	11	13	14	20	30
	100%	59.16%	40.84%	5.83%	5.35%	39.19%	17.36%	8.37%	11.60%	2.95%	2.75%	0.55%	0.75%	0.89%	0.96%	1.37%	2.06%
EMPLOYEE LOSES																	
Reduction in Force	10	9	1	4	1	0	0	2	0	1	0	1	0	0	0	1	0
	100%	90.00%	10.00%	40.00%	10.00%	0%	0%	20.00%	0%	10.00%	0%	10.00%	0%	0%	0%	10.00%	0%
Removal	56	25	31	9	9	6	2	6	16	2	0	0	0	0	1	2	3
	100%	44.64%	55.36%	16.07%	16.07%	10.71%	3.57%	10.71%	28.57%	3.57%	0%	0%	0%	0%	1.79%	3.57%	5.36%
Resignation	369	170	199	41	53	84	34	24	56	11	27	2	3	0	4	8	22
	100%	46.07%	53.93%	11.11%	14.36%	22.76%	9.21%	6.50%	15.18%	2.98%	7.32%	0.54%	0.81%	0%	1.08%	2.17%	5.96%
Retirement	326	246	80	17	3	191	44	25	24	2	3	1	0	8	2	2	4
	100%	75.46%	24.54%	5.21%	0.92%	58.59%	13.50%	7.67%	7.36%	0.61%	0.92%	0.31%	0%	2.45%	0.61%	0.61%	1.23%
Other Separations	193	110	83	11	6	71	34	21	35	5	5	0	1	1	1	1	1
	100%	56.99%	43.01%	5.70%	3.11%	36.79%	17.62%	10.88%	18.13%	2.59%	2.59%	0%	0.52%	0.52%	0.52%	0.52%	0.52%
Total Separations	954	560	394	82	72	352	114	78	131	21	35	4	4	9	8	14	30
	100%	58.70%	41.30%	8.60%	7.55%	36.90%	11.95%	8.18%	13.73%	2.20%	3.67%	0.42%	0.42%	0.94%	0.84%	1.47%	3.14%
PERMANENT WORKFORCE																	
Prior FY	9,990	6,647	3,343	505	293	4,888	1,844	785	872	272	210	40	25	107	38	50	61
	100%	66.54%	33.46%	5.06%	2.93%	48.93%	18.46%	7.86%	8.73%	2.72%	2.10%	0.40%	0.25%	1.07%	0.38%	0.50%	0.61%
Current FY	10,232	6,832	3,400	504	280	5,025	1,896	815	882	284	213	44	33	109	42	51	54
	100%	66.77%	33.23%	4.93%	2.74%	49.11%	18.53%	7.97%	8.62%	2.78%	2.08%	0.43%	0.32%	1.07%	0.41%	0.50%	0.53%
Difference	242	185	57	-1	-13	137	52	30	10	12	3	4	8	2	4	1	-7
Ratio Change	0%	0.23%	-0.23%	-0.13%	-0.20%	0.18%	0.07%	0.11%	-0.11%	0.05%	-0.02%	0.03%	0.07%	-0.01%	0.03%	0.00%	-0.08%
Net Change	2.42%	2.78%	1.71%	-0.20%	-4.44%	2.80%	2.82%	3.82%	1.15%	4.41%	1.43%	10.00%	32.00%	1.87%	10.53%	2.00%	-11.48%
EMPLOYEE GAINS																	
New Hires	1,267	781	486	56	37	547	236	110	148	36	29	8	9	13	11	11	16
	100%	61.64%	38.36%	4.42%	2.92%	43.17%	18.63%	8.68%	11.68%	2.84%	2.29%	0.63%	0.71%	1.03%	0.87%	0.87%	1.26%
EMPLOYEE LOSES																	
Reduction in Force	7	6	1	3	1	0	0	1	0	1	0	1	0	0	0	0	0
	100%	85.71%	14.29%	42.86%	14.29%	0%	0%	14.29%	0%	14.29%	0%	14.29%	0%	0%	0%	0%	0%
Removal	31	15	16	0	1	6	1	5	12	2	0	0	0	0	0	2	2
	100%	48.39%	51.61%	0%	3.23%	19.35%	3.23%	16.13%	38.71%	6.45%	0%	0%	0%	0%	0%	6.45%	6.45%
Resignation	258	123	135	18	36	78	32	17	37	7	12	2	1	0	3	1	14
	100%	47.67%	52.33%	6.98%	13.95%	30.23%	12.40%	6.59%	14.34%	2.71%	4.65%	0.78%	0.39%	0%	1.16%	0.39%	5.43%
Retirement	325	245	80	17	3	190	44	25	24	2	3	1	0	8	2	2	4
	100%	75.38%	24.62%	5.23%	0.92%	58.46%	13.54%	7.69%	7.38%	0.62%	0.92%	0.31%	0%	2.46%	0.62%	0.62%	1.23%
Other Separations	184	105	79	8	5	69	31	21	35	5	5	0	1	1	1	1	1
	100%	57.07%	42.93%	4.35%	2.72%	37.50%	16.85%	11.41%	19.02%	2.72%	2.72%	0%	0.54%	0.54%	0.54%	0.54%	0.54%
Total Separations	805	494	311	46	46	343	108	69	108	17	20	4	2	9	6	6	21
	100%	61.37%	38.63%	5.71%	5.71%	42.61%	13.42%	8.57%	13.42%	2.11%	2.48%	0.50%	0.25%	1.12%	0.75%	0.75%	2.61%

TEMPORARY																		
Prior FY	607	268	339	73	81	153	169	17	37	14	32	1	3	0	2	10	15
	100%	44.15%	55.85%	12.03%	13.34%	25.21%	27.84%	2.80%	6.10%	2.31%	5.27%	0.16%	0.49%	0%	0.33%	1.65%	2.47%
Current FY	612	259	353	61	93	159	173	12	30	16	30	0	2	1	3	10	22
	100%	42.32%	57.68%	9.97%	15.20%	25.98%	28.27%	1.96%	4.90%	2.61%	4.90%	0%	0.33%	0.16%	0.49%	1.63%	3.59%
Difference	5	-9	14	-12	12	6	4	-5	-7	2	-2	-1	-1	1	1	0	7
Ratio Change	0%	-1.83%	1.83%	-2.06%	1.85%	0.77%	0.43%	-0.84%	-1.19%	0.31%	-0.37%	-0.16%	-0.17%	0.16%	0.16%	-0.01%	1.12%
Net Change	0.82%	-3.36%	4.13%	-16.44%	14.81%	3.92%	2.37%	-29.41%	-18.92%	14.29%	-6.25%	-100.00%	-33.33%	0%	50.00%	0%	46.67%
EMPLOYEE GAINS																	
New Hires	190	81	109	29	41	24	17	12	21	7	11	0	2	0	3	9	14
	100%	42.63%	57.37%	15.26%	21.58%	12.63%	8.95%	6.32%	11.05%	3.68%	5.79%	0%	1.05%	0%	1.58%	4.74%	7.37%
EMPLOYEE LOSES																	
Reduction in Force	3	3	0	1	0	0	0	1	0	0	0	0	0	0	0	1	0
	100%	100%	0%	33.33%	0%	0%	0%	33.33%	0%	0%	0%	0%	0%	0%	0%	33.33%	0%
Removal	25	10	15	9	8	0	1	1	4	0	0	0	0	0	1	0	1
	100%	40.00%	60.00%	36.00%	32.00%	0%	4.00%	4.00%	16.00%	0%	0%	0%	0%	0%	4.00%	0%	4.00%
Resignation	111	47	64	23	17	6	2	7	19	4	15	0	2	0	1	7	8
	100%	42.34%	57.66%	20.72%	15.32%	5.41%	1.80%	6.31%	17.12%	3.60%	13.51%	0%	1.80%	0%	0.90%	6.31%	7.21%
Retirement	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
	100%	100%	0%	0%	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Other Separations	9	5	4	3	1	2	3	0	0	0	0	0	0	0	0	0	0
	100%	55.56%	44.44%	33.33%	11.11%	22.22%	33.33%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Total Separations	149	66	83	36	26	9	6	9	23	4	15	0	2	0	2	8	9
	100%	44.30%	55.70%	24.16%	17.45%	6.04%	4.03%	6.04%	15.44%	2.68%	10.07%	0%	1.34%	0%	1.34%	5.37%	6.04%

Fiscal Year:	2023
Department:	USCG
Agency:	All

Table B1: Total Workforce - Distribution by Disability

Employment Tenure By Subcomponent	All Employees					Targeted Disability											
	All	No Disability [05]	Not Identified [01]	Disability [02/03/06-94]	Targeted Disability	Developmental Disability [02]	Traumatic Brain Injury [03]	Deaf or Serious Difficulty Hearing [19]	Blind or Serious Difficulty Seeing [20]	Missing Extremities [31]	Significant Mobility Impairment [40]	Partial or Complete Paralysis [60]	Epilepsy or Other Seizure Disorders	Intellectual Disability [90]	Significant Psychiatric Disorder [91]	Dwarfism [92]	Significant Disfigurement [93]
TOTAL WORKFORCE																	
Prior FY	10,597	6,896	631	3,070	351	8	29	149	23	5	21	28	12	4	65	3	4
	100%	65.08%	5.95%	28.97%	3.31%	0.08%	0.27%	1.41%	0.22%	0.05%	0.20%	0.26%	0.11%	0.04%	0.61%	0.03%	0.04%
Current FY	10,844	6,971	636	3,237	339	7	35	131	21	5	21	22	12	4	74	3	4
	100%	64.28%	5.86%	29.85%	3.13%	0.06%	0.32%	1.21%	0.19%	0.05%	0.19%	0.20%	0.11%	0.04%	0.68%	0.03%	0.04%
501 Goal				12.00%	2.00%												
Difference	247	75	5	167	-12	-1	6	-18	-2	0	0	-6	0	0	9	0	0
Ratio Change	0%	-0.79%	-0.09%	0.88%	-0.19%	-0.01%	0.05%	-0.20%	-0.02%	0.00%	0.00%	-0.06%	0.00%	0.00%	0.07%	0.00%	0.00%
Net Change	2.33%	1.09%	0.79%	5.44%	-3.42%	-12.50%	20.69%	-12.08%	-8.70%	0%	0%	-21.43%	0%	0%	13.85%	0%	0%
EMPLOYEE GAINS																	
New Hires	1,457	905	111	441	39	3	5	7	2	0	2	0	1	0	19	0	0
	100%	62.11%	7.62%	30.27%	2.68%	0.21%	0.34%	0.48%	0.14%	0%	0.14%	0%	0.07%	0%	1.30%	0%	0%
EMPLOYEE LOSES																	
Reduction in Force	17	12	0	5	3	0	0	0	1	0	0	0	1	1	0	0	0
	100%	70.59%	0%	29.41%	17.65%	0%	0%	0%	5.88%	0%	0%	0%	5.88%	5.88%	0%	0%	0%
Removal	78	55	7	16	4	2	1	0	0	0	0	0	0	0	1	0	0
	100%	70.51%	8.97%	20.51%	5.13%	2.56%	1.28%	0%	0%	0%	0%	0%	0%	0%	1.28%	0%	0%
Resignation	548	379	41	128	14	2	1	5	0	0	1	0	0	0	5	0	0
	100%	69.16%	7.48%	23.36%	2.55%	0.36%	0.18%	0.91%	0%	0%	0.18%	0%	0%	0%	0.91%	0%	0%
Retirement	340	208	21	111	18	0	0	13	0	0	1	3	0	0	1	0	0
	100%	61.18%	6.18%	32.65%	5.29%	0%	0%	3.82%	0%	0%	0.29%	0.88%	0%	0%	0.29%	0%	0%
Other Separations	202	126	13	63	5	0	1	2	2	0	0	0	0	0	0	0	0
	100%	62.38%	6.44%	31.19%	2.48%	0%	0.50%	0.99%	0.99%	0%	0%	0%	0%	0%	0%	0%	0%
Total Separations	1,185	780	82	323	44	4	3	20	3	0	2	3	1	1	7	0	0
	100%	65.82%	6.92%	27.26%	3.71%	0.34%	0.25%	1.69%	0.25%	0%	0.17%	0.25%	0.08%	0.08%	0.59%	0%	0%
PERMANENT WORKFORCE																	
Prior FY	9,990	6,438	561	2,991	335	3	29	143	22	5	21	28	11	4	62	3	4
	100%	64.44%	5.62%	29.94%	3.35%	0.03%	0.29%	1.43%	0.22%	0.05%	0.21%	0.28%	0.11%	0.04%	0.62%	0.03%	0.04%
Current FY	10,232	6,520	569	3,143	327	6	35	123	21	5	21	22	12	4	71	3	4
	100%	63.72%	5.56%	30.72%	3.20%	0.06%	0.34%	1.20%	0.21%	0.05%	0.21%	0.22%	0.12%	0.04%	0.69%	0.03%	0.04%
Difference	242	82	8	152	-8	3	6	-20	-1	0	0	-6	1	0	9	0	0
Ratio Change	0%	-0.72%	-0.05%	0.78%	-0.16%	0.03%	0.05%	-0.23%	-0.01%	0.00%	0.00%	-0.07%	0.01%	0.00%	0.07%	0.00%	0.00%
Net Change	2.42%	1.27%	1.43%	5.08%	-2.39%	100%	20.69%	-13.99%	-4.55%	0%	0%	-21.43%	9.09%	0%	14.52%	0%	0%
EMPLOYEE GAINS																	
New Hires	1,267	795	94	378	33	3	5	6	2	0	2	0	1	0	14	0	0
	100%	62.75%	7.42%	29.83%	2.60%	0.24%	0.39%	0.47%	0.16%	0%	0.16%	0%	0.08%	0%	1.10%	0%	0%
EMPLOYEE LOSES																	
Reduction in Force	14	11	0	3	1	0	0	0	0	0	0	0	0	1	0	0	0
	100%	78.57%	0%	21.43%	7.14%	0%	0%	0%	0%	0%	0%	0%	0%	7.14%	0%	0%	0%
Removal	43	28	5	10	2	0	1	0	0	0	0	0	0	0	1	0	0
	100%	65.12%	11.63%	23.26%	4.65%	0%	2.33%	0%	0%	0%	0%	0%	0%	0%	2.33%	0%	0%
Resignation	349	221	26	102	9	0	1	5	0	0	1	0	0	0	2	0	0
	100%	63.32%	7.45%	29.23%	2.58%	0%	0.29%	1.43%	0%	0%	0.29%	0%	0%	0%	0.57%	0%	0%
Retirement	339	207	21	111	18	0	0	13	0	0	1	3	0	0	1	0	0
	100%	61.06%	6.19%	32.74%	5.31%	0%	0%	3.83%	0%	0%	0.29%	0.88%	0%	0%	0.29%	0%	0%
Other Separations	184	113	11	60	4	0	1	2	1	0	0	0	0	0	0	0	0
	100%	61.41%	5.98%	32.61%	2.17%	0%	0.54%	1.09%	0.54%	0%	0%	0%	0%	0%	0%	0%	0%
Total Separations	929	580	63	286	34	0	3	20	1	0	2	3	0	1	4	0	0
	100%	62.43%	6.78%	30.79%	3.66%	0%	0.32%	2.15%	0.11%	0%	0.22%	0.32%	0%	0.11%	0.43%	0%	0%
TEMPORARY																	
Prior FY	607	458	70	79	16	5	0	6	1	0	0	0	1	0	3	0	0

Prior FY	100%	75.45%	11.53%	13.01%	2.64%	0.82%	0%	0.99%	0.16%	0%	0%	0%	0.16%	0%	0.49%	0%	0%
Current FY	612	451	67	94	12	1	0	8	0	0	0	0	0	0	3	0	0
	100%	73.69%	10.95%	15.36%	1.96%	0.16%	0%	1.31%	0%	0%	0%	0%	0%	0%	0.49%	0%	0%
Difference	5	-7	-3	15	-4	-4	0	2	-1	0	0	0	-1	0	0	0	0
Ratio Change	0%	-1.76%	-0.58%	2.34%	-0.68%	-0.66%	0%	0.32%	-0.16%	0%	0%	0%	-0.16%	0%	0.00%	0%	0%
Net Change	0.82%	-1.53%	-4.29%	18.99%	-25.00%	-80.00%	0%	33.33%	-100.00%	0%	0%	0%	-100.00%	0%	0%	0%	0%
EMPLOYEE GAINS																	
New Hires	190	110	17	63	6	0	0	1	0	0	0	0	0	0	5	0	0
	100%	57.89%	8.95%	33.16%	3.16%	0%	0%	0.53%	0%	0%	0%	0%	0%	0%	2.63%	0%	0%
EMPLOYEE LOSES																	
Reduction in Force	3	1	0	2	2	0	0	0	1	0	0	0	1	0	0	0	0
	100%	33.33%	0%	66.67%	66.67%	0%	0%	0%	33.33%	0%	0%	0%	33.33%	0%	0%	0%	0%
Removal	35	27	2	6	2	2	0	0	0	0	0	0	0	0	0	0	0
	100%	77.14%	5.71%	17.14%	5.71%	5.71%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Resignation	199	158	15	26	5	2	0	0	0	0	0	0	0	0	3	0	0
	100%	79.40%	7.54%	13.07%	2.51%	1.01%	0%	0%	0%	0%	0%	0%	0%	0%	1.51%	0%	0%
Retirement	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Other Separations	18	13	2	3	1	0	0	0	1	0	0	0	0	0	0	0	0
	100%	72.22%	11.11%	16.67%	5.56%	0%	0%	0%	5.56%	0%	0%	0%	0%	0%	0%	0%	0%
Total Separations	256	200	19	37	10	4	0	0	2	0	0	0	1	0	3	0	0
	100%	78.13%	7.42%	14.45%	3.91%	1.56%	0%	0%	0.78%	0%	0%	0%	0.39%	0%	1.17%	0%	0%
SCHEDULE A EMPLOYEES IN PERMANENT WORKFORCE																	
Prior FY	97	0	0	97	20	1	1	4	2	0	5	2	1	1	3	0	0
	100%	0%	0%	100%	20.62%	1.03%	1.03%	4.12%	2.06%	0%	5.15%	2.06%	1.03%	1.03%	3.09%	0%	0%
Current FY	101	0	0	101	21	1	1	2	1	0	5	2	2	2	5	0	0
	100%	0%	0%	100%	20.79%	0.99%	0.99%	1.98%	0.99%	0%	4.95%	1.98%	1.98%	1.98%	4.95%	0%	0%
Difference	4	0	0	4	1	0	0	-2	-1	0	0	0	1	1	2	0	0
Ratio Change	0%	0%	0%	0%	0.17%	-0.04%	-0.04%	-2.14%	-1.07%	0%	-0.20%	-0.08%	0.95%	0.95%	1.86%	0%	0%
Net Change	4.12%	0%	0%	4.12%	5.00%	0%	0%	-50.00%	-50.00%	0%	0%	0%	100%	100%	66.67%	0%	0%
EMPLOYEE GAINS																	
New Hires	27	0	0	27	5	0	1	0	0	0	1	0	1	0	2	0	0
	100%	0%	0%	100%	18.52%	0%	3.70%	0%	0%	0%	3.70%	0%	3.70%	0%	7.41%	0%	0%
EMPLOYEE LOSES																	
Reduction in Force	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Removal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Resignation	3	0	0	3	1	0	0	0	0	0	1	0	0	0	0	0	0
	100%	0%	0%	100%	33.33%	0%	0%	0%	0%	0%	33.33%	0%	0%	0%	0%	0%	0%
Retirement	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Other Separations	4	0	0	4	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Total Separations	7	0	0	7	1	0	0	0	0	0	1	0	0	0	0	0	0
	100%	0%	0%	100%	14.29%	0%	0%	0%	0%	0%	14.29%	0%	0%	0%	0%	0%	0%

Permanent IWD Count Excluding 30% Veterans and Schedule A employees who did not self-identify. Used for some inclusion rates.

All	No Disability [05]	Not Identified [01]	Disability [02/03/06-94]
10,232	7,496	1,009	1,727

ALL Hires Count Excluding 30% Veterans and Schedule A employees who did not self-identify. Used for p. 8 of AAP report .

All	No Disability [05]	Unidentified [01]	Disability	Targeted Disability	Targeted – Developmental [02]	Targeted – Brain [03]	Targeted – Hearing [19]	Targeted – Blind [20]	Targeted – Extremities [31]	Targeted – Mobility [40]	Targeted – Paralysis [60]	Targeted – Epilepsy [82]	Targeted – Intellectual [90]	Targeted – Psychiatric [91]	Targeted – Dwarfism [92]	Targeted – Disfigurement [93]
1,633	1,212	167	254	39	3	5	7	2	0	2	0	1	0	19	0	0
100.00%	74.22%	10.23%	15.55%	2.39%												

SEPARATIONS (PERMANENT)	All	No Disability [05]	Not Identified [01]	Disability [02/03/06-94]	Targeted Disability	
Voluntary	688	428	47	213	27	
	6.72%	**6.56%**	8.26%	**6.78%**	**8.26%**	**<-- Inclusion rates for use in Part J, Section V, A.2 and A.3**
Involuntary	241	152	16	73	7	
	2.36%	**2.33%**	2.81%	**2.32%**	**2.14%**	**<-- Inclusion rates for use in Part J, Section V, A.2 and A.3**
Total	929	580	63	286	34	
	9.08%	8.90%	11.07%	9.10%	10.40%	
Permanent Workforce	10,232	6,520	569	3,143	327	

Resignation and Retirement are counted as Voluntary Separations and Reduction in Force, Removal, and Other Separations are counted as Involuntary Separations.

Fiscal Year:	2023
Department:	USCG
Agency:	All

Table A2: Total Workforce By Component - Distribution by Race/Ethnicity and Sex

Employment Tenure		Total Workforce Permanent			RACE/ETHNICITY													
					Hispanic or Latino		Non-Hispanic or Latino											
							White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or More Races	
		All	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Total	#	9,946	6,640	3,306	501	285	4,879	1,814	787	877	275	205	41	30	106	41	51	54
	%	100%	66.76%	33.24%	5.04%	2.87%	49.05%	18.24%	7.91%	8.82%	2.76%	2.06%	0.41%	0.30%	1.07%	0.41%	0.51%	0.54%
CLF (2018)		100%	51.8%	48.3%	6.8%	6.2%	35.7%	31.8%	5.7%	6.6%	2.2%	2.2%	0.1%	0.1%	0.3%	0.3%	1.0%	1.1%
RCLF	%	100%	56.68%	43.32%	6.08%	4.57%	41.46%	30.22%	4.72%	4.95%	2.97%	2.33%	0.07%	0.07%	0.28%	0.24%	1.10%	0.95%
5TH CG DISTRICT, PORTSMOUTH VA	#	2	2	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0
	%	100%	100%	0%	0%	0%	50.00%	0%	50.00%	0%	0%	0%	0%	0%	0%	0%	0%	0%
9TH CG DISTRICT, CLEVELAND, OH	#	2	1	1	0	0	1	1	0	0	0	0	0	0	0	0	0	0
	%	100%	50.00%	50.00%	0%	0%	50.00%	50.00%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
ATLANTIC AREA	#	1,099	922	177	61	23	760	105	68	37	5	5	1	0	24	3	3	4
	%	100%	83.89%	16.11%	5.55%	2.09%	69.15%	9.55%	6.19%	3.37%	0.45%	0.45%	0.09%	0%	2.18%	0.27%	0.27%	0.36%
COMMANDANT	#	236	111	125	16	10	77	61	12	45	3	8	0	0	2	1	1	0
	%	100%	47.03%	52.97%	6.78%	4.24%	32.63%	25.85%	5.08%	19.07%	1.27%	3.39%	0%	0%	0.85%	0.42%	0.42%	0%
COMMANDANT (CG-8)	#	494	184	310	13	11	115	127	42	141	11	17	0	3	1	7	2	4
	%	100%	37.25%	62.75%	2.63%	2.23%	23.28%	25.71%	8.50%	28.54%	2.23%	3.44%	0%	0.61%	0.20%	1.42%	0.40%	0.81%
DEP COMDT FOR MISSION SUPPORT	#	6,594	4,377	2,217	329	214	3,127	1,217	583	559	206	144	33	18	59	23	40	42
	%	100%	66.38%	33.62%	4.99%	3.25%	47.42%	18.46%	8.84%	8.48%	3.12%	2.18%	0.50%	0.27%	0.89%	0.35%	0.61%	0.64%
DEPUTY COMDT FOR OPS	#	1,072	683	389	47	22	531	252	60	88	32	19	1	2	10	4	2	2
	%	100%	63.71%	36.29%	4.38%	2.05%	49.53%	23.51%	5.60%	8.21%	2.99%	1.77%	0.09%	0.19%	0.93%	0.37%	0.19%	0.19%
NAT POLLUTION FUNDS CTR, ARLIN	#	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0
	%	100%	0%	100%	0%	0%	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
PACIFIC AREA (PACAREA)	#	443	358	85	35	5	266	49	20	7	18	12	6	7	10	3	3	2
	%	100%	80.81%	19.19%	7.90%	1.13%	60.05%	11.06%	4.51%	1.58%	4.06%	2.71%	1.35%	1.58%	2.26%	0.68%	0.68%	0.45%
SHORE INFRASTRCTR LGSTCS CNTR	#	1	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0
	%	100%	100%	0%	0%	0%	0%	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%
UNITED STATES COAST GUARD	#	2	1	1	0	0	1	1	0	0	0	0	0	0	0	0	0	0
	%	100%	50.00%	50.00%	0%	0%	50.00%	50.00%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100%	50.00%	50.00%	0%	0%	50.00%	50.00%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Fiscal Year:	2023
Department:	USCG
Agency:	All

Table B2: Total Workforce By Component - Distribution by Disability

Employment Tenure	All Employees					Targeted Disability											
	All	No Disability [05]	Not Identified [01]	Disability [02/03/06-94]	Targeted Disability	Developmental Disability [02]	Traumatic Brain Injury [03]	Deaf or Serious Difficulty Hearing [19]	Blind or Serious Difficulty Seeing [20]	Missing Extremities [31]	Significant Mobility Impairment [40]	Partial or Complete Paralysis [60]	Epilepsy or Other Seizure Disorders [82]	Intellectual Disability [90]	Significant Psychiatric Disorder [91]	Dwarfism [92]	Significant Disfigurement [93]
Total	9,946	6,363	554	3,029	333	4	29	138	22	5	21	27	11	3	66	3	4
	100%	63.98%	5.57%	30.45%	3.35%	0.04%	0.29%	1.39%	0.22%	0.05%	0.21%	0.27%	0.11%	0.03%	0.66%	0.03%	0.04%
501 Goal				12.00%	2.00%												
5TH CG DISTRICT, PORTSMOUTH VA	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
9TH CG DISTRICT, CLEVELAND, OH	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
ATLANTIC AREA	1,099	652	60	387	36	0	7	14	1	0	0	5	1	1	6	1	0
	100%	59.33%	5.46%	35.21%	3.28%	0%	0.64%	1.27%	0.09%	0%	0%	0.45%	0.09%	0.09%	0.55%	0.09%	0%
COMMANDANT	236	157	14	65	10	1	0	2	2	0	1	0	0	0	4	0	0
	100%	66.53%	5.93%	27.54%	4.24%	0.42%	0%	0.85%	0.85%	0%	0.42%	0%	0%	0%	1.69%	0%	0%
COMMANDANT (CG-8)	494	341	18	135	19	0	1	5	2	1	2	3	1	0	4	0	0
	100%	69.03%	3.64%	27.33%	3.85%	0%	0.20%	1.01%	0.40%	0.20%	0.40%	0.61%	0.20%	0%	0.81%	0%	0%
DEP COMDT FOR MISSION SUPPORT	6,594	4,282	382	1,930	205	3	16	84	13	4	13	17	7	1	42	2	3
	100%	64.94%	5.79%	29.27%	3.11%	0.05%	0.24%	1.27%	0.20%	0.06%	0.20%	0.26%	0.11%	0.02%	0.64%	0.03%	0.05%
DEPUTY COMDT FOR OPS	1,072	699	50	323	50	0	5	24	3	0	3	2	1	1	10	0	1
	100%	65.21%	4.66%	30.13%	4.66%	0%	0.47%	2.24%	0.28%	0%	0.28%	0.19%	0.09%	0.09%	0.93%	0%	0.09%
NAT POLLUTION FUNDS CTR, ARLIN	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
PACIFIC AREA (PACAREA)	443	225	30	188	13	0	0	9	1	0	2	0	1	0	0	0	0
	100%	50.79%	6.77%	42.44%	2.93%	0%	0%	2.03%	0.23%	0%	0.45%	0%	0.23%	0%	0%	0%	0%
SHORE INFRASTRCTR LGSTCS CNTR	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
UNITED STATES COAST GUARD	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Fiscal Year:	2023
Department:	USCG
Agency:	All

Table A3-1: Occupational Categories - Distribution by Race/Ethnicity and Sex

Occupational Category	Total Workforce Permanent			RACE/ETHNICITY													
				Hispanic or Latino		Non-Hispanic or Latino											
						White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or More Races	
	All	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
1. Officials and Managers																	
- Executive/Senior Level (Grades 15 and Above)	177	109	68	3	5	80	45	19	15	3	1	0	0	4	1	0	1
	100%	61.58%	38.42%	1.69%	2.82%	45.20%	25.42%	10.73%	8.47%	1.69%	0.56%	0%	0%	2.26%	0.56%	0%	0.56%
- Mid-Level (Grades 13-14)	1,611	1,108	503	77	34	826	251	135	180	35	23	7	4	18	3	10	8
	100%	68.78%	31.22%	4.78%	2.11%	51.27%	15.58%	8.38%	11.17%	2.17%	1.43%	0.43%	0.25%	1.12%	0.19%	0.62%	0.50%
- First Level (Grades 12 and Below)	2,349	1,556	793	120	55	1,138	449	195	215	48	48	14	7	31	10	10	9
	100%	66.24%	33.76%	5.11%	2.34%	48.45%	19.11%	8.30%	9.15%	2.04%	2.04%	0.60%	0.30%	1.32%	0.43%	0.43%	0.38%
Officials and Managers Total	4,137	2,773	1,364	200	94	2,044	745	349	410	86	72	21	11	53	14	20	18
	100%	67.03%	32.97%	4.83%	2.27%	49.41%	18.01%	8.44%	9.91%	2.08%	1.74%	0.51%	0.27%	1.28%	0.34%	0.48%	0.44%
2. Professionals	2,172	1,387	785	101	51	1,000	489	139	156	113	65	4	8	19	5	11	11
	100%	63.86%	36.14%	4.65%	2.35%	46.04%	22.51%	6.40%	7.18%	5.20%	2.99%	0.18%	0.37%	0.87%	0.23%	0.51%	0.51%
3. Technicians	242	220	22	8	2	168	14	29	3	9	2	1	1	5	0	0	0
	100%	90.91%	9.09%	3.31%	0.83%	69.42%	5.79%	11.98%	1.24%	3.72%	0.83%	0.41%	0.41%	2.07%	0%	0%	0%
4. Sales Workers	265	67	198	30	48	19	82	9	34	4	24	1	1	0	0	4	9
	100%	25.28%	74.72%	11.32%	18.11%	7.17%	30.94%	3.40%	12.83%	1.51%	9.06%	0.38%	0.38%	0%	0%	1.51%	3.40%
5. Administrative Support Workers	1,087	351	736	34	43	234	403	63	220	10	32	3	10	5	18	2	10
	100%	32.29%	67.71%	3.13%	3.96%	21.53%	37.07%	5.80%	20.24%	0.92%	2.94%	0.28%	0.92%	0.46%	1.66%	0.18%	0.92%
6. Craft Workers	1,163	1,140	23	53	1	896	15	125	7	36	0	7	0	15	0	8	0
	100%	98.02%	1.98%	4.56%	0.09%	77.04%	1.29%	10.75%	0.60%	3.10%	0%	0.60%	0%	1.29%	0%	0.69%	0%
7. Operatives	241	216	25	25	6	131	12	49	6	5	0	2	0	1	0	3	1
	100%	89.63%	10.37%	10.37%	2.49%	54.36%	4.98%	20.33%	2.49%	2.07%	0%	0.83%	0%	0.41%	0%	1.24%	0.41%
8. Laborers and Helpers	68	58	10	10	2	40	3	4	1	3	1	0	0	1	1	0	2
	100%	85.29%	14.71%	14.71%	2.94%	58.82%	4.41%	5.88%	1.47%	4.41%	1.47%	0%	0%	1.47%	1.47%	0%	2.94%
9. Service Workers	232	170	62	21	13	125	34	8	8	9	5	2	1	4	0	1	1
	100%	73.28%	26.72%	9.05%	5.60%	53.88%	14.66%	3.45%	3.45%	3.88%	2.16%	0.86%	0.43%	1.72%	0%	0.43%	0.43%
TOTAL	9,607	6,382	3,225	482	260	4,657	1,797	775	845	275	201	41	32	103	38	49	52
	100%	66.43%	33.57%	5.02%	2.71%	48.48%	18.71%	8.07%	8.80%	2.86%	2.09%	0.43%	0.33%	1.07%	0.40%	0.51%	0.54%
Permanent Workforce	10,232	6,832	3,400	504	280	5,025	1,896	815	882	284	213	44	33	109	42	51	54

Permanent Workforce	100%	66.77%	33.23%	4.93%	2.74%	49.11%	18.53%	7.97%	8.62%	2.78%	2.08%	0.43%	0.32%	1.07%	0.41%	0.50%	0.53%

Fiscal Year:	2023
Department:	USCG
Agency:	All

Table B3-1: Occupational Categories - Distribution by Disability

Employment Tenure	All Employees					Targeted Disability											
	All	No Disability [05]	Not Identified [01]	Disability [02/03/06-94]	Targeted Disability	Developmental Disability [02]	Traumatic Brain Injury [03]	Deaf or Serious Difficulty Hearing [19]	Blind or Serious Difficulty Seeing [20]	Missing Extremities [31]	Significant Mobility Impairment [40]	Partial or Complete Paralysis [60]	Epilepsy or Other Seizure Disorders [82]	Intellectual Disability [90]	Significant Psychiatric Disorder [91]	Dwarfism [92]	Significant Disfigurement [93]
1. Officials and Managers																	
- Executive/Senior Level (Grades 15 and Above)	177	111	11	55	2	0	0	2	0	0	0	0	0	0	0	0	0
	100%	62.71%	6.21%	31.07%	1.13%	0%	0%	1.13%	0%	0%	0%	0%	0%	0%	0%	0%	0%
- Mid-Level (Grades 13-14)	1,611	938	90	583	54	0	7	23	3	0	3	5	3	2	7	1	0
	100%	58.22%	5.59%	36.19%	3.35%	0%	0.43%	1.43%	0.19%	0%	0.19%	0.31%	0.19%	0.12%	0.43%	0.06%	0%
- First Level (Grades 12 and Below)	2,349	1,338	137	874	86	0	11	39	5	1	3	5	3	1	17	1	0
	100%	56.96%	5.83%	37.21%	3.66%	0%	0.47%	1.66%	0.21%	0.04%	0.13%	0.21%	0.13%	0.04%	0.72%	0.04%	0%
Officials and Mangers Total	4,137	2,387	238	1,512	142	0	18	64	8	1	6	10	6	3	24	2	0
	100%	57.70%	5.75%	36.55%	3.43%	0%	0.44%	1.55%	0.19%	0.02%	0.15%	0.24%	0.15%	0.07%	0.58%	0.05%	0%
2. Professionals	2,172	1,460	115	597	69	2	6	23	7	2	5	6	2	1	15	0	0
	100%	67.22%	5.29%	27.49%	3.18%	0.09%	0.28%	1.06%	0.32%	0.09%	0.23%	0.28%	0.09%	0.05%	0.69%	0%	0%
3. Technicians	242	126	10	106	3	0	0	2	0	0	0	1	0	0	0	0	0
	100%	52.07%	4.13%	43.80%	1.24%	0%	0%	0.83%	0%	0%	0%	0.41%	0%	0%	0%	0%	0%
4. Sales Workers	265	199	35	31	5	2	1	0	0	0	1	0	1	0	0	0	0
	100%	75.09%	13.21%	11.70%	1.89%	0.75%	0.38%	0%	0%	0%	0.38%	0%	0.38%	0%	0%	0%	0%
5. Administrative Support Workers	1,087	676	61	350	57	1	3	13	4	0	7	5	1	0	22	0	1
	100%	62.19%	5.61%	32.20%	5.24%	0.09%	0.28%	1.20%	0.37%	0%	0.64%	0.46%	0.09%	0%	2.02%	0%	0.09%
6. Craft Workers	1,163	851	35	277	23	0	4	9	1	1	1	0	1	0	4	0	2
	100%	73.17%	3.01%	23.82%	1.98%	0%	0.34%	0.77%	0.09%	0.09%	0.09%	0%	0.09%	0%	0.34%	0%	0.17%
7. Operatives	241	175	18	48	4	0	0	2	0	0	1	0	0	0	0	0	1
	100%	72.61%	7.47%	19.92%	1.66%	0%	0%	0.83%	0%	0%	0.41%	0%	0%	0%	0%	0%	0.41%
8. Laborers and Helpers	68	50	4	14	3	1	1	0	0	0	0	0	0	0	1	0	0
	100%	73.53%	5.88%	20.59%	4.41%	1.47%	1.47%	0%	0%	0%	0%	0%	0%	0%	1.47%	0%	0%
9. Service Workers	232	164	23	45	3	0	0	2	0	0	0	0	0	0	1	0	0
	100%	70.69%	9.91%	19.40%	1.29%	0%	0%	0.86%	0%	0%	0%	0%	0%	0%	0.43%	0%	0%
TOTAL	9,607	6,088	539	2,980	309	6	33	115	20	4	21	22	11	4	67	2	4
	100%	63.37%	5.61%	31.02%	3.22%	0.06%	0.34%	1.20%	0.21%	0.04%	0.22%	0.23%	0.11%	0.04%	0.70%	0.02%	0.04%
501 Goal				12.00%	2.00%												

Fiscal Year:	2023
Department:	USCG
Agency:	All

Table A3-2: Occupational Categories - Distribution by Race/Ethnicity and Sex

Occupational Category	Total Workforce Permanent			RACE/ETHNICITY													
				Hispanic or Latino		Non-Hispanic or Latino											
						White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or More Races	
	All	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
1. Management																	
- Executive/Senior Level (Grades 15 and Above)	177	109	68	3	5	80	45	19	15	3	1	0	0	4	1	0	1
	1.84%	1.71%	2.11%	0.62%	1.92%	1.72%	2.50%	2.45%	1.78%	1.09%	0.50%	0%	0%	3.88%	2.63%	0%	1.92%
- Mid-Level (Grades 13-14)	1,611	1,108	503	77	34	826	251	135	180	35	23	7	4	18	3	10	8
	16.77%	17.36%	15.60%	15.98%	13.08%	17.74%	13.97%	17.42%	21.30%	12.73%	11.44%	17.07%	12.50%	17.48%	7.89%	20.41%	15.38%
- First Level (Grades 12 and Below)	2,349	1,556	793	120	55	1,138	449	195	215	48	48	14	7	31	10	10	9
	24.45%	24.38%	24.59%	24.90%	21.15%	24.44%	24.99%	25.16%	25.44%	17.45%	23.88%	34.15%	21.88%	30.10%	26.32%	20.41%	17.31%
Total Management	4,137	2,773	1,364	200	94	2,044	745	349	410	86	72	21	11	53	14	20	18
	43.06%	43.45%	42.29%	41.49%	36.15%	43.89%	41.46%	45.03%	48.52%	31.27%	35.82%	51.22%	34.38%	51.46%	36.84%	40.82%	34.62%
2. Professionals	2,172	1,387	785	101	51	1,000	489	139	156	113	65	4	8	19	5	11	11
	22.61%	21.73%	24.34%	20.95%	19.62%	21.47%	27.21%	17.94%	18.46%	41.09%	32.34%	9.76%	25.00%	18.45%	13.16%	22.45%	21.15%
3. Technicians	242	220	22	8	2	168	14	29	3	9	2	1	1	5	0	0	0
	2.52%	3.45%	0.68%	1.66%	0.77%	3.61%	0.78%	3.74%	0.36%	3.27%	1.00%	2.44%	3.13%	4.85%	0%	0%	0%
4. Sales Workers	265	67	198	30	48	19	82	9	34	4	24	1	1	0	0	4	9
	2.76%	1.05%	6.14%	6.22%	18.46%	0.41%	4.56%	1.16%	4.02%	1.45%	11.94%	2.44%	3.13%	0%	0%	8.16%	17.31%
5. Administrative Support Workers	1,087	351	736	34	43	234	403	63	220	10	32	3	10	5	18	2	10
	11.31%	5.50%	22.82%	7.05%	16.54%	5.02%	22.43%	8.13%	26.04%	3.64%	15.92%	7.32%	31.25%	4.85%	47.37%	4.08%	19.23%
6. Craft Workers	1,163	1,140	23	53	1	896	15	125	7	36	0	7	0	15	0	8	0
	12.11%	17.86%	0.71%	11.00%	0.38%	19.24%	0.83%	16.13%	0.83%	13.09%	0%	17.07%	0%	14.56%	0%	16.33%	0%
7. Operatives	241	216	25	25	6	131	12	49	6	5	0	2	0	1	0	3	1
	2.51%	3.38%	0.78%	5.19%	2.31%	2.81%	0.67%	6.32%	0.71%	1.82%	0%	4.88%	0%	0.97%	0%	6.12%	1.92%
8. Laborers and Helpers	68	58	10	10	2	40	3	4	1	3	1	0	0	1	1	0	2
	0.71%	0.91%	0.31%	2.07%	0.77%	0.86%	0.17%	0.52%	0.12%	1.09%	0.50%	0%	0%	0.97%	2.63%	0%	3.85%
9. Service Workers	232	170	62	21	13	125	34	8	8	9	5	2	1	4	0	1	1
	2.41%	2.66%	1.92%	4.36%	5.00%	2.68%	1.89%	1.03%	0.95%	3.27%	2.49%	4.88%	3.13%	3.88%	0%	2.04%	1.92%
TOTAL	9,607	6,382	3,225	482	260	4,657	1,797	775	845	275	201	41	32	103	38	49	52
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Permanent Workforce	10,232	6,832	3,400	504	280	5,025	1,896	815	882	284	213	44	33	109	42	51	54
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

NOTE: Percentages computed down columns and NOT across rows.

Fiscal Year:	2023
Department:	USCG
Agency:	All

Table B3-2: Occupational Categories - Distribution by Disability

Employment Tenure	All Employees					Targeted Disability											
	All	No Disability [05]	Not Identified [01]	Disability [02/03/06-94]	Targeted Disability	Developmental Disability [02]	Traumatic Brain Injury [03]	Deaf or Serious Difficulty Hearing [19]	Blind or Serious Difficulty Seeing [20]	Missing Extremities [31]	Significant Mobility Impairment [40]	Partial or Complete Paralysis [60]	Epilepsy or Other Seizure Disorders [82]	Intellectual Disability [90]	Significant Psychiatric Disorder [91]	Dwarfism [92]	Significant Disfigurement [93]
1. Officials and Managers																	
- Executive/Senior Level (Grades 15 and Above)	177	111	11	55	2	0	0	2	0	0	0	0	0	0	0	0	0
	1.84%	1.82%	2.04%	1.85%	0.65%	0%	0%	1.74%	0%	0%	0%	0%	0%	0%	0%	0%	0%
- Mid-Level (Grades 13-14)	1,611	938	90	583	54	0	7	23	3	0	3	5	3	2	7	1	0
	16.77%	15.41%	16.70%	19.56%	17.48%	0%	21.21%	20.00%	15.00%	0%	14.29%	22.73%	27.27%	50.00%	10.45%	50.00%	0%
- First Level (Grades 12 and Below)	2,349	1,338	137	874	86	0	11	39	5	1	3	5	3	1	17	1	0
	24.45%	21.98%	25.42%	29.33%	27.83%	0%	33.33%	33.91%	25.00%	25.00%	14.29%	22.73%	27.27%	25.00%	25.37%	50.00%	0%
Officials and Mangers Total	4,137	2,387	238	1,512	142	0	18	64	8	1	6	10	6	3	24	2	0
	43.06%	39.21%	44.16%	50.74%	45.95%	0%	54.55%	55.65%	40.00%	25.00%	28.57%	45.45%	54.55%	75.00%	35.82%	100%	0%
2. Professionals	2,172	1,460	115	597	69	2	6	23	7	2	5	6	2	1	15	0	0
	22.61%	23.98%	21.34%	20.03%	22.33%	33.33%	18.18%	20.00%	35.00%	50.00%	23.81%	27.27%	18.18%	25.00%	22.39%	0%	0%
3. Technicians	242	126	10	106	3	0	0	2	0	0	0	1	0	0	0	0	0
	2.52%	2.07%	1.86%	3.56%	0.97%	0%	0%	1.74%	0%	0%	0%	4.55%	0%	0%	0%	0%	0%
4. Sales Workers	265	199	35	31	5	2	1	0	0	0	1	0	1	0	0	0	0
	2.76%	3.27%	6.49%	1.04%	1.62%	33.33%	3.03%	0%	0%	0%	4.76%	0%	9.09%	0%	0%	0%	0%
5. Administrative Support Workers	1,087	676	61	350	57	1	3	13	4	0	7	5	1	0	22	0	1
	11.31%	11.10%	11.32%	11.74%	18.45%	16.67%	9.09%	11.30%	20.00%	0%	33.33%	22.73%	9.09%	0%	32.84%	0%	25.00%
6. Craft Workers	1,163	851	35	277	23	0	4	9	1	1	1	0	1	0	4	0	2
	12.11%	13.98%	6.49%	9.30%	7.44%	0%	12.12%	7.83%	5.00%	25.00%	4.76%	0%	9.09%	0%	5.97%	0%	50.00%
7. Operatives	241	175	18	48	4	0	0	2	0	0	1	0	0	0	0	0	1
	2.51%	2.87%	3.34%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
8. Laborers and Helpers	68	50	4	14	3	1	1	0	0	0	0	0	0	0	1	0	0
	0.71%	0.82%	0.74%	0.47%	0.97%	16.67%	3.03%	0%	0%	0%	0%	0%	0%	0%	1.49%	0%	0%
9. Service Workers	232	164	23	45	3	0	0	2	0	0	0	0	0	0	1	0	0
	2.41%	2.69%	4.27%	1.51%	0.97%	0%	0%	1.74%	0%	0%	0%	0%	0%	0%	1.49%	0%	0%
TOTAL	9,607	6,088	539	2,980	309	6	33	115	20	4	21	22	11	4	67	2	4
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
501 Goal				12.00%	2.00%												

NOTE: Percentages computed down columns and NOT across rows.

Fiscal Year:	2023
Department:	USCG
Agency:	All

Table A4-1: Participation Rates for General Schedule (GS) Grades by Race/Ethnicity and Sex (Permanent)

GS/GM, SES and Related Grades	Total Workforce Permanent			RACE/ETHNICITY													
				Hispanic or Latino		Non-Hispanic or Latino											
						White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or More Races	
	All	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
GS-01	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS-02	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS-03	181	55	126	26	36	17	47	5	24	4	13	0	1	0	0	3	5
	100%	30.39%	69.61%	14.36%	19.89%	9.39%	25.97%	2.76%	13.26%	2.21%	7.18%	0%	0.55%	0%	0%	1.66%	2.76%
GS-04	220	31	189	9	31	10	81	5	40	4	22	1	4	0	1	2	10
	100%	14.09%	85.91%	4.09%	14.09%	4.55%	36.82%	2.27%	18.18%	1.82%	10.00%	0.45%	1.82%	0%	0.45%	0.91%	4.55%
GS-05	130	48	82	7	6	26	45	12	27	1	2	1	1	1	0	0	1
	100%	36.92%	63.08%	5.38%	4.62%	20.00%	34.62%	9.23%	20.77%	0.77%	1.54%	0.77%	0.77%	0.77%	0%	0%	0.77%
GS-06	161	62	99	7	7	43	50	7	32	3	4	1	1	1	4	0	1
	100%	38.51%	61.49%	4.35%	4.35%	26.71%	31.06%	4.35%	19.88%	1.86%	2.48%	0.62%	0.62%	0.62%	2.48%	0%	0.62%
GS-07	593	238	355	21	20	156	197	44	107	9	14	1	4	4	9	3	4
	100%	40.13%	59.87%	3.54%	3.37%	26.31%	33.22%	7.42%	18.04%	1.52%	2.36%	0.17%	0.67%	0.67%	1.52%	0.51%	0.67%
GS-08	360	113	247	15	26	82	131	11	63	3	15	0	4	1	4	1	4
	100%	31.39%	68.61%	4.17%	7.22%	22.78%	36.39%	3.06%	17.50%	0.83%	4.17%	0%	1.11%	0.28%	1.11%	0.28%	1.11%
GS-09	656	328	328	22	18	227	197	52	88	16	15	3	3	7	4	1	3
	100%	50.00%	50.00%	3.35%	2.74%	34.60%	30.03%	7.93%	13.41%	2.44%	2.29%	0.46%	0.46%	1.07%	0.61%	0.15%	0.46%
GS-10	11	5	6	0	0	3	1	0	4	2	0	0	0	0	1	0	0
	100%	45.45%	54.55%	0%	0%	27.27%	9.09%	0%	36.36%	18.18%	0%	0%	0%	0%	9.09%	0%	0%
GS-11	980	679	301	42	17	533	195	69	58	15	19	6	5	12	3	2	4
	100%	69.29%	30.71%	4.29%	1.73%	54.39%	19.90%	7.04%	5.92%	1.53%	1.94%	0.61%	0.51%	1.22%	0.31%	0.20%	0.41%
GS-12	1,982	1,389	593	118	38	998	362	161	137	64	39	9	5	29	7	10	5
	100%	70.08%	29.92%	5.95%	1.92%	50.35%	18.26%	8.12%	6.91%	3.23%	1.97%	0.45%	0.25%	1.46%	0.35%	0.50%	0.25%
GS-13	1,932	1,382	550	95	37	1,015	298	162	168	64	31	9	4	23	5	14	7
	100%	71.53%	28.47%	4.92%	1.92%	52.54%	15.42%	8.39%	8.70%	3.31%	1.60%	0.47%	0.21%	1.19%	0.26%	0.72%	0.36%
GS-14	984	679	305	36	14	525	167	66	89	40	28	1	1	8	1	3	5
	100%	69.00%	31.00%	3.66%	1.42%	53.35%	16.97%	6.71%	9.04%	4.07%	2.85%	0.10%	0.10%	0.81%	0.10%	0.30%	0.51%
GS-15	301	206	95	6	6	164	65	22	19	11	2	0	0	3	2	0	1
	100%	68.44%	31.56%	1.99%	1.99%	54.49%	21.59%	7.31%	6.31%	3.65%	0.66%	0%	0%	1.00%	0.66%	0%	0.33%
All Other (Unspecified GS)	32	20	12	0	3	18	7	2	0	0	2	0	0	0	0	0	0
	100%	62.50%	37.50%	0%	9.38%	56.25%	21.88%	6.25%	0%	0%	6.25%	0%	0%	0%	0%	0%	0%
Total GS Employees	8,523	5,235	3,288	404	259	3,817	1,843	618	856	236	206	32	33	89	41	39	50
	100%	61.42%	38.58%	4.74%	3.04%	44.78%	21.62%	7.25%	10.04%	2.77%	2.42%	0.38%	0.39%	1.04%	0.48%	0.46%	0.59%
SES	21	13	8	0	1	11	5	1	1	0	1	0	0	1	0	0	0
	100%	61.90%	38.10%	0%	4.76%	52.38%	23.81%	4.76%	4.76%	0%	4.76%	0%	0%	4.76%	0%	0%	0%
Other Senior Pay	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	100%	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Total Senior Pay	22	13	9	0	2	11	5	1	1	0	1	0	0	1	0	0	0
	100%	59.09%	40.91%	0%	9.09%	50.00%	22.73%	4.55%	4.55%	0%	4.55%	0%	0%	4.55%	0%	0%	0%
TOTAL	8,545	5,248	3,297	404	261	3,828	1,848	619	857	236	207	32	33	90	41	39	50
	100%	61.42%	38.58%	4.73%	3.05%	44.80%	21.63%	7.24%	10.03%	2.76%	2.42%	0.37%	0.39%	1.05%	0.48%	0.46%	0.59%
Permanent Workforce	10,232	6,832	3,400	504	280	5,025	1,896	815	882	284	213	44	33	109	42	51	54
	100%	66.77%	33.23%	4.93%	2.74%	49.11%	18.53%	7.97%	8.62%	2.78%	2.08%	0.43%	0.32%	1.07%	0.41%	0.50%	0.53%

LE-01	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE-04	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE-05	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

LE-07	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE-08	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE-09	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE-10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE-11	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-02	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-03	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-04	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-05	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-06	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-07	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-08	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-09	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Fiscal Year:	2023
Department:	USCG
Agency:	All

Table B4-1: Participation Rates for General Schedule (GS) Grades by Disability (Permanent)

Employment Tenure	All Employees					Targeted Disability											
	All	No Disability [05]	Not Identified [01]	Disability [02/03/06-94]	Targeted Disability	Developmental Disability [02]	Traumatic Brain Injury [03]	Deaf or Serious Difficulty Hearing [19]	Blind or Serious Difficulty Seeing [20]	Missing Extremities [31]	Significant Mobility Impairment [40]	Partial or Complete Paralysis [60]	Epilepsy or Other Seizure Disorders [82]	Intellectual Disability [90]	Significant Psychiatric Disorder [91]	Dwarfism [92]	Significant Disfigurement [93]
GS-01	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS-02	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS-03	181	141	14	26	4	2	0	0	0	0	1	0	1	0	0	0	0
	100%	77.90%	7.73%	14.36%	2.21%	1.10%	0%	0%	0%	0%	0.55%	0%	0.55%	0%	0%	0%	0%
GS-04	220	169	33	18	2	0	1	1	0	0	0	0	0	0	0	0	0
	100%	76.82%	15.00%	8.18%	0.91%	0%	0.45%	0.45%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS-05	130	79	7	44	8	0	0	3	3	0	1	0	0	0	1	0	0
	100%	60.77%	5.38%	33.85%	6.15%	0%	0%	2.31%	2.31%	0%	0.77%	0%	0%	0%	0.77%	0%	0%
GS-06	161	90	7	64	12	0	0	0	0	0	3	4	0	0	5	0	0
	100%	55.90%	4.35%	39.75%	7.45%	0%	0%	0%	0%	0%	1.86%	2.48%	0%	0%	3.11%	0%	0%
GS-07	593	347	30	216	27	0	1	9	0	0	3	1	0	0	13	0	0
	100%	58.52%	5.06%	36.42%	4.55%	0%	0.17%	1.52%	0%	0%	0.51%	0.17%	0%	0%	2.19%	0%	0%
GS-08	360	255	45	60	11	0	3	1	1	1	0	1	1	0	3	0	0
	100%	70.83%	12.50%	16.67%	3.06%	0%	0.83%	0.28%	0.28%	0.28%	0%	0.28%	0.28%	0%	0.83%	0%	0%
GS-09	656	383	22	251	24	1	3	9	1	1	1	0	1	1	5	0	1
	100%	58.38%	3.35%	38.26%	3.66%	0.15%	0.46%	1.37%	0.15%	0.15%	0.15%	0%	0.15%	0.15%	0.76%	0%	0.15%
GS-10	11	10	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	90.91%	0%	9.09%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS-11	980	595	48	337	34	1	2	15	1	0	2	4	1	0	8	0	0
	100%	60.71%	4.90%	34.39%	3.47%	0.10%	0.20%	1.53%	0.10%	0%	0.20%	0.41%	0.10%	0%	0.82%	0%	0%
GS-12	1,982	1,149	125	708	63	1	8	26	4	1	3	6	2	1	10	1	0
	100%	57.97%	6.31%	35.72%	3.18%	0.05%	0.40%	1.31%	0.20%	0.05%	0.15%	0.30%	0.10%	0.05%	0.50%	0.05%	0%
GS-13	1,932	1,220	84	628	68	0	9	27	6	0	4	5	4	1	12	0	0
	100%	63.15%	4.35%	32.51%	3.52%	0%	0.47%	1.40%	0.31%	0%	0.21%	0.26%	0.21%	0.05%	0.62%	0%	0%
GS-14	984	620	60	304	31	0	2	14	3	1	1	1	0	1	7	1	0
	100%	63.01%	6.10%	30.89%	3.15%	0%	0.20%	1.42%	0.30%	0.10%	0.10%	0.10%	0%	0.10%	0.71%	0.10%	0%
GS-15	301	201	17	83	5	0	1	4	0	0	0	0	0	0	0	0	0
	100%	66.78%	5.65%	27.57%	1.66%	0%	0.33%	1.33%	0%	0%	0%	0%	0%	0%	0%	0%	0%
All Other (Unspecificed GS)	32	27	0	5	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	84.38%	0%	15.63%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Total GS Employees	8,523	5,286	492	2,745	289	5	30	109	19	4	19	22	10	4	64	2	1
	100%	62.02%	5.77%	32.21%	3.39%	0.06%	0.35%	1.28%	0.22%	0.05%	0.22%	0.26%	0.12%	0.05%	0.75%	0.02%	0.01%
SES	21	15	1	5	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	71.43%	4.76%	23.81%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Other Senior Pay	1	0	0	1	0%	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Total Senior Pay	22	15	1	6	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	68.18%	4.55%	27.27%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
TOTAL	8,545	5,301	493	2,751	289	5	30	109	19	4	19	22	10	4	64	2	1
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
GS-01 to GS-10*	2,312	1,474	158	680	88	3	8	23	5	2	9	6	3	1	27	0	1
	100%	63.75%	6.83%	29.41%	3.81%	0.13%	0.35%	0.99%	0.22%	0.09%	0.39%	0.26%	0.13%	0.04%	1.17%	0%	0.04%
GS-11 to SES*	6,201	3,800	335	2,066	201	2	22	86	14	2	10	16	7	3	37	2	0
	100%	61.28%	5.40%	33.32%	3.24%	0.03%	0.35%	1.39%	0.23%	0.03%	0.16%	0.26%	0.11%	0.05%	0.60%	0.03%	0%
501 Goal				12.00%	2.00%												

* NOTE: The GS-01 to GS-10 and GS-11 to SES tabulations in this table add up the numbers in this table and DO NOT include employees not on the GS or SES pay plans.

* For Part J, use the numbers presented in the Utilization Perm tab, which is far to the right in this workbook.

LE-01	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

LE-04	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE-05	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE-07	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE-08	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE-09	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE-10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE-11	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-02	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-03	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-04	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-05	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-06	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-07	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-08	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-09	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Fiscal Year:	2023
Department:	USCG
Agency:	All

Table A4-1: Participation Rates for General Schedule (GS) Grades by Race/Ethnicity and Sex (Temporary)

GS/GM, SES and Related Grades	Total Workforce			RACE/ETHNICITY													
				Hispanic or Latino		Non-Hispanic or Latino											
						White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or More Races	
	All	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
GS-01	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS-02	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS-03	261	100	161	40	60	42	50	2	15	11	19	0	2	0	1	5	14
	100%	38.31%	61.69%	15.33%	22.99%	16.09%	19.16%	0.77%	5.75%	4.21%	7.28%	0%	0.77%	0%	0.38%	1.92%	5.36%
GS-04	51	12	39	3	10	8	21	0	1	0	4	0	0	0	1	1	2
	100%	23.53%	76.47%	5.88%	19.61%	15.69%	41.18%	0%	1.96%	0%	7.84%	0%	0%	0%	1.96%	1.96%	3.92%
GS-05	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0
	100%	0%	100%	0%	0%	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS-06	2	1	1	0	0	1	1	0	0	0	0	0	0	0	0	0	0
	100%	50.00%	50.00%	0%	0%	50.00%	50.00%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS-07	2	0	2	0	0	0	2	0	0	0	0	0	0	0	0	0	0
	100%	0%	100%	0%	0%	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS-08	14	9	5	0	0	6	4	2	0	0	0	0	0	0	0	1	1
	100%	64.29%	35.71%	0%	0%	42.86%	28.57%	14.29%	0%	0%	0%	0%	0%	0%	0%	7.14%	7.14%
GS-09	2	2	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0
	100%	100%	0%	0%	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS-10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS-11	7	4	3	0	0	3	1	0	2	0	0	0	0	1	0	0	0
	100%	57.14%	42.86%	0%	0%	42.86%	14.29%	0%	28.57%	0%	0%	0%	0%	14.29%	0%	0%	0%
GS-12	29	13	16	1	1	12	13	0	1	0	0	0	0	0	1	0	0
	100%	44.83%	55.17%	3.45%	3.45%	41.38%	44.83%	0%	3.45%	0%	0%	0%	0%	0%	3.45%	0%	0%
GS-13	21	10	11	0	0	7	6	2	5	1	0	0	0	0	0	0	0
	100%	47.62%	52.38%	0%	0%	33.33%	28.57%	9.52%	23.81%	4.76%	0%	0%	0%	0%	0%	0%	0%
GS-14	15	9	6	1	0	7	4	1	1	0	1	0	0	0	0	0	0
	100%	60.00%	40.00%	6.67%	0%	46.67%	26.67%	6.67%	6.67%	0%	6.67%	0%	0%	0%	0%	0%	0%
GS-15	2	1	1	0	0	1	1	0	0	0	0	0	0	0	0	0	0
	100%	50.00%	50.00%	0%	0%	50.00%	50.00%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
All Other (Unspecified GS)	70	40	30	2	1	35	23	2	3	1	2	0	0	0	0	0	1
	100%	57.14%	42.86%	2.86%	1.43%	50.00%	32.86%	2.86%	4.29%	1.43%	2.86%	0%	0%	0%	0%	0%	1.43%
Total GS Employees	477	201	276	47	72	124	127	9	28	13	26	0	2	1	3	7	18
	100%	42.14%	57.86%	9.85%	15.09%	26.00%	26.62%	1.89%	5.87%	2.73%	5.45%	0%	0.42%	0.21%	0.63%	1.47%	3.77%
SES	2	2	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0
	100%	100%	0%	0%	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Other Senior Pay	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Total Senior Pay	2	2	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0
	100%	100%	0%	0%	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
TOTAL	479	203	276	47	72	126	127	9	28	13	26	0	2	1	3	7	18
	100%	42.38%	57.62%	9.81%	15.03%	26.30%	26.51%	1.88%	5.85%	2.71%	5.43%	0.00%	0.42%	0.21%	0.63%	1.46%	3.76%
Temporary Workforce	612	259	353	61	93	159	173	12	30	16	30	0	2	1	3	10	22
	100%	42%	58%	10%	15%	26%	28%	2%	5%	3%	5%	0%	0%	0%	0%	2%	4%

LE-01	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE-04	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE-05	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

LE-07	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE-08	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE-09	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE-10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE-11	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-02	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-03	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-04	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-05	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-06	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-07	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-08	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-09	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Fiscal Year:	2023
Department:	USCG
Agency:	All

Table B4-1: Participation Rates for General Schedule (GS) Grades by Disability (Temporary)

Employment Tenure	All Employees					Targeted Disability											
	All	No Disability [05]	Not Identified [01]	Disability [02/03/06-94]	Targeted Disability	Developmental Disability [02]	Traumatic Brain Injury [03]	Deaf or Serious Difficulty Hearing [19]	Blind or Serious Difficulty Seeing [20]	Missing Extremities [31]	Significant Mobility Impairment [40]	Partial or Complete Paralysis [60]	Epilepsy or Other Seizure Disorders [82]	Intellectual Disability [90]	Significant Psychiatric Disorder [91]	Dwarfism [92]	Significant Disfigurement [93]
GS-01	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS-02	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS-03	261	207	19	35	4	1	0	2	0	0	0	0	0	0	1	0	0
	100%	79.31%	7.28%	13.41%	1.53%	0.38%	0%	0.77%	0%	0%	0%	0%	0%	0%	0.38%	0%	0%
GS-04	51	37	12	2	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	72.55%	23.53%	3.92%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS-05	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS-06	2	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS-07	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS-08	14	9	2	3	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	64.29%	14.29%	21.43%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS-09	2	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	50.00%	0%	50.00%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS-10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS-11	7	2	0	5	1	0	0	0	0	0	0	0	0	0	1	0	0
	100%	28.57%	0%	71.43%	14.29%	0%	0%	0%	0%	0%	0%	0%	0%	0%	14.29%	0%	0%
GS-12	29	22	1	6	1	0	0	1	0	0	0	0	0	0	0	0	0
	100%	75.86%	3.45%	20.69%	3.45%	0%	0%	3.45%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS-13	21	9	2	10	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	42.86%	9.52%	47.62%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS-14	15	11	0	4	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	73.33%	0%	26.67%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS-15	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
All Other (Unspecificed GS)	70	60	2	8	1	0	0	1	0	0	0	0	0	0	0	0	0
	100%	85.71%	2.86%	11.43%	1.43%	0%	0%	1.43%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Total GS Employees	477	363	38	76	7	1	0	4	0	0	0	0	0	0	2	0	0
	100%	76.10%	7.97%	15.93%	1.47%	0.21%	0%	0.84%	0%	0%	0%	0%	0%	0%	0.42%	0%	0%
SES	2	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Other Senior Pay	0	0	0	0	0%	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Total Senior Pay	2	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
TOTAL	479	363	38	78	7	1	0	4	0	0	0	0	0	0	2	0	0
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
GS-01 to GS10	333	257	33	43	4	1	0	2	0	0	0	0	0	0	1	0	0
	100%	77.18%	9.91%	12.91%	1.20%	0.30%	0%	0.60%	0%	0%	0%	0%	0%	0%	0.30%	0%	0%
GS-11 to SES	76	46	3	27	2	0	0	1	0	0	0	0	0	0	1	0	0
	100%	60.53%	3.95%	35.53%	2.63%	0%	0%	1.32%	0%	0%	0%	0%	0%	0%	1.32%	0%	0%
501 Goal				12.00%	2.00%												

LE-01	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE-04	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

LE-04	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE-05	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE-07	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE-08	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE-09	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE-10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE-11	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-02	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-03	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-04	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-05	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-06	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-07	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-08	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-09	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Fiscal Year:	2023
Department:	USCG
Agency:	All

Table A4-2: Participation Rates for General Schedule (GS) Grades by Race/Ethnicity and Sex (Permanent)

GS/GM, SES and Related Grades	Total Workforce Permanent			RACE/ETHNICITY													
				Hispanic or Latino		Non-Hispanic or Latino											
						White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or More Races	
	All	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
GS-01	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS-02	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS-03	181	55	126	26	36	17	47	5	24	4	13	0	1	0	0	3	5
	2.12%	1.05%	3.82%	6.44%	13.79%	0.44%	2.54%	0.81%	2.80%	1.69%	6.28%	0%	3.03%	0%	0%	7.69%	10.00%
GS-04	220	31	189	9	31	10	81	5	40	4	22	1	4	0	1	2	10
	2.57%	0.59%	5.73%	2.23%	11.88%	0.26%	4.38%	0.81%	4.67%	1.69%	10.63%	3.13%	12.12%	0%	2.44%	5.13%	20.00%
GS-05	130	48	82	7	6	26	45	12	27	1	2	1	1	1	0	0	1
	1.52%	0.91%	2.49%	1.73%	2.30%	0.68%	2.44%	1.94%	3.15%	0.42%	0.97%	3.13%	3.03%	1.11%	0%	0%	2.00%
GS-06	161	62	99	7	7	43	50	7	32	3	4	1	1	1	4	0	1
	1.88%	1.18%	3.00%	1.73%	2.68%	1.12%	2.71%	1.13%	3.73%	1.27%	1.93%	3.13%	3.03%	1.11%	9.76%	0%	2.00%
GS-07	593	238	355	21	20	156	197	44	107	9	14	1	4	4	9	3	4
	6.94%	4.54%	10.77%	5.20%	7.66%	4.08%	10.66%	7.11%	12.49%	3.81%	6.76%	3.13%	12.12%	4.44%	21.95%	7.69%	8.00%
GS-08	360	113	247	15	26	82	131	11	63	3	15	0	4	1	4	1	4
	4.21%	2.15%	7.49%	3.71%	9.96%	2.14%	7.09%	1.78%	7.35%	1.27%	7.25%	0%	12.12%	1.11%	9.76%	2.56%	8.00%
GS-09	656	328	328	22	18	227	197	52	88	16	15	3	3	7	4	1	3
	7.68%	6.25%	9.95%	5.45%	6.90%	5.93%	10.66%	8.40%	10.27%	6.78%	7.25%	9.38%	9.09%	7.78%	9.76%	2.56%	6.00%
GS-10	11	5	6	0	0	3	1	0	4	2	0	0	0	0	1	0	0
	0.13%	0.10%	0.18%	0%	0%	0.08%	0.05%	0%	0.47%	0.85%	0%	0%	0%	0%	2.44%	0%	0%
GS-11	980	679	301	42	17	533	195	69	58	15	19	6	5	12	3	2	4
	11.47%	12.94%	9.13%	10.40%	6.51%	13.92%	10.55%	11.15%	6.77%	6.36%	9.18%	18.75%	15.15%	13.33%	7.32%	5.13%	8.00%
GS-12	1,982	1,389	593	118	38	998	362	161	137	64	39	9	5	29	7	10	5
	23.19%	26.47%	17.99%	29.21%	14.56%	26.07%	19.59%	26.01%	15.99%	27.12%	18.84%	28.13%	15.15%	32.22%	17.07%	25.64%	10.00%
GS-13	1,932	1,382	550	95	37	1,015	298	162	168	64	31	9	4	23	5	14	7
	22.61%	26.33%	16.68%	23.51%	14.18%	26.52%	16.13%	26.17%	19.60%	27.12%	14.98%	28.13%	12.12%	25.56%	12.20%	35.90%	14.00%
GS-14	984	679	305	36	14	525	167	66	89	40	28	1	1	8	1	3	5
	11.52%	12.94%	9.25%	8.91%	5.36%	13.71%	9.04%	10.66%	10.39%	16.95%	13.53%	3.13%	3.03%	8.89%	2.44%	7.69%	10.00%
GS-15	301	206	95	6	6	164	65	22	19	11	2	0	0	3	2	0	1
	3.52%	3.93%	2.88%	1.49%	2.30%	4.28%	3.52%	3.55%	2.22%	4.66%	0.97%	0%	0%	3.33%	4.88%	0%	2.00%
All Other (Unspecified GS)	32	20	12	0	3	18	7	2	0	0	2	0	0	0	0	0	0
	0.37%	0.38%	0.36%	0%	1.15%	0.47%	0.38%	0.32%	0%	0%	0.97%	0%	0%	0%	0%	0%	0%
Total GS Employees	8,523	5,235	3,288	404	259	3,817	1,843	618	856	236	206	32	33	89	41	39	50
	99.74%	99.75%	99.73%	100%	99.23%	99.71%	99.73%	99.84%	99.88%	100%	99.52%	100%	100%	98.89%	100%	100%	100%
SES	21	13	8	0	1	11	5	1	1	0	1	0	0	1	0	0	0
	0.25%	0.25%	0.24%	0%	0.38%	0.29%	0.27%	0.16%	0.12%	0%	0.48%	0%	0%	1.11%	0%	0%	0%
Other Senior Pay	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0
	0.01%	0%	0.03%	0%	0.38%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Total Senior Pay	22	13	9	0	2	11	5	1	1	0	1	0	0	1	0	0	0
	0.26%	0.25%	0.27%	0%	0.77%	0.29%	0.27%	0.16%	0.12%	0%	0.48%	0%	0%	1.11%	0%	0%	0%
TOTAL	8,545	5,248	3,297	404	261	3,828	1,848	619	857	236	207	32	33	90	41	39	50
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Permanent Workforce	10,232	6,832	3,400	504	280	5,025	1,896	815	882	284	213	44	33	109	42	51	54
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

NOTE: Percentages computed down columns and NOT across rows.

LE-01	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE-04	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE-05	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

LE-07	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE-08	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE-09	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE-10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE-11	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
SV-02	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-03	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-04	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-05	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-06	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-07	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-08	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-09	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Fiscal Year:	2023
Department:	USCG
Agency:	All

Table B4-2: Participation Rates for General Schedule (GS) Grades by Disability (Permanent)

Employment Tenure	All Employees					Targeted Disability											
	All	No Disability [05]	Not Identified [01]	Disability [02/03/06-94]	Targeted Disability	Developmental Disability [02]	Traumatic Brain Injury [03]	Deaf or Serious Difficulty Hearing [19]	Blind or Serious Difficulty Seeing [20]	Missing Extremities [31]	Significant Mobility Impairment [40]	Partial or Complete Paralysis [60]	Epilepsy or Other Seizure Disorders [82]	Intellectual Disability [90]	Significant Psychiatric Disorder [91]	Dwarfism [92]	Significant Disfigurement [93]
GS-01	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS-02	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS-03	181	141	14	26	4	2	0	0	0	0	1	0	1	0	0	0	0
	2.12%	2.66%	2.84%	0.95%	1.38%	40.00%	0%	0%	0%	0%	5.26%	0%	10.00%	0%	0%	0%	0%
GS-04	220	169	33	18	2	0	1	1	0	0	0	0	0	0	0	0	0
	2.57%	3.19%	6.69%	0.65%	0.69%	0%	3.33%	0.92%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS-05	130	79	7	44	8	0	0	3	3	0	1	0	0	0	1	0	0
	1.52%	1.49%	1.42%	1.60%	2.77%	0%	0%	2.75%	15.79%	0%	5.26%	0%	0%	0%	1.56%	0%	0%
GS-06	161	90	7	64	12	0	0	0	0	0	3	4	0	0	5	0	0
	1.88%	1.70%	1.42%	2.33%	4.15%	0%	0%	0%	0%	0%	15.79%	18.18%	0%	0%	7.81%	0%	0%
GS-07	593	347	30	216	27	0	1	9	0	0	3	1	0	0	13	0	0
	6.94%	6.55%	6.09%	7.85%	9.34%	0%	3.33%	8.26%	0%	0%	15.79%	4.55%	0%	0%	20.31%	0%	0%
GS-08	360	255	45	60	11	0	3	1	1	1	0	1	1	0	3	0	0
	4.21%	4.81%	9.13%	2.18%	3.81%	0%	10.00%	0.92%	5.26%	25.00%	0%	4.55%	10.00%	0%	4.69%	0%	0%
GS-09	656	383	22	251	24	1	3	9	1	1	1	0	1	1	5	0	1
	7.68%	7.23%	4.46%	9.12%	8.30%	20.00%	10.00%	8.26%	5.26%	25.00%	5.26%	0%	10.00%	25.00%	7.81%	0%	100%
GS-10	11	10	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
	0.13%	0.19%	0%	0.04%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS-11	980	595	48	337	34	1	2	15	1	0	2	4	1	0	8	0	0
	11.47%	11.22%	9.74%	12.25%	11.76%	20.00%	6.67%	13.76%	5.26%	0%	10.53%	18.18%	10.00%	0%	12.50%	0%	0%
GS-12	1,982	1,149	125	708	63	1	8	26	4	1	3	6	2	1	10	1	0
	23.19%	21.68%	25.35%	25.74%	21.80%	20.00%	26.67%	23.85%	21.05%	25.00%	15.79%	27.27%	20.00%	25.00%	15.63%	50.00%	0%
GS-13	1,932	1,220	84	628	68	0	9	27	6	0	4	5	4	1	12	0	0
	22.61%	23.01%	17.04%	22.83%	23.53%	0%	30.00%	24.77%	31.58%	0%	21.05%	22.73%	40.00%	25.00%	18.75%	0%	0%
GS-14	984	620	60	304	31	0	2	14	3	1	1	1	0	1	7	1	0
	11.52%	11.70%	12.17%	11.05%	10.73%	0%	6.67%	12.84%	15.79%	25.00%	5.26%	4.55%	0%	25.00%	10.94%	50.00%	0%
GS-15	301	201	17	83	5	0	1	4	0	0	0	0	0	0	0	0	0
	3.52%	3.79%	3.45%	3.02%	1.73%	0%	3.33%	3.67%	0%	0%	0%	0%	0%	0%	0%	0%	0%
All Other (Unspecificed GS)	32	27	0	5	0	0	0	0	0	0	0	0	0	0	0	0	0
	0.37%	0.51%	0%	0.18%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Total GS Employees	8,523	5,286	492	2,745	289	5	30	109	19	4	19	22	10	4	64	2	1
	99.74%	99.72%	99.80%	99.78%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
SES	21	15	1	5	0	0	0	0	0	0	0	0	0	0	0	0	0
	0.25%	0.28%	0.20%	0.18%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Other Senior Pay	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
	0.01%	0%	0%	0.04%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Total Senior Pay	22	15	1	6	0	0	0	0	0	0	0	0	0	0	0	0	0
	0.26%	0.28%	0.20%	0.22%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
TOTAL	8,545	5,301	493	2,751	289	5	30	109	19	4	19	22	10	4	64	2	1
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
501 Goal				12.00%	2.00%												

NOTE: Percentages computed down columns and NOT across rows.

LE-01	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE-04	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

LE-04	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE-05	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE-07	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE-08	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE-09	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE-10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE-11	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
SV-02	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-03	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-04	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-05	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-06	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-07	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-08	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-09	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Fiscal Year:	2023
Department:	USCG
Agency:	All

Table A4-2: Participation Rates for General Schedule (GS) Grades by Race/Ethnicity and Sex (Temporary)

GS/GM, SES and Related Grades	Total Workforce			RACE/ETHNICITY													
				Hispanic or Latino		Non-Hispanic or Latino											
						White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or More Races	
	All	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
GS-01	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS-02	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS-03	261	100	161	40	60	42	50	2	15	11	19	0	2	0	1	5	14
	54.49%	49.26%	58.33%	85.11%	83.33%	33.33%	39.37%	22.22%	53.57%	84.62%	73.08%	0%	100%	0%	33.33%	71.43%	77.78%
GS-04	51	12	39	3	10	8	21	0	1	0	4	0	0	0	1	1	2
	10.65%	5.91%	14.13%	6.38%	13.89%	6.35%	16.54%	0%	3.57%	0%	15.38%	0%	0%	0%	33.33%	14.29%	11.11%
GS-05	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0
	0.21%	0%	0.36%	0%	0%	0%	0.79%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS-06	2	1	1	0	0	1	1	0	0	0	0	0	0	0	0	0	0
	0.42%	0.49%	0.36%	0%	0%	0.79%	0.79%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS-07	2	0	2	0	0	0	2	0	0	0	0	0	0	0	0	0	0
	0.42%	0%	0.72%	0%	0%	0%	1.57%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS-08	14	9	5	0	0	6	4	2	0	0	0	0	0	0	0	1	1
	2.92%	4.43%	1.81%	0%	0%	4.76%	3.15%	22.22%	0%	0%	0%	0%	0%	0%	0%	14.29%	5.56%
GS-09	2	2	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0
	0.42%	0.99%	0%	0%	0%	1.59%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS-10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS-11	7	4	3	0	0	3	1	0	2	0	0	0	0	1	0	0	0
	1.46%	1.97%	1.09%	0%	0%	2.38%	0.79%	0%	7.14%	0%	0%	0%	0%	100%	0%	0%	0%
GS-12	29	13	16	1	1	12	13	0	1	0	0	0	0	0	1	0	0
	6.05%	6.40%	5.80%	2.13%	1.39%	9.52%	10.24%	0%	3.57%	0%	0%	0%	0%	0%	33.33%	0%	0%
GS-13	21	10	11	0	0	7	6	2	5	1	0	0	0	0	0	0	0
	4.38%	4.93%	3.99%	0%	0%	5.56%	4.72%	22.22%	17.86%	7.69%	0%	0%	0%	0%	0%	0%	0%
GS-14	15	9	6	1	0	7	4	1	1	0	1	0	0	0	0	0	0
	3.13%	4.43%	2.17%	2.13%	0%	5.56%	3.15%	11.11%	3.57%	0%	3.85%	0%	0%	0%	0%	0%	0%
GS-15	2	1	1	0	0	1	1	0	0	0	0	0	0	0	0	0	0
	0.42%	0.49%	0.36%	0%	0%	0.79%	0.79%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
All Other (Unspecified GS)	70	40	30	2	1	35	23	2	3	1	2	0	0	0	0	0	1
	14.61%	19.70%	10.87%	4.26%	1.39%	27.78%	18.11%	22.22%	10.71%	7.69%	7.69%	0%	0%	0%	0%	0%	5.56%
Total GS Employees	477	201	276	47	72	124	127	9	28	13	26	0	2	1	3	7	18
	99.58%	99.01%	100%	100%	100%	98.41%	100%	100%	100%	100%	100%	0%	100%	100%	100%	100%	100%
SES	2	2	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0
	0.42%	0.99%	0%	0%	0%	1.59%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Other Senior Pay	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Total Senior Pay	2	2	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0
	0.42%	0.99%	0%	0%	0%	1.59%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
TOTAL	479	203	276	47	72	126	127	9	28	13	26	0	2	1	3	7	18
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	0%	100%	100%	100%	100%	100%
Temporary Workforce	612	259	353	61	93	159	173	12	30	16	30	0	2	1	3	10	22
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

NOTE: Percentages computed down columns and NOT across rows.

LE-01	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE-04	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE-05	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

LE-07	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE-08	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE-09	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE-10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE-11	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
SV-02	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-03	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-04	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-05	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-06	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-07	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-08	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-09	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Fiscal Year:	2023
Department:	USCG
Agency:	All

Table B4-2: Participation Rates for General Schedule (GS) Grades by Disability (Temporary)

Employment Tenure	All Employees					Targeted Disability											
	All	No Disability [05]	Not Identified [01]	Disability [02/03/06-94]	Targeted Disability	Developmental Disability [02]	Traumatic Brain Injury [03]	Deaf or Serious Difficulty Hearing [19]	Blind or Serious Difficulty Seeing [20]	Missing Extremities [31]	Significant Mobility Impairment [40]	Partial or Complete Paralysis [60]	Epilepsy or Other Seizure Disorders [82]	Intellectual Disability [90]	Significant Psychiatric Disorder [91]	Dwarfism [92]	Significant Disfigurement [93]
GS-01	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS-02	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS-03	261	207	19	35	4	1	0	2	0	0	0	0	0	0	1	0	0
	54.49%	57.02%	50.00%	44.87%	57.14%	100%	0%	50.00%	0%	0%	0%	0%	0%	0%	50.00%	0%	0%
GS-04	51	37	12	2	0	0	0	0	0	0	0	0	0	0	0	0	0
	10.65%	10.19%	31.58%	2.56%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS-05	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0.21%	0.28%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS-06	2	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0
	0.42%	0%	0%	2.56%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS-07	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0.42%	0.55%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS-08	14	9	2	3	0	0	0	0	0	0	0	0	0	0	0	0	0
	2.92%	2.48%	5.26%	3.85%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS-09	2	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
	0.42%	0.28%	0%	1.28%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS-10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS-11	7	2	0	5	1	0	0	0	0	0	0	0	0	0	1	0	0
	1.46%	0.55%	0%	6.41%	14.29%	0%	0%	0%	0%	0%	0%	0%	0%	0%	50.00%	0%	0%
GS-12	29	22	1	6	1	0	0	1	0	0	0	0	0	0	0	0	0
	6.05%	6.06%	2.63%	7.69%	14.29%	0%	0%	25.00%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS-13	21	9	2	10	0	0	0	0	0	0	0	0	0	0	0	0	0
	4.38%	2.48%	5.26%	12.82%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS-14	15	11	0	4	0	0	0	0	0	0	0	0	0	0	0	0	0
	3.13%	3.03%	0%	5.13%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS-15	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0.42%	0.55%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
All Other (Unspecificed GS)	70	60	2	8	1	0	0	1	0	0	0	0	0	0	0	0	0
	14.61%	16.53%	5.26%	10.26%	14.29%	0%	0%	25.00%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Total GS Employees	477	363	38	76	7	1	0	4	0	0	0	0	0	0	2	0	0
	99.58%	100%	100%	97.44%	100%	100%	0%	100%	0%	0%	0%	0%	0%	0%	100%	0%	0%
SES	2	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0
	0.42%	0%	0%	2.56%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Other Senior Pay	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Total Senior Pay	2	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0
	0.42%	0%	0%	2.56%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
TOTAL	479	363	38	78	7	1	0	4	0	0	0	0	0	0	2	0	0
	100%	100%	100%	100%	100%	100%	0%	100%	0%	0%	0%	0%	0%	0%	100%	0%	0%
501 Goal				12.00%	2.00%												

NOTE: Percentages computed down columns and NOT across rows.

LE-01	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE-04	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

LE-04	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE-05	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE-07	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE-08	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE-09	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE-10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE-11	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
SV-02	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-03	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-04	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-05	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-06	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-07	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-08	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-09	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Fiscal Year:	2023
Department:	USCG
Agency:	All

Table A5-1: SALARY - Distribution by Race, Ethnicity, and Sex (Permanent)

Salary Range	Total Workforce Permanent			RACE/ETHNICITY													
				Hispanic or Latino		Non-Hispanic or Latino											
						White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or More Races	
	All	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Up to $20,000	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
	100%	100%	0%	0%	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
$20,001-$30,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
$30,001-$40,000	411	108	303	40	72	37	133	11	53	11	28	1	1	1	4	7	12
	100%	26.28%	73.72%	9.73%	17.52%	9.00%	32.36%	2.68%	12.90%	2.68%	6.81%	0.24%	0.24%	0.24%	0.97%	1.70%	2.92%
$40,001-$50,000	591	262	329	51	33	159	160	41	89	7	25	0	9	3	4	1	9
	100%	44.33%	55.67%	8.63%	5.58%	26.90%	27.07%	6.94%	15.06%	1.18%	4.23%	0%	1.52%	0.51%	0.68%	0.17%	1.52%
$50,001-$60,000	803	440	363	42	31	294	206	83	97	9	18	2	2	6	4	4	5
	100%	54.79%	45.21%	5.23%	3.86%	36.61%	25.65%	10.34%	12.08%	1.12%	2.24%	0.25%	0.25%	0.75%	0.50%	0.50%	0.62%
$60,001-$70,000	969	613	356	29	16	463	204	84	100	21	16	3	6	9	10	4	4
	100%	63.26%	36.74%	2.99%	1.65%	47.78%	21.05%	8.67%	10.32%	2.17%	1.65%	0.31%	0.62%	0.93%	1.03%	0.41%	0.41%
$70,001-$80,000	991	733	258	39	14	562	151	88	69	25	13	5	3	10	4	4	4
	100%	73.97%	26.03%	3.94%	1.41%	56.71%	15.24%	8.88%	6.96%	2.52%	1.31%	0.50%	0.30%	1.01%	0.40%	0.40%	0.40%
$80,001-$90,000	1,028	776	252	44	13	597	163	87	58	24	10	8	4	11	3	5	1
	100%	75.49%	24.51%	4.28%	1.26%	58.07%	15.86%	8.46%	5.64%	2.33%	0.97%	0.78%	0.39%	1.07%	0.29%	0.49%	0.10%
$90,001-$100,000	938	697	241	44	11	525	142	80	66	17	15	7	3	20	1	4	3
	100%	74.31%	25.69%	4.69%	1.17%	55.97%	15.14%	8.53%	7.04%	1.81%	1.60%	0.75%	0.32%	2.13%	0.11%	0.43%	0.32%
$100,001-$110,000	1,057	755	302	72	25	553	174	86	74	20	19	8	2	10	5	6	3
	100%	71.43%	28.57%	6.81%	2.37%	52.32%	16.46%	8.14%	7.00%	1.89%	1.80%	0.76%	0.19%	0.95%	0.47%	0.57%	0.28%
$110,001-$120,000	748	535	213	36	21	370	119	66	55	39	12	6	1	13	0	5	5
	100%	71.52%	28.48%	4.81%	2.81%	49.47%	15.91%	8.82%	7.35%	5.21%	1.60%	0.80%	0.13%	1.74%	0%	0.67%	0.67%
$120,001-$130,000	732	555	177	35	17	432	97	47	51	26	9	2	1	8	1	5	1
	100%	75.82%	24.18%	4.78%	2.32%	59.02%	13.25%	6.42%	6.97%	3.55%	1.23%	0.27%	0.14%	1.09%	0.14%	0.68%	0.14%
$130,001-$140,000	505	341	164	20	4	254	95	38	54	24	9	0	0	5	1	0	1
	100%	67.52%	32.48%	3.96%	0.79%	50.30%	18.81%	7.52%	10.69%	4.75%	1.78%	0%	0%	0.99%	0.20%	0%	0.20%
$140,001-$150,000	524	363	161	20	9	272	86	39	45	24	17	1	1	4	1	3	2
	100%	69.27%	30.73%	3.82%	1.72%	51.91%	16.41%	7.44%	8.59%	4.58%	3.24%	0.19%	0.19%	0.76%	0.19%	0.57%	0.38%
$150,001-$160,000	344	235	109	19	5	170	57	26	29	15	13	1	0	2	3	2	2
	100%	68.31%	31.69%	5.52%	1.45%	49.42%	16.57%	7.56%	8.43%	4.36%	3.78%	0.29%	0%	0.58%	0.87%	0.58%	0.58%
$161,001-$170,000	166	113	53	3	1	90	30	11	17	5	5	0	0	3	0	1	0
	100%	68.07%	31.93%	1.81%	0.60%	54.22%	18.07%	6.63%	10.24%	3.01%	3.01%	0%	0%	1.81%	0%	0.60%	0%
$170,001-$180,000	201	152	49	4	1	121	37	14	8	12	2	0	0	1	0	0	1
	100%	75.62%	24.38%	1.99%	0.50%	60.20%	18.41%	6.97%	3.98%	5.97%	1.00%	0%	0%	0.50%	0%	0%	0.50%
$180,001 and Greater	223	153	70	6	7	125	42	14	17	5	2	0	0	3	1	0	1
	100%	68.61%	31.39%	2.69%	3.14%	56.05%	18.83%	6.28%	7.62%	2.24%	0.90%	0%	0%	1.35%	0.45%	0%	0.45%
TOTAL	10,232	6,832	3,400	504	280	5,025	1,896	815	882	284	213	44	33	109	42	51	54
	100%	66.77%	33.23%	4.93%	2.74%	49.11%	18.53%	7.97%	8.62%	2.78%	2.08%	0.43%	0.32%	1.07%	0.41%	0.50%	0.53%
Permanent Workforce	10,232	6,832	3,400	504	280	5,025	1,896	815	882	284	213	44	33	109	42	51	54
	100%	66.77%	33.23%	4.93%	2.74%	49.11%	18.53%	7.97%	8.62%	2.78%	2.08%	0.43%	0.32%	1.07%	0.41%	0.50%	0.53%

Fiscal Year:	2023
Department:	USCG
Agency:	All

Table B5-1: SALARY - Distribution by Disability (Permanent)

Salary Range	All Employees					Targeted Disability											
	All	No Disability [05]	Not Identified [01]	Disability [02/03/06-94]	Targeted Disability	Developmental Disability [02]	Traumatic Brain Injury [03]	Deaf or Serious Difficulty Hearing [19]	Blind or Serious Difficulty Seeing [20]	Missing Extremities [31]	Significant Mobility Impairment [40]	Partial or Complete Paralysis [60]	Epilepsy or Other Seizure Disorders [82]	Intellectual Disability [90]	Significant Psychiatric Disorder [91]	Dwarfism [92]	Significant Disfigurement [93]
Up to $20,000	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
$20,001-$30,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
$30,001-$40,000	411	313	46	52	8	2	3	1	0	0	1	0	1	0	0	0	0
	100%	76.16%	11.19%	12.65%	1.95%	0.49%	0.73%	0.24%	0%	0%	0.24%	0%	0.24%	0%	0%	0%	0%
$40,001-$50,000	591	404	72	115	18	1	0	2	3	1	3	1	0	0	7	0	0
	100%	68.36%	12.18%	19.46%	3.05%	0.17%	0%	0.34%	0.51%	0.17%	0.51%	0.17%	0%	0%	1.18%	0%	0%
$50,001-$60,000	803	473	51	279	26	0	4	5	1	0	1	4	0	0	11	0	0
	100%	58.90%	6.35%	34.74%	3.24%	0%	0.50%	0.62%	0.12%	0%	0.12%	0.50%	0%	0%	1.37%	0%	0%
$60,001-$70,000	969	638	29	302	37	0	5	8	0	0	5	1	2	1	14	0	1
	100%	65.84%	2.99%	31.17%	3.82%	0%	0.52%	0.83%	0%	0%	0.52%	0.10%	0.21%	0.10%	1.44%	0%	0.10%
$70,001-$80,000	991	637	44	310	28	2	1	17	2	1	1	0	1	0	3	0	0
	100%	64.28%	4.44%	31.28%	2.83%	0.20%	0.10%	1.72%	0.20%	0.10%	0.10%	0%	0.10%	0%	0.30%	0%	0%
$80,001-$90,000	1,028	646	46	336	32	0	3	12	2	1	1	4	0	0	6	0	3
	100%	62.84%	4.47%	32.68%	3.11%	0%	0.29%	1.17%	0.19%	0.10%	0.10%	0.39%	0%	0%	0.58%	0%	0.29%
$90,001-$100,000	938	555	55	328	30	0	5	11	2	1	1	1	1	1	7	0	0
	100%	59.17%	5.86%	34.97%	3.20%	0%	0.53%	1.17%	0.21%	0.11%	0.11%	0.11%	0.11%	0.11%	0.75%	0%	0%
$100,001-$110,000	1,057	644	47	366	41	1	3	19	1	0	2	4	4	0	5	2	0
	100%	60.93%	4.45%	34.63%	3.88%	0.09%	0.28%	1.80%	0.09%	0%	0.19%	0.38%	0.38%	0%	0.47%	0.19%	0%
$110,001-$120,000	748	447	30	271	20	0	3	7	2	0	1	3	1	0	3	0	0
	100%	59.76%	4.01%	36.23%	2.67%	0%	0.40%	0.94%	0.27%	0%	0.13%	0.40%	0.13%	0%	0.40%	0%	0%
$120,001-$130,000	732	466	44	222	21	0	0	11	2	0	0	1	2	0	5	0	0
	100%	63.66%	6.01%	30.33%	2.87%	0%	0%	1.50%	0.27%	0%	0%	0.14%	0.27%	0%	0.68%	0%	0%
$130,001-$140,000	505	322	29	154	17	0	4	7	1	0	1	1	0	0	3	0	0
	100%	63.76%	5.74%	30.50%	3.37%	0%	0.79%	1.39%	0.20%	0%	0.20%	0.20%	0%	0%	0.59%	0%	0%
$140,001-$150,000	524	362	24	138	20	0	1	9	1	1	2	1	0	1	4	0	0
	100%	69.08%	4.58%	26.34%	3.82%	0%	0.19%	1.72%	0.19%	0.19%	0.38%	0.19%	0%	0.19%	0.76%	0%	0%
$150,001-$160,000	344	220	18	106	15	0	2	6	2	0	2	0	0	1	2	0	0
	100%	63.95%	5.23%	30.81%	4.36%	0%	0.58%	1.74%	0.58%	0%	0.58%	0%	0%	0.29%	0.58%	0%	0%
$161,001-$170,000	166	106	10	50	5	0	1	2	0	0	0	1	0	0	1	0	0
	100%	63.86%	6.02%	30.12%	3.01%	0%	0.60%	1.20%	0%	0%	0%	0.60%	0%	0%	0.60%	0%	0%
$170,001-$180,000	201	133	10	58	6	0	0	3	2	0	0	0	0	0	0	1	0
	100%	66.17%	4.98%	28.86%	2.99%	0%	0%	1.49%	1.00%	0%	0%	0%	0%	0%	0%	0.50%	0%
$180,001 and Greater	223	153	14	56	3	0	0	3	0	0	0	0	0	0	0	0	0
	100%	68.61%	6.28%	25.11%	1.35%	0%	0%	1.35%	0%	0%	0%	0%	0%	0%	0%	0%	0%
TOTAL	10,232	6,520	569	3,143	327	6	35	123	21	5	21	22	12	4	71	3	4
	100%	63.72%	5.56%	30.72%	3.20%	0.06%	0.34%	1.20%	0.21%	0.05%	0.21%	0.22%	0.12%	0.04%	0.69%	0.03%	0.04%
501 Goal				12.00%	2.00%												

Fiscal Year:	2023
Department:	USCG
Agency:	All

Table A5-1: SALARY - Distribution by Race, Ethnicity, and Sex (Temporary)

WD/WG, WL/WS, and Other Wage Grades	Total Workforce			RACE/ETHNICITY													
				Hispanic or Latino		Non-Hispanic or Latino											
						White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or More Races	
	All	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Up to $20,000	2	2	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0
	100%	100%	0%	0%	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
$20,001-$30,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
$30,001-$40,000	377	142	235	55	83	65	91	4	17	11	23	0	2	0	1	7	18
	100%	37.67%	62.33%	14.59%	22.02%	17.24%	24.14%	1.06%	4.51%	2.92%	6.10%	0%	0.53%	0%	0.27%	1.86%	4.77%
$40,001-$50,000	75	27	48	1	8	18	31	2	1	3	4	0	0	0	1	3	3
	100%	36.00%	64.00%	1.33%	10.67%	24.00%	41.33%	2.67%	1.33%	4.00%	5.33%	0%	0%	0%	1.33%	4.00%	4.00%
$50,001-$60,000	22	12	10	1	0	10	9	1	1	0	0	0	0	0	0	0	0
	100%	54.55%	45.45%	4.55%	0%	45.45%	40.91%	4.55%	4.55%	0%	0%	0%	0%	0%	0%	0%	0%
$60,001-$70,000	3	3	0	0	0	3	0	0	0	0	0	0	0	0	0	0	0
	100%	100%	0%	0%	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
$70,001-$80,000	2	2	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0
	100%	100%	0%	0%	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
$80,001-$90,000	13	6	7	1	0	4	4	0	3	0	0	0	0	1	0	0	0
	100%	46.15%	53.85%	7.69%	0%	30.77%	30.77%	0%	23.08%	0%	0%	0%	0%	7.69%	0%	0%	0%
$90,001-$100,000	14	8	6	0	2	6	3	1	0	1	0	0	0	0	1	0	0
	100%	57.14%	42.86%	0%	14.29%	42.86%	21.43%	7.14%	0%	7.14%	0%	0%	0%	0%	7.14%	0%	0%
$100,001-$110,000	10	6	4	0	0	6	3	0	1	0	0	0	0	0	0	0	0
	100%	60.00%	40.00%	0%	0%	60.00%	30.00%	0%	10.00%	0%	0%	0%	0%	0%	0%	0%	0%
$110,001-$120,000	8	3	5	0	0	3	4	0	0	0	1	0	0	0	0	0	0
	100%	37.50%	62.50%	0%	0%	37.50%	50.00%	0%	0%	0%	12.50%	0%	0%	0%	0%	0%	0%
$120,001-$130,000	13	7	6	0	0	7	6	0	0	0	0	0	0	0	0	0	0
	100%	53.85%	46.15%	0%	0%	53.85%	46.15%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
$130,001-$140,000	14	5	9	1	0	3	5	1	3	0	1	0	0	0	0	0	0
	100%	35.71%	64.29%	7.14%	0%	21.43%	35.71%	7.14%	21.43%	0%	7.14%	0%	0%	0%	0%	0%	0%
$140,001-$150,000	17	10	7	0	0	7	3	2	4	1	0	0	0	0	0	0	0
	100%	58.82%	41.18%	0%	0%	41.18%	17.65%	11.76%	23.53%	5.88%	0%	0%	0%	0%	0%	0%	0%
$150,001-$160,000	12	5	7	0	0	5	5	0	0	0	1	0	0	0	0	0	1
	100%	41.67%	58.33%	0%	0%	41.67%	41.67%	0%	0%	0%	8.33%	0%	0%	0%	0%	0%	8.33%
$161,001-$170,000	4	3	1	0	0	3	1	0	0	0	0	0	0	0	0	0	0
	100%	75.00%	25.00%	0%	0%	75.00%	25.00%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
$170,001-$180,000	5	3	2	0	0	2	2	1	0	0	0	0	0	0	0	0	0
	100%	60.00%	40.00%	0%	0%	40.00%	40.00%	20.00%	0%	0%	0%	0%	0%	0%	0%	0%	0%
$180,001 and Greater	21	15	6	2	0	13	6	0	0	0	0	0	0	0	0	0	0
	100%	71.43%	28.57%	9.52%	0%	61.90%	28.57%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
TOTAL	612	259	353	61	93	159	173	12	30	16	30	0	2	1	3	10	22
	100%	42.32%	57.68%	9.97%	15.20%	25.98%	28.27%	1.96%	4.90%	2.61%	4.90%	0%	0.33%	0.16%	0.49%	1.63%	3.59%
Temporary Workforce	612	259	353	61	93	159	173	12	30	16	30	0	2	1	3	10	22
	100%	42.32%	57.68%	9.97%	15.20%	25.98%	28.27%	1.96%	4.90%	2.61%	4.90%	0%	0.33%	0.16%	0.49%	1.63%	3.59%

Fiscal Year:	2023
Department:	USCG
Agency:	All

Table B5-1: SALARY - Distribution by Disability (Temp)

Salary Range	All Employees					Targeted Disability											
	All	No Disability [05]	Not Identified [01]	Disability [02/03/06-94]	Targeted Disability	Developmental Disability [02]	Traumatic Brain Injury [03]	Deaf or Serious Difficulty Hearing [19]	Blind or Serious Difficulty Seeing [20]	Missing Extremities [31]	Significant Mobility Impairment [40]	Partial or Complete Paralysis [60]	Epilepsy or Other Seizure Disorders [82]	Intellectual Disability [90]	Significant Psychiatric Disorder [91]	Dwarfism [92]	Significant Disfigurement [93]
Up to $20,000	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
$20,001-$30,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
$30,001-$40,000	377	293	36	48	8	1	0	6	0	0	0	0	0	0	1	0	0
	100%	77.72%	9.55%	12.73%	2.12%	0.27%	0%	1.59%	0%	0%	0%	0%	0%	0%	0.27%	0%	0%
$40,001-$50,000	75	45	22	8	1	0	0	0	0	0	0	0	0	0	1	0	0
	100%	60.00%	29.33%	10.67%	1.33%	0%	0%	0%	0%	0%	0%	0%	0%	0%	1.33%	0%	0%
$50,001-$60,000	22	16	4	2	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	72.73%	18.18%	9.09%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
$60,001-$70,000	3	1	0	2	1	0	0	0	0	0	0	0	0	0	1	0	0
	100%	33.33%	0%	66.67%	33.33%	0%	0%	0%	0%	0%	0%	0%	0%	0%	33.33%	0%	0%
$70,001-$80,000	2	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
$80,001-$90,000	13	9	0	4	1	0	0	1	0	0	0	0	0	0	0	0	0
	100%	69.23%	0%	30.77%	7.69%	0%	0%	7.69%	0%	0%	0%	0%	0%	0%	0%	0%	0%
$90,001-$100,000	14	7	2	5	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	50.00%	14.29%	35.71%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
$100,001-$110,000	10	6	0	4	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	60.00%	0%	40.00%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
$110,001-$120,000	8	4	0	4	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	50.00%	0%	50.00%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
$120,001-$130,000	13	8	0	5	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	61.54%	0%	38.46%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
$130,001-$140,000	14	10	1	3	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	71.43%	7.14%	21.43%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
$140,001-$150,000	17	13	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	76.47%	11.76%	11.76%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
$150,001-$160,000	12	10	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	83.33%	0%	16.67%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
$161,001-$170,000	4	3	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	75.00%	0%	25.00%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
$170,001-$180,000	5	5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
$180,001 and Greater	21	19	0	2	1	0	0	1	0	0	0	0	0	0	0	0	0
	100%	90.48%	0%	9.52%	4.76%	0%	0%	4.76%	0%	0%	0%	0%	0%	0%	0%	0%	0%
TOTAL	612	451	67	94	12	1	0	8	0	0	0	0	0	0	3	0	0
	100%	73.69%	10.95%	15.36%	1.96%	0.16%	0%	1.31%	0%	0%	0%	0%	0%	0%	0.49%	0%	0%
501 Goal				12.00%	2.00%												

Fiscal Year:	2023
Department:	USCG
Agency:	All

Table A5-2: SALARY - Distribution by Race, Ethnicity, and Sex (Permanent)

WD/WG, WL/WS, and Other Wage Grades	Total Workforce Permanent			RACE/ETHNICITY													
				Hispanic or Latino		Non-Hispanic or Latino											
						White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or More Races	
	All	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Up to $20,000	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
	0.01%	0.01%	0%	0%	0%	0.02%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
$20,001-$30,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
$30,001-$40,000	411	108	303	40	72	37	133	11	53	11	28	1	1	1	4	7	12
	4.02%	1.58%	8.91%	7.94%	25.71%	0.74%	7.01%	1.35%	6.01%	3.87%	13.15%	2.27%	3.03%	0.92%	9.52%	13.73%	22.22%
$40,001-$50,000	591	262	329	51	33	159	160	41	89	7	25	0	9	3	4	1	9
	5.78%	3.83%	9.68%	10.12%	11.79%	3.16%	8.44%	5.03%	10.09%	2.46%	11.74%	0%	27.27%	2.75%	9.52%	1.96%	16.67%
$50,001-$60,000	803	440	363	42	31	294	206	83	97	9	18	2	2	6	4	4	5
	7.85%	6.44%	10.68%	8.33%	11.07%	5.85%	10.86%	10.18%	11.00%	3.17%	8.45%	4.55%	6.06%	5.50%	9.52%	7.84%	9.26%
$60,001-$70,000	969	613	356	29	16	463	204	84	100	21	16	3	6	9	10	4	4
	9.47%	8.97%	10.47%	5.75%	5.71%	9.21%	10.76%	10.31%	11.34%	7.39%	7.51%	6.82%	18.18%	8.26%	23.81%	7.84%	7.41%
$70,001-$80,000	991	733	258	39	14	562	151	88	69	25	13	5	3	10	4	4	4
	9.69%	10.73%	7.59%	7.74%	5.00%	11.18%	7.96%	10.80%	7.82%	8.80%	6.10%	11.36%	9.09%	9.17%	9.52%	7.84%	7.41%
$80,001-$90,000	1,028	776	252	44	13	597	163	87	58	24	10	8	4	11	3	5	1
	10.05%	11.36%	7.41%	8.73%	4.64%	11.88%	8.60%	10.67%	6.58%	8.45%	4.69%	18.18%	12.12%	10.09%	7.14%	9.80%	1.85%
$90,001-$100,000	938	697	241	44	11	525	142	80	66	17	15	7	3	20	1	4	3
	9.17%	10.20%	7.09%	8.73%	3.93%	10.45%	7.49%	9.82%	7.48%	5.99%	7.04%	15.91%	9.09%	18.35%	2.38%	7.84%	5.56%
$100,001-$110,000	1,057	755	302	72	25	553	174	86	74	20	19	8	2	10	5	6	3
	10.33%	11.05%	8.88%	14.29%	8.93%	11.00%	9.18%	10.55%	8.39%	7.04%	8.92%	18.18%	6.06%	9.17%	11.90%	11.76%	5.56%
$110,001-$120,000	748	535	213	36	21	370	119	66	55	39	12	6	1	13	0	5	5
	7.31%	7.83%	6.26%	7.14%	7.50%	7.36%	6.28%	8.10%	6.24%	13.73%	5.63%	13.64%	3.03%	11.93%	0%	9.80%	9.26%
$120,001-$130,000	732	555	177	35	17	432	97	47	51	26	9	2	1	8	1	5	1
	7.15%	8.12%	5.21%	6.94%	6.07%	8.60%	5.12%	5.77%	5.78%	9.15%	4.23%	4.55%	3.03%	7.34%	2.38%	9.80%	1.85%
$130,001-$140,000	505	341	164	20	4	254	95	38	54	24	9	0	0	5	1	0	1
	4.94%	4.99%	4.82%	3.97%	1.43%	5.05%	5.01%	4.66%	6.12%	8.45%	4.23%	0%	0%	4.59%	2.38%	0%	1.85%
$140,001-$150,000	524	363	161	20	9	272	86	39	45	24	17	1	1	4	1	3	2
	5.12%	5.31%	4.74%	3.97%	3.21%	5.41%	4.54%	4.79%	5.10%	8.45%	7.98%	2.27%	3.03%	3.67%	2.38%	5.88%	3.70%
$150,001-$160,000	344	235	109	19	5	170	57	26	29	15	13	1	0	2	3	2	2
	3.36%	3.44%	3.21%	3.77%	1.79%	3.38%	3.01%	3.19%	3.29%	5.28%	6.10%	2.27%	0%	1.83%	7.14%	3.92%	3.70%
$161,001-$170,000	166	113	53	3	1	90	30	11	17	5	5	0	0	3	0	1	0
	1.62%	1.65%	1.56%	0.60%	0.36%	1.79%	1.58%	1.35%	1.93%	1.76%	2.35%	0%	0%	2.75%	0%	1.96%	0%
$170,001-$180,000	201	152	49	4	1	121	37	14	8	12	2	0	0	1	0	0	1
	1.96%	2.22%	1.44%	0.79%	0.36%	2.41%	1.95%	1.72%	0.91%	4.23%	0.94%	0%	0%	0.92%	0%	0%	1.85%
$180,001 and Greater	223	153	70	6	7	125	42	14	17	5	2	0	0	3	1	0	1
	2.18%	2.24%	2.06%	1.19%	2.50%	2.49%	2.22%	1.72%	1.93%	1.76%	0.94%	0%	0%	2.75%	2.38%	0%	1.85%
TOTAL	10,232	6,832	3,400	504	280	5,025	1,896	815	882	284	213	44	33	109	42	51	54
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Permanent Workforce	10,232	6,832	3,400	504	280	5,025	1,896	815	882	284	213	44	33	109	42	51	54
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

NOTE: Percentages computed down columns and NOT across rows.

Fiscal Year:	2023
Department:	USCG
Agency:	All

Table B5-2: SALARY - Distribution by Disability (Permanent)

Salary Range	All Employees					Targeted Disability											
	All	No Disability [05]	Not Identified [01]	Disability [02/03/06-94]	Targeted Disability	Developmental Disability [02]	Traumatic Brain Injury [03]	Deaf or Serious Difficulty Hearing [19]	Blind or Serious Difficulty Seeing [20]	Missing Extremities [31]	Significant Mobility Impairment [40]	Partial or Complete Paralysis [60]	Epilepsy or Other Seizure Disorders [82]	Intellectual Disability [90]	Significant Psychiatric Disorder [91]	Dwarfism [92]	Significant Disfigurement [93]
Up to $20,000	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0.01%	0.02%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
$20,001-$30,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
$30,001-$40,000	411	313	46	52	8	2	3	1	0	0	1	0	1	0	0	0	0
	4.02%	4.80%	8.08%	1.65%	2.45%	33.33%	8.57%	0.81%	0%	0%	4.76%	0%	8.33%	0%	0%	0%	0%
$40,001-$50,000	591	404	72	115	18	1	0	2	3	1	3	1	0	0	7	0	0
	5.78%	6.20%	12.65%	3.66%	5.50%	16.67%	0%	1.63%	14.29%	20.00%	14.29%	4.55%	0%	0%	9.86%	0%	0%
$50,001-$60,000	803	473	51	279	26	0	4	5	1	0	1	4	0	0	11	0	0
	7.85%	7.25%	8.96%	8.88%	7.95%	0%	11.43%	4.07%	4.76%	0%	4.76%	18.18%	0%	0%	15.49%	0%	0%
$60,001-$70,000	969	638	29	302	37	0	5	8	0	0	5	1	2	1	14	0	1
	9.47%	9.79%	5.10%	9.61%	11.31%	0%	14.29%	6.50%	0%	0%	23.81%	4.55%	16.67%	25.00%	19.72%	0%	25.00%
$70,001-$80,000	991	637	44	310	28	2	1	17	2	1	1	0	1	0	3	0	0
	9.69%	9.77%	7.73%	9.86%	8.56%	33.33%	2.86%	13.82%	9.52%	20.00%	4.76%	0%	8.33%	0%	4.23%	0%	0%
$80,001-$90,000	1,028	646	46	336	32	0	3	12	2	1	1	4	0	0	6	0	3
	10.05%	9.91%	8.08%	10.69%	9.79%	0%	8.57%	9.76%	9.52%	20.00%	4.76%	18.18%	0%	0%	8.45%	0%	75.00%
$90,001-$100,000	938	555	55	328	30	0	5	11	2	1	1	1	1	1	7	0	0
	9.17%	8.51%	9.67%	10.44%	9.17%	0%	14.29%	8.94%	9.52%	20.00%	4.76%	4.55%	8.33%	25.00%	9.86%	0%	0%
$100,001-$110,000	1,057	644	47	366	41	1	3	19	1	0	2	4	4	0	5	2	0
	10.33%	9.88%	8.26%	11.64%	12.54%	16.67%	8.57%	15.45%	4.76%	0%	9.52%	18.18%	33.33%	0%	7.04%	66.67%	0%
$110,001-$120,000	748	447	30	271	20	0	3	7	2	0	1	3	1	0	3	0	0
	7.31%	6.86%	5.27%	8.62%	6.12%	0%	8.57%	5.69%	9.52%	0%	4.76%	13.64%	8.33%	0%	4.23%	0%	0%
$120,001-$130,000	732	466	44	222	21	0	0	11	2	0	0	1	2	0	5	0	0
	7.15%	7.15%	7.73%	7.06%	6.42%	0%	0%	8.94%	9.52%	0%	0%	4.55%	16.67%	0%	7.04%	0%	0%
$130,001-$140,000	505	322	29	154	17	0	4	7	1	0	1	1	0	0	3	0	0
	4.94%	4.94%	5.10%	4.90%	5.20%	0%	11.43%	5.69%	4.76%	0%	4.76%	4.55%	0%	0%	4.23%	0%	0%
$140,001-$150,000	524	362	24	138	20	0	1	9	1	1	2	1	0	1	4	0	0
	5.12%	5.55%	4.22%	4.39%	6.12%	0%	2.86%	7.32%	4.76%	20.00%	9.52%	4.55%	0%	25.00%	5.63%	0%	0%
$150,001-$160,000	344	220	18	106	15	0	2	6	2	0	2	0	0	1	2	0	0
	3.36%	3.37%	3.16%	3.37%	4.59%	0%	5.71%	4.88%	9.52%	0%	9.52%	0%	0%	25.00%	2.82%	0%	0%
$161,001-$170,000	166	106	10	50	5	0	1	2	0	0	0	1	0	0	1	0	0
	1.62%	1.63%	1.76%	1.59%	1.53%	0%	2.86%	1.63%	0%	0%	0%	4.55%	0%	0%	1.41%	0%	0%
$170,001-$180,000	201	133	10	58	6	0	0	3	2	0	0	0	0	0	0	1	0
	1.96%	2.04%	1.76%	1.85%	1.83%	0%	0%	2.44%	9.52%	0%	0%	0%	0%	0%	0%	33.33%	0%
$180,001 and Greater	223	153	14	56	3	0	0	3	0	0	0	0	0	0	0	0	0
	2.18%	2.35%	2.46%	1.78%	0.92%	0%	0%	2.44%	0%	0%	0%	0%	0%	0%	0%	0%	0%
TOTAL	10,232	6,520	569	3,143	327	6	35	123	21	5	21	22	12	4	71	3	4
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
501 Goal				12.00%	2.00%												

NOTE: Percentages computed down columns and NOT across rows.

Fiscal Year:	2023
Department:	USCG
Agency:	All

Table A5-2: SALARY - Distribution by Race, Ethnicity, and Sex (Temporary)

WD/WG, WL/WS, and Other Wage Grades	Total Workforce			RACE/ETHNICITY													
				Hispanic or Latino		Non-Hispanic or Latino											
						White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or More Races	
	All	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Up to $20,000	2	2	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0
	0.33%	0.77%	0%	0%	0%	1.26%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
$20,001-$30,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
$30,001-$40,000	377	142	235	55	83	65	91	4	17	11	23	0	2	0	1	7	18
	61.60%	54.83%	66.57%	90.16%	89.25%	40.88%	52.60%	33.33%	56.67%	68.75%	76.67%	0%	100%	0%	33.33%	70.00%	81.82%
$40,001-$50,000	75	27	48	1	8	18	31	2	1	3	4	0	0	0	1	3	3
	12.25%	10.42%	13.60%	1.64%	8.60%	11.32%	17.92%	16.67%	3.33%	18.75%	13.33%	0%	0%	0%	33.33%	30.00%	13.64%
$50,001-$60,000	22	12	10	1	0	10	9	1	1	0	0	0	0	0	0	0	0
	3.59%	4.63%	2.83%	1.64%	0%	6.29%	5.20%	8.33%	3.33%	0%	0%	0%	0%	0%	0%	0%	0%
$60,001-$70,000	3	3	0	0	0	3	0	0	0	0	0	0	0	0	0	0	0
	0.49%	1.16%	0%	0%	0%	1.89%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
$70,001-$80,000	2	2	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0
	0.33%	0.77%	0%	0%	0%	1.26%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
$80,001-$90,000	13	6	7	1	0	4	4	0	3	0	0	0	0	1	0	0	0
	2.12%	2.32%	1.98%	1.64%	0%	2.52%	2.31%	0%	10.00%	0%	0%	0%	0%	100%	0%	0%	0%
$90,001-$100,000	14	8	6	0	2	6	3	1	0	1	0	0	0	0	1	0	0
	2.29%	3.09%	1.70%	0%	2.15%	3.77%	1.73%	8.33%	0%	6.25%	0%	0%	0%	0%	33.33%	0%	0%
$100,001-$110,000	10	6	4	0	0	6	3	0	1	0	0	0	0	0	0	0	0
	1.63%	2.32%	1.13%	0%	0%	3.77%	1.73%	0%	3.33%	0%	0%	0%	0%	0%	0%	0%	0%
$110,001-$120,000	8	3	5	0	0	3	4	0	0	0	1	0	0	0	0	0	0
	1.31%	1.16%	1.42%	0%	0%	1.89%	2.31%	0%	0%	0%	3.33%	0%	0%	0%	0%	0%	0%
$120,001-$130,000	13	7	6	0	0	7	6	0	0	0	0	0	0	0	0	0	0
	2.12%	2.70%	1.70%	0%	0%	4.40%	3.47%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
$130,001-$140,000	14	5	9	1	0	3	5	1	3	0	1	0	0	0	0	0	0
	2.29%	1.93%	2.55%	1.64%	0%	1.89%	2.89%	8.33%	10.00%	0%	3.33%	0%	0%	0%	0%	0%	0%
$140,001-$150,000	17	10	7	0	0	7	3	2	4	1	0	0	0	0	0	0	0
	2.78%	3.86%	1.98%	0%	0%	4.40%	1.73%	16.67%	13.33%	6.25%	0%	0%	0%	0%	0%	0%	0%
$150,001-$160,000	12	5	7	0	0	5	5	0	0	0	1	0	0	0	0	0	1
	1.96%	1.93%	1.98%	0%	0%	3.14%	2.89%	0%	0%	0%	3.33%	0%	0%	0%	0%	0%	4.55%
$161,001-$170,000	4	3	1	0	0	3	1	0	0	0	0	0	0	0	0	0	0
	0.65%	1.16%	0.28%	0%	0%	1.89%	0.58%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
$170,001-$180,000	5	3	2	0	0	2	2	1	0	0	0	0	0	0	0	0	0
	0.82%	1.16%	0.57%	0%	0%	1.26%	1.16%	8.33%	0%	0%	0%	0%	0%	0%	0%	0%	0%
$180,001 and Greater	21	15	6	2	0	13	6	0	0	0	0	0	0	0	0	0	0
	3.43%	5.79%	1.70%	3.28%	0%	8.18%	3.47%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
TOTAL	612	259	353	61	93	159	173	12	30	16	30	0	2	1	3	10	22
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	0%	100%	100%	100%	100%	100%
Temporary Workforce	612	259	353	61	93	159	173	12	30	16	30	0	2	1	3	10	22
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

NOTE: Percentages computed down columns and NOT across rows.

Fiscal Year:	2023
Department:	USCG
Agency:	All

Table B5-2: SALARY - Distribution by Disability (Temp)

Salary Range	All Employees					Targeted Disability											
	All	No Disability [05]	Not Identified [01]	Disability [02/03/06-94]	Targeted Disability	Developmental Disability [02]	Traumatic Brain Injury [03]	Deaf or Serious Difficulty Hearing [19]	Blind or Serious Difficulty Seeing [20]	Missing Extremities [31]	Significant Mobility Impairment [40]	Partial or Complete Paralysis [60]	Epilepsy or Other Seizure Disorders [82]	Intellectual Disability [90]	Significant Psychiatric Disorder [91]	Dwarfism [92]	Significant Disfigurement [93]
Up to $20,000	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0.33%	0.44%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
$20,001-$30,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
$30,001-$40,000	377	293	36	48	8	1	0	6	0	0	0	0	0	0	1	0	0
	61.60%	64.97%	53.73%	51.06%	66.67%	100%	0%	75.00%	0%	0%	0%	0%	0%	0%	33.33%	0%	0%
$40,001-$50,000	75	45	22	8	1	0	0	0	0	0	0	0	0	0	1	0	0
	12.25%	9.98%	32.84%	8.51%	8.33%	0%	0%	0%	0%	0%	0%	0%	0%	0%	33.33%	0%	0%
$50,001-$60,000	22	16	4	2	0	0	0	0	0	0	0	0	0	0	0	0	0
	3.59%	3.55%	5.97%	2.13%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
$60,001-$70,000	3	1	0	2	1	0	0	0	0	0	0	0	0	0	1	0	0
	0.49%	0.22%	0%	2.13%	8.33%	0%	0%	0%	0%	0%	0%	0%	0%	0%	33.33%	0%	0%
$70,001-$80,000	2	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0
	0.33%	0%	0%	2.13%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
$80,001-$90,000	13	9	0	4	1	0	0	1	0	0	0	0	0	0	0	0	0
	2.12%	2.00%	0%	4.26%	8.33%	0%	0%	12.50%	0%	0%	0%	0%	0%	0%	0%	0%	0%
$90,001-$100,000	14	7	2	5	0	0	0	0	0	0	0	0	0	0	0	0	0
	2.29%	1.55%	2.99%	5.32%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
$100,001-$110,000	10	6	0	4	0	0	0	0	0	0	0	0	0	0	0	0	0
	1.63%	1.33%	0%	4.26%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
$110,001-$120,000	8	4	0	4	0	0	0	0	0	0	0	0	0	0	0	0	0
	1.31%	0.89%	0%	4.26%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
$120,001-$130,000	13	8	0	5	0	0	0	0	0	0	0	0	0	0	0	0	0
	2.12%	1.77%	0%	5.32%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
$130,001-$140,000	14	10	1	3	0	0	0	0	0	0	0	0	0	0	0	0	0
	2.29%	2.22%	1.49%	3.19%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
$140,001-$150,000	17	13	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0
	2.78%	2.88%	2.99%	2.13%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
$150,001-$160,000	12	10	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0
	1.96%	2.22%	0%	2.13%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
$161,001-$170,000	4	3	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
	0.65%	0.67%	0%	1.06%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
$170,001-$180,000	5	5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0.82%	1.11%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
$180,001 and Greater	21	19	0	2	1	0	0	1	0	0	0	0	0	0	0	0	0
	3.43%	4.21%	0%	2.13%	8.33%	0%	0%	12.50%	0%	0%	0%	0%	0%	0%	0%	0%	0%
TOTAL	612	451	67	94	12	1	0	8	0	0	0	0	0	0	3	0	0
	100%	100%	100%	100%	100%	100%	0%	100%	0%	0%	0%	0%	0%	0%	100%	0%	0%
501 Goal				12.00%	2.00%												

NOTE: Percentages computed down columns and NOT across rows.

Fiscal Year:	2023
Department:	USCG
Agency:	All

Table A6-1: MISSION-CRITICAL OCCUPATIONS - Distribution by Race, Ethnicity, and Sex (Permanent)

Pay Plan-Grade Level	Total Workforce Permanent			RACE/ETHNICITY													
				Hispanic or Latino		Non-Hispanic or Latino											
						White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or More Races	
	All	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
2210	672	498	174	32	3	330	98	77	47	48	23	1	0	5	3	5	0
	100%	74.11%	25.89%	4.76%	0.45%	49.11%	14.58%	11.46%	6.99%	7.14%	3.42%	0.15%	0%	0.74%	0.45%	0.74%	0%
Occupational CLF	100%	74.30%	25.70%	7.10%	2.30%	51.60%	17.00%	7.10%	3.70%	6.30%	1.90%	0.10%	0%	0.30%	0.10%	1.80%	0.70%
AD-00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
ES-00	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
	100%	100%	0%	0%	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GG-05	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GG-06	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GG-07	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GG-09	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GG-11	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GG-12	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GG-13	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GL-05	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GL-07	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GL-08	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GL-09	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GL-10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GM-13	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS-04	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS-05	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS-06	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS-07	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS-08	4	3	1	0	0	2	1	1	0	0	0	0	0	0	0	0	0
	100%	75.00%	25.00%	0%	0%	50.00%	25.00%	25.00%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS-09	12	9	3	1	0	3	1	4	1	1	1	0	0	0	0	0	0
	100%	75.00%	25.00%	8.33%	0%	25.00%	8.33%	33.33%	8.33%	8.33%	8.33%	0%	0%	0%	0%	0%	0%
GS-10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS-11	43	37	6	2	0	26	4	2	1	6	1	0	0	1	0	0	0
	100%	86.05%	13.95%	4.65%	0%	60.47%	9.30%	4.65%	2.33%	13.95%	2.33%	0%	0%	2.33%	0%	0%	0%
GS-12	198	144	54	14	1	91	35	23	11	11	7	0	0	2	0	3	0
	100%	72.73%	27.27%	7.07%	0.51%	45.96%	17.68%	11.62%	5.56%	5.56%	3.54%	0%	0%	1.01%	0%	1.52%	0%

GS-13	257	177	80	9	1	121	45	30	24	15	8	1	0	0	2	1	0
	100%	68.87%	31.13%	3.50%	0.39%	47.08%	17.51%	11.67%	9.34%	5.84%	3.11%	0.39%	0%	0%	0.78%	0.39%	0%
GS-14	127	101	26	6	1	68	10	14	9	10	6	0	0	2	0	1	0
	100%	79.53%	20.47%	4.72%	0.79%	53.54%	7.87%	11.02%	7.09%	7.87%	4.72%	0%	0%	1.57%	0%	0.79%	0%
GS-15	30	26	4	0	0	18	2	3	1	5	0	0	0	0	1	0	0
	100%	86.67%	13.33%	0%	0%	60.00%	6.67%	10.00%	3.33%	16.67%	0%	0%	0%	0%	3.33%	0%	0%
IC-05	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
IC-07	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
IC-09	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
IC-11	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
IC-12	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
IC-13	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
IC-14	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
IC-15	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
IM-00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE-01	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE-04	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE-05	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE-07	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE-08	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE-09	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE-10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE-11	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SL-00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
ST-00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-03	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-04	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-05	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-06	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-07	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-08	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-09	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-11	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-12	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SW-01	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SW-02	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Internal Competitive Promotions																	
Vacancy Announements																	

Relevant Applicant Pool																	
Internal Applications	186	149	37	27	1	65	17	31	13	19	6	1	0	3	0	3	0
	100.00%	80.11%	19.89%	14.52%	0.54%	34.95%	9.14%	16.67%	6.99%	10.22%	3.23%	0.54%	0.00%	1.61%	0.00%	1.61%	0.00%
Qualified Internal Applicants	79	63	16	11	0	30	8	10	5	11	3	0	0	1	0	0	0
	100.00%	79.75%	20.25%	13.92%	0.00%	37.97%	10.13%	12.66%	6.33%	13.92%	3.80%	0.00%	0.00%	1.27%	0.00%	0.00%	0.00%
Referred Applicants	78	62	16	11	0	30	8	9	5	11	3	0	0	1	0	0	0
	100.00%	79.49%	20.51%	14.10%	0.00%	38.46%	10.26%	11.54%	6.41%	14.10%	3.85%	0.00%	0.00%	1.28%	0.00%	0.00%	0.00%
Interviewed Applicants																	
Internal Selections	37	27	10	4	0	12	8	6	2	5	0	0	0	0	0	0	0
	100%	72.97%	27.03%	10.81%	0%	32.43%	21.62%	16.22%	5.41%	13.51%	0%	0%	0%	0%	0%	0%	0%
New Hires																	
Vacancy Announements																	
Voluntarily Identified Applicants	1,856	1,419	437	147	36	520	140	465	214	236	42	9	1	24	4	18	0
	100.00%	76.45%	23.55%	7.92%	1.94%	28.02%	7.54%	25.05%	11.53%	12.72%	2.26%	0.48%	0.05%	1.29%	0.22%	0.97%	0.00%
Qualified External Applicants	1,666	1,275	391	125	28	460	121	424	199	219	38	8	1	23	4	16	0
	100.00%	76.53%	23.47%	7.50%	1.68%	27.61%	7.26%	25.45%	11.94%	13.15%	2.28%	0.48%	0.06%	1.38%	0.24%	0.96%	0.00%
Referred Applicants	458	327	131	29	6	106	28	136	81	50	15	0	0	3	1	3	0
	100.00%	71.40%	28.60%	6.33%	1.31%	23.14%	6.11%	29.69%	17.69%	10.92%	3.28%	0.00%	0.00%	0.66%	0.22%	0.66%	0.00%
Interviewed Applicants																	
External Selections	59	37	22	6	1	20	15	7	4	4	2	0	0	0	0	0	0
	100%	62.71%	37.29%	10.17%	1.69%	33.90%	25.42%	11.86%	6.78%	6.78%	3.39%	0%	0%	0%	0%	0%	0%

Not required by EEOC - Added to aid barrier analysis.

EMPLOYEE LOSES																	
Reduction in Force	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Removal	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
	100%	100%	0%	0%	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Resignation	4	3	1	0	0	2	1	1	0	0	0	0	0	0	0	0	0
	100%	75.00%	25.00%	0%	0%	50.00%	25.00%	25.00%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Retirement	21	15	6	1	0	10	5	0	1	0	0	1	0	1	0	2	0
	100%	71.43%	28.57%	4.76%	0%	47.62%	23.81%	0%	4.76%	0%	0%	4.76%	0%	4.76%	0%	9.52%	0%
Other Separations	9	4	5	1	0	1	1	1	2	1	2	0	0	0	0	0	0
	100%	44.44%	55.56%	11.11%	0%	11.11%	11.11%	11.11%	22.22%	11.11%	22.22%	0%	0%	0%	0%	0%	0%
Total Separations	35	23	12	2	0	14	7	2	3	1	2	1	0	1	0	2	0
	100%	65.71%	34.29%	5.71%	0%	40.00%	20.00%	5.71%	8.57%	2.86%	5.71%	2.86%	0%	2.86%	0%	5.71%	0%

Fiscal Year:	2023
Department:	USCG
Agency:	All

Table B6-1: Participation Rates for Major Occupations - Distribution by Disability (Permanent)

Series	All Employees					Targeted Disability											
	All	No Disability [05]	Not Identified [01]	Disability [02/03/06-94]	Targeted Disability	Developmental Disability [02]	Traumatic Brain Injury [03]	Deaf or Serious Difficulty Hearing [19]	Blind or Serious Difficulty Seeing [20]	Missing Extremities [31]	Significant Mobility Impairment [40]	Partial or Complete Paralysis [60]	Epilepsy or Other Seizure Disorders [82]	Intellectual Disability [90]	Significant Psychiatric Disorder [91]	Dwarfism [92]	Significant Disfigurement [93]
2210	672	422	38	212	23	0	4	7	3	0	1	2	1	0	5	0	0
	100%	62.80%	5.65%	31.55%	3.42%	0%	0.60%	1.04%	0.45%	0%	0.15%	0.30%	0.15%	0%	0.74%	0%	0%
AD-00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
ES-00	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GG-05	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GG-06	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GG-07	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GG-09	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GG-11	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GG-12	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GG-13	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GL-05	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GL-07	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GL-08	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GL-09	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GL-10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GM-13	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS-04	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS-05	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS-06	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS-07	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS-08	4	3	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	75.00%	0%	25.00%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS-09	12	7	0	5	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	58.33%	0%	41.67%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS-10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS-11	43	26	0	17	2	0	0	1	0	0	0	1	0	0	0	0	0
	100%	60.47%	0%	39.53%	4.65%	0%	0%	2.33%	0%	0%	0%	2.33%	0%	0%	0%	0%	0%
GS-12	198	108	15	75	7	0	2	1	1	0	0	1	1	0	1	0	0
	100%	54.55%	7.58%	37.88%	3.54%	0%	1.01%	0.51%	0.51%	0%	0%	0.51%	0.51%	0%	0.51%	0%	0%
GS-13	257	180	13	64	10	0	1	4	2	0	1	0	0	0	2	0	0
	100%	70.04%	5.06%	24.90%	3.89%	0%	0.39%	1.56%	0.78%	0%	0.39%	0%	0%	0%	0.78%	0%	0%
GS-14	127	77	10	40	3	0	0	1	0	0	0	0	0	0	2	0	0

GS-14	100%	60.63%	7.87%	31.50%	2.36%	0%	0%	0.79%	0%	0%	0%	0%	0%	0%	1.57%	0%	0%
GS-15	30	21	0	9	1	0	1	0	0	0	0	0	0	0	0	0	0
	100%	70.00%	0%	30.00%	3.33%	0%	3.33%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
IC-05	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
IC-07	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
IC-09	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
IC-11	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
IC-12	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
IC-13	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
IC-14	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
IC-15	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
IM-00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE-01	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE-04	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE-05	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE-07	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE-08	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE-09	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE-10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE-11	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SL-00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
ST-00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-03	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-04	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-05	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-06	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-07	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-08	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-09	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-11	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-12	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SW-01	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SW-02	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
501 Goal				12.00%	2.00%												
Internal Competitive Promotions																	
Vacancy Announements																	
Relevant Applicant Pool																	
Internal Applications	230	1	225	4	1	0	0	1	0	0	0	0	0	0	0	0	0

Internal Applications	100%	0.43%	97.83%	1.74%	0.43%	0%	0%	0.43%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Qualified Internal Applicants	96	1	92	3	1	0	0	1	0	0	0	0	0	0	0	0	0
	100%	1.04%	95.83%	3.13%	1.04%	0%	0%	1.04%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Referred Applicants	95	1	91	3	1	0	0	1	0	0	0	0	0	0	0	0	0
	100%	1.05%	95.79%	3.16%	1.05%	0%	0%	1.05%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Interviewed Applicants																	
Internal Selections	37	26	3	8	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	70.27%	8.11%	21.62%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
New Hires																	
Vacancy Announements																	
Voluntarily Identified Applicants	2,318	19	2,226	73	36	0	4	10	4	0	3	2	3	0	15	0	0
	100%	0.82%	96.03%	3.15%	1.55%	0%	0.17%	0.43%	0.17%	0%	0.13%	0.09%	0.13%	0%	0.65%	0%	0%
Qualified External Applicants	2,071	17	1,984	70	35	0	4	9	4	0	3	2	3	0	15	0	0
	100%	0.82%	95.80%	3.38%	1.69%	0%	0.19%	0.43%	0.19%	0%	0.14%	0.10%	0.14%	0%	0.72%	0%	0%
Referred Applicants	548	1	537	10	6	0	1	2	0	0	0	0	1	0	3	0	0
	100%	0.18%	97.99%	1.82%	1.09%	0%	0.18%	0.36%	0%	0%	0%	0%	0.18%	0%	0.55%	0%	0%
Interviewed Applicants																	
External Selections	61	38	8	15	1	0	0	0	0	0	0	0	0	0	1	0	0
	100%	62.30%	13.11%	24.59%	1.64%	0%	0%	0%	0%	0%	0%	0%	0%	0%	1.64%	0%	0%

Not required by EEOC - Added to aid barrier analysis.

EMPLOYEE LOSES																	
Reduction in Force	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Removal	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Resignation	4	2	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	50.00%	25.00%	25.00%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Retirement	21	13	1	7	2	0	0	1	0	0	0	1	0	0	0	0	0
	100%	61.90%	4.76%	33.33%	9.52%	0%	0%	4.76%	0%	0%	0%	4.76%	0%	0%	0%	0%	0%
Other Separations	9	5	0	4	1	0	0	1	0	0	0	0	0	0	0	0	0
	100%	55.56%	0%	44.44%	11.11%	0%	0%	11.11%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Total Separations	35	21	2	12	3	0	0	2	0	0	0	1	0	0	0	0	0
	100%	60.00%	5.71%	34.29%	8.57%	0%	0%	5.71%	0%	0%	0%	2.86%	0%	0%	0%	0%	0%

Fiscal Year:	2023
Department:	USCG
Agency:	All

Table A6-1: MISSION-CRITICAL OCCUPATIONS - Distribution by Race, Ethnicity, and Sex (Permanent)

Pay Plan-Grade Level	Total Workforce Permanent			RACE/ETHNICITY													
				Hispanic or Latino		Non-Hispanic or Latino											
						White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or More Races	
	All	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
1102	468	207	261	16	16	113	130	57	94	14	17	2	0	1	2	4	2
	100%	44.23%	55.77%	3.42%	3.42%	24.15%	27.78%	12.18%	20.09%	2.99%	3.63%	0.43%	0%	0.21%	0.43%	0.85%	0.43%
Occupational CLF	100%	47.30%	52.80%	4.30%	4.60%	37.00%	39.20%	3.30%	5.20%	1.90%	2.40%	0%	0.10%	0.20%	0.30%	0.60%	1.00%
AD-00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
ES-00	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
	100%	100%	0%	0%	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GG-05	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GG-06	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GG-07	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GG-09	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GG-11	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GG-12	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GG-13	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GL-05	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GL-07	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GL-08	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GL-09	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GL-10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GM-13	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS-04	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS-05	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS-06	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS-07	1	0	1	0	0	0	0	0	0	0	0	0	0	0	1	0	0
	100%	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%	0%	0%
GS-08	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0
	100%	0%	100%	0%	0%	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS-09	29	12	17	0	3	9	10	2	4	0	0	0	0	0	0	1	0
	100%	41.38%	58.62%	0%	10.34%	31.03%	34.48%	6.90%	13.79%	0%	0%	0%	0%	0%	0%	3.45%	0%
GS-10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS-11	49	24	25	1	0	9	18	11	6	2	1	1	0	0	0	0	0
	100%	48.98%	51.02%	2.04%	0%	18.37%	36.73%	22.45%	12.24%	4.08%	2.04%	2.04%	0%	0%	0%	0%	0%
GS-12	130	62	68	6	6	32	34	14	20	8	8	1	0	1	0	0	0
	100%	47.69%	52.31%	4.62%	4.62%	24.62%	26.15%	10.77%	15.38%	6.15%	6.15%	0.77%	0%	0.77%	0%	0%	0%

GS-13	142	61	81	6	5	35	40	17	29	1	6	0	0	0	1	2	0
	100%	42.96%	57.04%	4.23%	3.52%	24.65%	28.17%	11.97%	20.42%	0.70%	4.23%	0%	0%	0%	0.70%	1.41%	0%
GS-14	87	35	52	2	2	20	18	9	29	3	2	0	0	0	0	1	1
	100%	40.23%	59.77%	2.30%	2.30%	22.99%	20.69%	10.34%	33.33%	3.45%	2.30%	0%	0%	0%	0%	1.15%	1.15%
GS-15	28	12	16	1	0	7	9	4	6	0	0	0	0	0	0	0	1
	100%	42.86%	57.14%	3.57%	0%	25.00%	32.14%	14.29%	21.43%	0%	0%	0%	0%	0%	0%	0%	3.57%
IC-05	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
IC-07	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
IC-09	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
IC-11	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
IC-12	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
IC-13	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
IC-14	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
IC-15	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
IM-00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE-01	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE-04	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE-05	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE-07	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE-08	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE-09	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE-10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE-11	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SL-00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
ST-00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-03	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-04	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-05	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-06	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-07	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-08	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-09	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-11	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-12	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SW-01	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SW-02	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Internal Competitive Promotions																	
Vacancy Announements																	

Relevant Applicant Pool																	
Internal Applications	73	37	36	3	3	19	14	13	17	1	2	0	0	0	0	1	0
	100%	50.68%	49.32%	4.11%	4.11%	26.03%	19.18%	17.81%	23.29%	1.37%	2.74%	0%	0%	0%	0%	1.37%	0%
Qualified Internal Applicants	55	26	29	1	3	14	10	10	14	1	2	0	0	0	0	0	0
	100%	47.27%	52.73%	1.82%	5.45%	25.45%	18.18%	18.18%	25.45%	1.82%	3.64%	0%	0%	0%	0%	0%	0%
Referred Applicants	44	21	23	0	3	13	8	7	10	1	2	0	0	0	0	0	0
	100%	47.73%	52.27%	0%	6.82%	29.55%	18.18%	15.91%	22.73%	2.27%	4.55%	0%	0%	0%	0%	0%	0%
Interviewed Applicants																	
Internal Selections	33	14	19	0	1	11	14	3	4	0	0	0	0	0	0	0	0
	100%	42.42%	57.58%	0%	3.03%	33.33%	42.42%	9.09%	12.12%	0%	0%	0%	0%	0%	0%	0%	0%
New Hires																	
Vacancy Announements																	
Voluntarily Identified Applicants	4,379	2,140	2,239	335	269	1,035	941	559	876	151	129	10	7	18	17	32	0
	100%	48.87%	51.13%	7.65%	6.14%	23.64%	21.49%	12.77%	20.00%	3.45%	2.95%	0.23%	0.16%	0.41%	0.39%	0.73%	0%
Qualified External Applicants	3,987	1,964	2,023	301	240	941	840	528	803	141	118	9	7	12	15	32	0
	100%	49.26%	50.74%	7.55%	6.02%	23.60%	21.07%	13.24%	20.14%	3.54%	2.96%	0.23%	0.18%	0.30%	0.38%	0.80%	0%
Referred Applicants	627	306	321	48	22	133	126	97	156	20	16	2	0	2	1	4	0
	100%	48.80%	51.20%	7.66%	3.51%	21.21%	20.10%	15.47%	24.88%	3.19%	2.55%	0.32%	0%	0.32%	0.16%	0.64%	0%
Interviewed Applicants																	
External Selections	74	29	45	3	5	14	22	9	15	1	3	0	0	1	0	1	0
	100%	39.19%	60.81%	4.05%	6.76%	18.92%	29.73%	12.16%	20.27%	1.35%	4.05%	0%	0%	1.35%	0%	1.35%	0%

Not required by EEOC - Added to aid barrier analysis.

EMPLOYEE LOSES																	
Reduction in Force	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Removal	2	2	0	0	0	0	0	2	0	0	0	0	0	0	0	0	0
	100%	100%	0%	0%	0%	0%	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Resignation	4	1	3	0	0	0	1	0	2	1	0	0	0	0	0	0	0
	100%	25.00%	75.00%	0%	0%	0%	25.00%	0%	50.00%	25.00%	0%	0%	0%	0%	0%	0%	0%
Retirement	9	3	6	0	0	3	4	0	2	0	0	0	0	0	0	0	0
	100%	33.33%	66.67%	0%	0%	33.33%	44.44%	0%	22.22%	0%	0%	0%	0%	0%	0%	0%	0%
Other Separations	18	9	9	0	0	6	5	2	3	1	0	0	0	0	1	0	0
	100%	50.00%	50.00%	0%	0%	33.33%	27.78%	11.11%	16.67%	5.56%	0%	0%	0%	0%	5.56%	0%	0%
Total Separations	33	15	18	0	0	9	10	4	7	2	0	0	0	0	1	0	0
	100%	45.45%	54.55%	0%	0%	27.27%	30.30%	12.12%	21.21%	6.06%	0%	0%	0%	0%	3.03%	0%	0%

Fiscal Year:	2023
Department:	USCG
Agency:	All

Table B6-1: Participation Rates for Major Occupations - Distribution by Disability (Permanent)

Series	All Employees					Targeted Disability											
	All	No Disability [05]	Not Identified [01]	Disability [02/03/06-94]	Targeted Disability	Developmental Disability [02]	Traumatic Brain Injury [03]	Deaf or Serious Difficulty Hearing [19]	Blind or Serious Difficulty Seeing [20]	Missing Extremities [31]	Significant Mobility Impairment [40]	Partial or Complete Paralysis [60]	Epilepsy or Other Seizure Disorders [82]	Intellectual Disability [90]	Significant Psychiatric Disorder [91]	Dwarfism [92]	Significant Disfigurement [93]
1102	468	325	17	126	10	0	0	6	1	0	0	2	0	0	1	0	0
	100%	69.44%	3.63%	26.92%	2.14%	0%	0%	1.28%	0.21%	0%	0%	0.43%	0%	0%	0.21%	0%	0%
AD-00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
ES-00	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GG-05	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GG-06	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GG-07	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GG-09	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GG-11	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GG-12	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GG-13	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GL-05	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GL-07	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GL-08	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GL-09	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GL-10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GM-13	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS-04	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS-05	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS-06	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS-07	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS-08	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS-09	29	21	1	7	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	72.41%	3.45%	24.14%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS-10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS-11	49	32	2	15	1	0	0	0	0	0	0	0	0	0	1	0	0
	100%	65.31%	4.08%	30.61%	2.04%	0%	0%	0%	0%	0%	0%	0%	0%	0%	2.04%	0%	0%
GS-12	130	87	1	42	4	0	0	2	1	0	0	1	0	0	0	0	0
	100%	66.92%	0.77%	32.31%	3.08%	0%	0%	1.54%	0.77%	0%	0%	0.77%	0%	0%	0%	0%	0%
GS-13	142	103	4	35	4	0	0	3	0	0	0	1	0	0	0	0	0
	100%	72.54%	2.82%	24.65%	2.82%	0%	0%	2.11%	0%	0%	0%	0.70%	0%	0%	0%	0%	0%
GS-14	87	59	7	21	1	0	0	1	0	0	0	0	0	0	0	0	0

GS-14	100%	67.82%	8.05%	24.14%	1.15%	0%	0%	1.15%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS-15	28	21	2	5	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	75.00%	7.14%	17.86%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
IC-05	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
IC-07	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
IC-09	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
IC-11	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
IC-12	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
IC-13	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
IC-14	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
IC-15	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
IM-00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE-01	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE-04	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE-05	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE-07	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE-08	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE-09	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE-10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
LE-11	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SL-00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
ST-00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-03	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-04	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-05	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-06	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-07	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-08	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-09	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-11	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SV-12	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SW-01	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SW-02	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
501 Goal				12.00%	2.00%												
Internal Competitive Promotions																	
Vacancy Announements																	
Relevant Applicant Pool																	
Internal Applications	97	0	94	3	1	0	0	0	0	0	0	0	0	0	1	0	0

Internal Applications	100%	0%	96.91%	3.09%	1.03%	0%	0%	0%	0%	0%	0%	0%	0%	0%	1.03%	0%	0%
Qualified Internal Applicants	76	0	75	1	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	98.68%	1.32%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Referred Applicants	62	0	61	1	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	98.39%	1.61%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Interviewed Applicants																	
Internal Selections	33	29	0	4	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	87.88%	0%	12.12%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
New Hires																	
Vacancy Announements																	
Voluntarily Identified Applicants	5,224	13	5,104	107	50	2	7	8	0	0	3	5	4	0	24	0	2
	100%	0.25%	97.70%	2.05%	0.96%	0.04%	0.13%	0.15%	0%	0%	0.06%	0.10%	0.08%	0%	0.46%	0%	0.04%
Qualified External Applicants	4,776	13	4,669	94	42	2	6	8	0	0	2	4	4	0	18	0	2
	100%	0.27%	97.76%	1.97%	0.88%	0.04%	0.13%	0.17%	0%	0%	0.04%	0.08%	0.08%	0%	0.38%	0%	0.04%
Referred Applicants	730	0	715	15	9	0	2	2	0	0	0	3	0	0	2	0	1
	100%	0%	97.95%	2.05%	1.23%	0%	0.27%	0.27%	0%	0%	0%	0.41%	0%	0%	0.27%	0%	0.14%
Interviewed Applicants																	
External Selections	74	51	3	20	2	0	0	2	0	0	0	0	0	0	0	0	0
	100%	68.92%	4.05%	27.03%	2.70%	0%	0%	2.70%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Not required by EEOC - Added to aid barrier analysis.

EMPLOYEE LOSES																	
Reduction in Force	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Removal	2	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	50.00%	0%	50.00%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Resignation	4	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	50.00%	50.00%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Retirement	9	7	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	77.78%	0%	22.22%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Other Separations	18	11	1	6	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	61.11%	5.56%	33.33%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Total Separations	33	21	3	9	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	63.64%	9.09%	27.27%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Fiscal Year:	2023
Department:	USCG
Agency:	All

Table A7-1: SENIOR GRADE LEVELS - Distribution by Race, Ethnicity, and Sex (Participation Rate)

Pay Plan-Grade Level	Total Workforce Permanent			RACE/ETHNICITY													
				Hispanic or Latino		Non-Hispanic or Latino											
						White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or More Races	
	All	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Senior Grades	22	13	9	0	2	11	5	1	1	0	1	0	0	1	0	0	0
	100%	59.09%	40.91%	0%	9.09%	50.00%	22.73%	4.55%	4.55%	0%	4.55%	0%	0%	4.55%	0%	0%	0%
Upward Mobility Benchmark	100%	67.99%	32.01%	1.98%	1.98%	54.13%	21.45%	7.26%	6.93%	3.63%	0.66%	0.00%	0.00%	0.99%	0.66%	0.00%	0.33%
Alternative Benchmark	100%																
SES or Equivalent	21	13	8	0	1	11	5	1	1	0	1	0	0	1	0	0	0
	100%	61.90%	38.10%	0%	4.76%	52.38%	23.81%	4.76%	4.76%	0%	4.76%	0%	0%	4.76%	0%	0%	0%
Internal Competitive Promotions																	
Vacancy Filled																	
Relevant Applicant Pool	100%																
Internal Applications	1,084	1,047	37	95	1	791	25	100	11	24	0	11	0	17	0	9	0
	100%	96.59%	3.41%	8.76%	0.09%	72.97%	2.31%	9.23%	1.01%	2.21%	0%	1.01%	0%	1.57%	0%	0.83%	0%
Qualified Internal Applicants	816	795	21	61	1	615	14	72	6	21	0	9	0	11	0	6	0
	100%	97.43%	2.57%	7.48%	0.12%	75.37%	1.72%	8.82%	0.74%	2.57%	0%	1.10%	0%	1.35%	0%	0.74%	0%
Referred Applicants	804	783	21	60	1	605	14	72	6	20	0	9	0	11	0	6	0
	100%	97.39%	2.61%	7.46%	0.12%	75.25%	1.74%	8.96%	0.75%	2.49%	0%	1.12%	0%	1.37%	0%	0.75%	0%
Interviewed Applicants																	
Internal Selections	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
New Hires																	
Vacancy Announements																	
Voluntarily Identified Applicants	1,107	990	117	111	8	623	72	220	32	18	2	4	0	11	3	3	0
	100%	89.43%	10.57%	10.03%	0.72%	56.28%	6.50%	19.87%	2.89%	1.63%	0.18%	0.36%	0%	0.99%	0.27%	0.27%	0%
Qualified External Applicants	564	512	52	50	6	356	27	89	17	5	1	2	0	9	1	1	0
	100%	90.78%	9.22%	8.87%	1.06%	63.12%	4.79%	15.78%	3.01%	0.89%	0.18%	0.35%	0%	1.60%	0.18%	0.18%	0%
Referred Applicants	476	461	15	41	4	323	7	83	2	4	1	1	0	8	1	1	0
	100%	96.85%	3.15%	8.61%	0.84%	67.86%	1.47%	17.44%	0.42%	0.84%	0.21%	0.21%	0%	1.68%	0.21%	0.21%	0%
Interviewed Applicants																	
External Selections	3	1	2	0	1	1	1	0	0	0	0	0	0	0	0	0	0
	100%	33.33%	66.67%	0%	33.33%	33.33%	33.33%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Career Development Program - SES CDP																	
Slots																	
Eligible for Career Development Program																	
Applicants for Career Development Program																	
Selections for Career Development Program																	
GS-15 or Equivalent	303	206	97	6	6	164	65	22	21	11	2	0	0	3	2	0	1
	100%	67.99%	32.01%	1.98%	1.98%	54.13%	21.45%	7.26%	6.93%	3.63%	0.66%	0%	0%	0.99%	0.66%	0%	0.33%
Internal Competitive Promotions																	
Vacancy Filled																	
Relevant Applicant Pool	100%																
Internal Applications	211	143	68	17	7	71	18	31	37	19	3	1	0	2	3	2	0
	100%	67.77%	32.23%	8.06%	3.32%	33.65%	8.53%	14.69%	17.54%	9.00%	1.42%	0.47%	0%	0.95%	1.42%	0.95%	0%
Qualified Internal Applicants	132	90	42	12	6	46	11	20	21	9	1	0	0	1	3	2	0
	100%	68.18%	31.82%	9.09%	4.55%	34.85%	8.33%	15.15%	15.91%	6.82%	0.76%	0%	0%	0.76%	2.27%	1.52%	0%
Referred Applicants	128	88	40	11	6	45	10	20	20	9	1	0	0	1	3	2	0

Referred Applicants	100%	68.75%	31.25%	8.59%	4.69%	35.16%	7.81%	15.63%	15.63%	7.03%	0.78%	0%	0%	0.78%	2.34%	1.56%	0%
Interviewed Applicants																	
Internal Selections	20	13	7	0	1	10	5	2	1	0	0	0	0	0	0	1	0
	100%	65.00%	35.00%	0%	5.00%	50.00%	25.00%	10.00%	5.00%	0%	0%	0%	0%	0%	0%	5.00%	0%
New Hires																	
Vacancy Announements																	
Voluntarily Identified Applicants	374	229	145	28	11	112	69	41	56	44	8	0	0	2	1	2	0
	100%	61.23%	38.77%	7.49%	2.94%	29.95%	18.45%	10.96%	14.97%	11.76%	2.14%	0%	0%	0.53%	0.27%	0.53%	0%
Qualified External Applicants	358	218	140	28	10	103	66	41	55	42	8	0	0	2	1	2	0
	100%	60.89%	39.11%	7.82%	2.79%	28.77%	18.44%	11.45%	15.36%	11.73%	2.23%	0%	0%	0.56%	0.28%	0.56%	0%
Referred Applicants	20	15	5	3	0	9	3	2	2	1	0	0	0	0	0	0	0
	100%	75.00%	25.00%	15.00%	0%	45.00%	15.00%	10.00%	10.00%	5.00%	0%	0%	0%	0%	0%	0%	0%
Interviewed Applicants																	
External Selections	16	8	8	1	1	6	3	1	2	0	1	0	0	0	1	0	0
	100%	50.00%	50.00%	6.25%	6.25%	37.50%	18.75%	6.25%	12.50%	0%	6.25%	0%	0%	0%	6.25%	0%	0%
Career Development Program - Women in Law Enforcement Mentoring Program (CRCL/DMS)																	
Slots																	
Eligible for Career Development Program																	
Applicants for Career Development Program																	
Selections for Career Development Program																	

GS-14 or Equivalent	989	681	308	37	14	525	168	66	91	41	28	1	1	8	1	3	5
	100%	68.86%	31.14%	3.74%	1.42%	53.08%	16.99%	6.67%	9.20%	4.15%	2.83%	0.10%	0.10%	0.81%	0.10%	0.30%	0.51%
Internal Competitive Promotions																	
Vacancy Filled																	
Relevant Applicant Pool	100%																
Internal Applications	1,318	826	492	111	56	431	165	180	243	72	24	0	0	14	4	18	0
	100%	62.67%	37.33%	8.42%	4.25%	32.70%	12.52%	13.66%	18.44%	5.46%	1.82%	0%	0%	1.06%	0.30%	1.37%	0%
Qualified Internal Applicants	806	498	308	58	36	276	111	102	145	43	14	0	0	7	2	12	0
	100%	61.79%	38.21%	7.20%	4.47%	34.24%	13.77%	12.66%	17.99%	5.33%	1.74%	0%	0%	0.87%	0.25%	1.49%	0%
Referred Applicants	787	488	299	57	36	273	109	98	138	42	14	0	0	7	2	11	0
	100%	62.01%	37.99%	7.24%	4.57%	34.69%	13.85%	12.45%	17.53%	5.34%	1.78%	0%	0%	0.89%	0.25%	1.40%	0%
Interviewed Applicants																	
Internal Selections	54	34	20	4	0	28	13	1	6	1	1	0	0	0	0	0	0
	100%	62.96%	37.04%	7.41%	0%	51.85%	24.07%	1.85%	11.11%	1.85%	1.85%	0%	0%	0%	0%	0%	0%
New Hires																	
Vacancy Announements																	
Voluntarily Identified Applicants	1,891	1,186	705	149	57	566	280	307	302	138	62	4	1	11	3	11	0
	100%	62.72%	37.28%	7.88%	3.01%	29.93%	14.81%	16.23%	15.97%	7.30%	3.28%	0.21%	0.05%	0.58%	0.16%	0.58%	0%
Qualified External Applicants	1,731	1,100	631	140	50	519	249	287	274	131	54	4	1	9	3	10	0
	100%	63.55%	36.45%	8.09%	2.89%	29.98%	14.38%	16.58%	15.83%	7.57%	3.12%	0.23%	0.06%	0.52%	0.17%	0.58%	0%
Referred Applicants	284	191	93	23	6	103	31	42	45	20	11	1	0	1	0	1	0
	100%	67.25%	32.75%	8.10%	2.11%	36.27%	10.92%	14.79%	15.85%	7.04%	3.87%	0.35%	0%	0.35%	0%	0.35%	0%
Interviewed Applicants																	
External Selections	65	48	17	5	1	35	10	6	6	2	0	0	0	0	0	0	0
	100%	73.85%	26.15%	7.69%	1.54%	53.85%	15.38%	9.23%	9.23%	3.08%	0%	0%	0%	0%	0%	0%	0%
Career Development Program - Disability Mentoring Program																	
Slots																	
Eligible for Career Development Program																	
Applicants for Career Development Program																	
Selections for Career Development Program																	

GS-13 or Equivalent	1,934	1,384	550	95	37	1,017	298	162	168	64	31	9	4	23	5	14	7
	100%	71.56%	28.44%	4.91%	1.91%	52.59%	15.41%	8.38%	8.69%	3.31%	1.60%	0.47%	0.21%	1.19%	0.26%	0.72%	0.36%
Internal Competitive Promotions																	
Vacancy Filled																	
Relevant Applicant Pool	100%																
Internal Applications	2,726	1,819	907	271	122	996	358	384	380	81	30	21	6	43	11	23	0
	100%	66.73%	33.27%	9.94%	4.48%	36.54%	13.13%	14.09%	13.94%	2.97%	1.10%	0.77%	0.22%	1.58%	0.40%	0.84%	0%
Qualified Internal Applicants	1,473	1,035	438	158	44	585	184	204	193	42	10	8	3	27	4	11	0
	100%	70.26%	29.74%	10.73%	2.99%	39.71%	12.49%	13.85%	13.10%	2.85%	0.68%	0.54%	0.20%	1.83%	0.27%	0.75%	0%

Referred Applicants	1,448	1,020	428	155	42	576	180	202	189	41	10	8	3	27	4	11	0
	100%	70.44%	29.56%	10.70%	2.90%	39.78%	12.43%	13.95%	13.05%	2.83%	0.69%	0.55%	0.21%	1.86%	0.28%	0.76%	0%
Interviewed Applicants																	
Internal Selections	66	48	18	4	1	33	11	6	6	2	0	0	0	3	0	0	0
	100%	72.73%	27.27%	6.06%	1.52%	50.00%	16.67%	9.09%	9.09%	3.03%	0%	0%	0%	4.55%	0%	0%	0%
New Hires																	
Vacancy Announements																	
Voluntarily Identified Applicants	3,395	2,176	1,219	294	161	986	459	585	510	228	78	7	2	32	9	44	0
	100%	64.09%	35.91%	8.66%	4.74%	29.04%	13.52%	17.23%	15.02%	6.72%	2.30%	0.21%	0.06%	0.94%	0.27%	1.30%	0%
Qualified External Applicants	2,791	1,817	974	243	129	797	361	515	415	200	61	6	1	24	7	32	0
	100%	65.10%	34.90%	8.71%	4.62%	28.56%	12.93%	18.45%	14.87%	7.17%	2.19%	0.21%	0.04%	0.86%	0.25%	1.15%	0%
Referred Applicants	936	657	279	89	28	272	95	193	132	86	22	1	1	7	1	9	0
	100%	70.19%	29.81%	9.51%	2.99%	29.06%	10.15%	20.62%	14.10%	9.19%	2.35%	0.11%	0.11%	0.75%	0.11%	0.96%	0%
Interviewed Applicants																	
External Selections	195	129	66	11	5	85	30	22	25	6	3	2	1	1	0	2	2
	100%	66.15%	33.85%	5.64%	2.56%	43.59%	15.38%	11.28%	12.82%	3.08%	1.54%	1.03%	0.51%	0.51%	0%	1.03%	1.03%
Career Development Program																	
Slots																	
Eligible for Career Development Program																	
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Applicants for Career Development Program																	
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Selections for Career Development Program																	
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Fiscal Year:	2023
Department:	USCG
Agency:	All

Table B7-1: SENIOR GRADE LEVELS - Distribution by Disability (Participation Rate)

Type of Appointment	All Employees					Targeted Disability											
	All	No Disability [05]	Not Identified [01]	Disability [02/03/06-94]	Targeted Disability	Developmental Disability [02]	Traumatic Brain Injury [03]	Deaf or Serious Difficulty	Blind or Serious Difficulty	Missing Extremities [31]	Significant Mobility Impairment	Partial or Complete Paralysis	Epilepsy or Other Seizure	Intellectual Disability [90]	Significant Psychiatric Disorder	Dwarfism [92]	Significant Disfigurement [93]
Senior Grades	22	15	1	6	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	68.18%	4.55%	27.27%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
501 Goal				12.00%	2.00%												
	21	16	3	2	0	0	0	0	0	0	0	0	0	0	0	0	0
SES or Equivalent	21	15	1	5	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	71.43%	4.76%	23.81%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Internal Competitive Promotions																	
Vacancy Filled																	
Relevant Applicant Pool	100%																
Internal Applications	1,259	7	1,230	22	14	0	4	2	1	2	0	0	0	0	6	0	0
	100%	0.56%	97.70%	1.75%	1.11%	0%	0.32%	0.16%	0.08%	0.16%	0%	0%	0%	0%	0.48%	0%	0%
Qualified Internal Applicants	948	6	923	19	11	0	2	1	1	2	0	0	0	0	5	0	0
	100%	0.63%	97.36%	2.00%	1.16%	0%	0.21%	0.11%	0.11%	0.21%	0%	0%	0%	0%	0.53%	0%	0%
Referred Applicants	935	6	910	19	11	0	2	1	1	2	0	0	0	0	5	0	0
	100%	0.64%	97.33%	2.03%	1.18%	0%	0.21%	0.11%	0.11%	0.21%	0%	0%	0%	0%	0.53%	0%	0%
Interviewed Applicants																	
Internal Selections	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
New Hires																	
Vacancy Announements																	
Voluntarily Identified Applicants	1,270	4	1,251	15	11	0	4	1	0	0	0	0	0	2	8	0	0
	100%	0.31%	98.50%	1.18%	0.87%	0%	0.31%	0.08%	0%	0%	0%	0%	0%	0.16%	0.63%	0%	0%
Qualified External Applicants	666	3	657	6	4	0	3	1	0	0	0	0	0	0	1	0	0
	100%	0.45%	98.65%	0.90%	0.60%	0%	0.45%	0.15%	0%	0%	0%	0%	0%	0%	0.15%	0%	0%
Referred Applicants	552	3	543	6	4	0	3	1	0	0	0	0	0	0	1	0	0
	100%	0.54%	98.37%	1.09%	0.72%	0%	0.54%	0.18%	0%	0%	0%	0%	0%	0%	0.18%	0%	0%
Interviewed Applicants																	
External Selections	3	2	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	66.67%	0%	33.33%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Career Development Program - SES CDP																	
Slots																	
Eligible for Career Development Program																	
Applicants for Career Development Program																	
Selections for Career Development Program																	
GS-15 or Equivalent	303	202	17	84	5	0	1	4	0	0	0	0	0	0	0	0	0
	100%	66.67%	5.61%	27.72%	1.65%	0%	0.33%	1.32%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Internal Competitive Promotions																	
Vacancy Filled																	
Relevant Applicant Pool	100%																
Internal Applications	274	1	261	12	5	0	2	0	0	0	0	1	0	0	3	0	0
	100%	0.36%	95.26%	4.38%	1.82%	0%	0.73%	0%	0%	0%	0%	0.36%	0%	0%	1.09%	0%	0%
Qualified Internal Applicants	174	0	166	8	4	0	1	0	0	0	0	1	0	0	2	0	0
	100%	0%	95.40%	4.60%	2.30%	0%	0.57%	0%	0%	0%	0%	0.57%	0%	0%	1.15%	0%	0%
Referred Applicants	170	0	163	7	4	0	1	0	0	0	0	1	0	0	2	0	0
	100%	0%	95.88%	4.12%	2.35%	0%	0.59%	0%	0%	0%	0%	0.59%	0%	0%	1.18%	0%	0%
Interviewed Applicants																	

Interviewed Applicants																	
Internal Selections	10	6	0	4	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	60.00%	0%	40.00%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
New Hires																	
Vacancy Announements																	
Voluntarily Identified Applicants	478	1	473	4	3	0	1	1	0	0	1	0	0	0	0	0	0
	100%	0.21%	98.95%	0.84%	0.63%	0%	0.21%	0.21%	0%	0%	0.21%	0%	0%	0%	0%	0%	0%
Qualified External Applicants	460	1	455	4	3	0	1	1	0	0	1	0	0	0	0	0	0
	100%	0.22%	98.91%	0.87%	0.65%	0%	0.22%	0.22%	0%	0%	0.22%	0%	0%	0%	0%	0%	0%
Referred Applicants	26	0	25	1	1	0	0	1	0	0	0	0	0	0	0	0	0
	100%	0%	96.15%	3.85%	3.85%	0%	0%	3.85%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Interviewed Applicants																	
External Selections	16	11	1	4	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	68.75%	6.25%	25.00%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Career Development Program - Women in Law Enforcement Mentoring Program (CRCL/DMS)																	
Slots																	
Eligible for Career Development Program																	
Applicants for Career Development Program																	
Selections for Career Development Program																	
GS-14 or Equivalent	989	622	61	306	31	0	2	14	3	1	1	1	0	1	7	1	0
	100%	62.89%	6.17%	30.94%	3.13%	0%	0.20%	1.42%	0.30%	0.10%	0.10%	0.10%	0%	0.10%	0.71%	0.10%	0%
Internal Competitive Promotions																	
Vacancy Filled																	
Relevant Applicant Pool	100%																
Internal Applications	1,688	9	1,599	80	46	1	16	6	0	0	7	6	2	0	17	0	1
	100%	0.53%	94.73%	4.74%	2.73%	0.06%	0.95%	0.36%	0%	0%	0.41%	0.36%	0.12%	0%	1.01%	0%	0.06%
Qualified Internal Applicants	1,037	4	993	40	22	0	4	5	0	0	5	3	1	0	6	0	1
	100%	0.39%	95.76%	3.86%	2.12%	0%	0.39%	0.48%	0%	0%	0.48%	0.29%	0.10%	0%	0.58%	0%	0.10%
Referred Applicants	1,014	4	970	40	22	0	4	5	0	0	5	3	1	0	6	0	1
	100%	0.39%	95.66%	3.94%	2.17%	0%	0.39%	0.49%	0%	0%	0.49%	0.30%	0.10%	0%	0.59%	0%	0.10%
Interviewed Applicants																	
Internal Selections	54	35	2	17	1	0	0	0	0	0	0	0	0	0	1	0	0
	100%	64.81%	3.70%	31.48%	1.85%	0%	0%	0%	0%	0%	0%	0%	0%	0%	1.85%	0%	0%
New Hires																	
Vacancy Announements																	
Voluntarily Identified Applicants	2,450	12	2,367	71	41	0	7	10	2	0	3	3	2	0	15	0	1
	100%	0.49%	96.61%	2.90%	1.67%	0%	0.29%	0.41%	0.08%	0%	0.12%	0.12%	0.08%	0%	0.61%	0%	0.04%
Qualified External Applicants	2,244	12	2,170	62	33	0	6	10	2	0	2	3	1	0	9	0	1
	100%	0.53%	96.70%	2.76%	1.47%	0%	0.27%	0.45%	0.09%	0%	0.09%	0.13%	0.04%	0%	0.40%	0%	0.04%
Referred Applicants	362	2	348	12	7	0	1	2	0	0	0	3	0	0	1	0	1
	100%	0.55%	96.13%	3.31%	1.93%	0%	0.28%	0.55%	0%	0%	0%	0.83%	0%	0%	0.28%	0%	0.28%
Interviewed Applicants																	
External Selections	69	43	2	24	2	0	0	1	0	0	0	0	0	0	1	0	0
	100%	62.32%	2.90%	34.78%	2.90%	0%	0%	1.45%	0%	0%	0%	0%	0%	0%	1.45%	0%	0%
Career Development Program - Disability Mentoring Program																	
Slots																	
Eligible for Career Development Program																	
Applicants for Career Development Program																	
Selections for Career Development Program																	
	1,934	1,422	187	325	68	0	9	27	6	0	4	5	4	1	12	0	0
GS-13 or Equivalent	1,934	1,222	84	628	68	0	9	27	6	0	4	5	4	1	12	0	0
	100%	63.19%	4.34%	32.47%	3.52%	0%	0.47%	1.40%	0.31%	0%	0.21%	0.26%	0.21%	0.05%	0.62%	0%	0%
Internal Competitive Promotions																	
Vacancy Filled																	
Relevant Applicant Pool	100%																
Internal Applications	3,420	26	3,294	100	50	0	10	5	0	0	6	1	1	0	36	0	1
	100%	0.76%	96.32%	2.92%	1.46%	0%	0.29%	0.15%	0%	0%	0.18%	0.03%	0.03%	0%	1.05%	0%	0.03%
Qualified Internal Applicants	1,874	16	1,808	50	28	0	5	3	0	0	4	1	0	0	20	0	0
	100%	0.85%	96.48%	2.67%	1.49%	0%	0.27%	0.16%	0%	0%	0.21%	0.05%	0%	0%	1.07%	0%	0%
Referred Applicants	1,840	14	1,779	47	26	0	5	3	0	0	4	1	0	0	18	0	0
	100%	0.76%	96.68%	2.55%	1.41%	0%	0.27%	0.16%	0%	0%	0.22%	0.05%	0%	0%	0.98%	0%	0%

Interviewed Applicants																	
Internal Selections	66	44	4	18	2	0	0	0	0	0	0	0	1	0	1	0	0
	100%	66.67%	6.06%	27.27%	3.03%	0%	0%	0%	0%	0%	0%	0%	1.52%	0%	1.52%	0%	0%
New Hires																	
Vacancy Announements																	
Voluntarily Identified Applicants	4,153	19	3,980	154	79	5	10	13	1	1	3	5	4	0	46	0	0
	100%	0.46%	95.83%	3.71%	1.90%	0.12%	0.24%	0.31%	0.02%	0.02%	0.07%	0.12%	0.10%	0%	1.11%	0%	0%
Qualified External Applicants	3,415	12	3,281	122	62	4	7	12	1	1	3	5	4	0	31	0	0
	100%	0.35%	96.08%	3.57%	1.82%	0.12%	0.20%	0.35%	0.03%	0.03%	0.09%	0.15%	0.12%	0%	0.91%	0%	0%
Referred Applicants	1,136	6	1,097	33	19	1	2	5	0	1	1	2	0	0	8	0	0
	100%	0.53%	96.57%	2.90%	1.67%	0.09%	0.18%	0.44%	0%	0.09%	0.09%	0.18%	0%	0%	0.70%	0%	0%
Interviewed Applicants																	
External Selections	195	129	10	56	4	0	2	1	1	0	0	0	0	0	0	0	0
	100%	66.15%	5.13%	28.72%	2.05%	0%	1.03%	0.51%	0.51%	0%	0%	0%	0%	0%	0%	0%	0%
Career Development Program																	
Slots																	
Eligible for Career Development Program																	
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Applicants for Career Development Program																	
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Selections for Career Development Program																	
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Fiscal Year:	2023
Department:	USCG
Agency:	All

Table A7-2: SENIOR GRADE LEVELS - Distribution by Race, Ethnicity, and Sex (Inclusion Rate)

Pay Plan-Grade Level	Total Workforce Permanent			RACE/ETHNICITY													
				Hispanic or Latino		Non-Hispanic or Latino											
						White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or More Races	
	All	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Senior Grades	22	13	9	0	2	11	5	1	1	0	1	0	0	1	0	0	0
	0.22%	0.19%	0.26%	0%	0.71%	0.22%	0.26%	0.12%	0.11%	0%	0.47%	0%	0%	0.92%	0%	0%	0%
Upward Mobility Benchmark	3%	3%	3%	1%	2%	3%	3%	3%	2%	4%	1%	0%	0%	3%	5%	0%	2%
Alternative Benchmark	3%																
SES or Equivalent	21	13	8	0	1	11	5	1	1	0	1	0	0	1	0	0	0
	0.21%	0.19%	0.24%	0%	0.36%	0.22%	0.26%	0.12%	0.11%	0%	0.47%	0%	0%	0.92%	0%	0%	0%
Internal Competitive Promotions																	
Vacancy Filled																	
Relevant Applicant Pool																	
Internal Applications	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Qualified Internal Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Referred Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Interviewed Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Internal Selections	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
New Hires																	
Vacancy Announements																	
Voluntarily Identified Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Qualified External Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Referred Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Interviewed Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
External Selections	3	1	2	0	1	1	1	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Career Development Program																	
Slots																	
Eligible for Career Development Program	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Applicants for Career Development Program	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Selections for Career Development Program	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS-15 or Equivalent	303	206	97	6	6	164	65	22	21	11	2	0	0	3	2	0	1
	2.96%	3.02%	2.85%	1.19%	2.14%	3.26%	3.43%	2.70%	2.38%	3.87%	0.94%	0%	0%	2.75%	4.76%	0%	1.85%
Internal Competitive Promotions																	
Vacancy Filled																	
Relevant Applicant Pool																	
Internal Applications	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Qualified Internal Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Referred Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Referred Applicants	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Interviewed Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Internal Selections	20	13	7	0	1	10	5	2	1	0	0	0	0	0	0	1	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
New Hires																	
Vacancy Announements																	
Voluntarily Identified Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Qualified External Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Referred Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Interviewed Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
External Selections	16	8	8	1	1	6	3	1	2	0	1	0	0	0	1	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Career Development Program																	
Slots																	
Eligible for Career Development Program	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Applicants for Career Development Program	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Selections for Career Development Program	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

GS-14 or Equivalent	989	681	308	37	14	525	168	66	91	41	28	1	1	8	1	3	5
	9.67%	9.97%	9.06%	7.34%	5.00%	10.45%	8.86%	8.10%	10.32%	14.44%	13.15%	2.27%	3.03%	7.34%	2.38%	5.88%	9.26%
Internal Competitive Promotions																	
Vacancy Filled																	
Relevant Applicant Pool																	
Internal Applications	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Qualified Internal Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Referred Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Interviewed Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Internal Selections	54	34	20	4	0	28	13	1	6	1	1	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
New Hires																	
Vacancy Announements																	
Voluntarily Identified Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Qualified External Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Referred Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Interviewed Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
External Selections	65	48	17	5	1	35	10	6	6	2	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Career Development Program																	
Slots																	
Eligible for Career Development Program	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Applicants for Career Development Program	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Selections for Career Development Program	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

GS-13 or Equivalent	1,934	1,384	550	95	37	1,017	298	162	168	64	31	9	4	23	5	14	7
	18.90%	20.26%	16.18%	18.85%	13.21%	20.24%	15.72%	19.88%	19.05%	22.54%	14.55%	20.45%	12.12%	21.10%	11.90%	27.45%	12.96%
Internal Competitive Promotions																	
Vacancy Filled																	
Relevant Applicant Pool																	
Internal Applications	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Qualified Internal Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Referred Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Interviewed Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Internal Selections	66	48	18	4	1	33	11	6	6	2	0	0	0	3	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
New Hires																	
Vacancy Announements																	
Voluntarily Identified Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Qualified External Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Referred Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Interviewed Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
External Selections	195	129	66	11	5	85	30	22	25	6	3	2	1	1	0	2	2
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Career Development Program																	
Slots																	
Eligible for Career Development Program	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Applicants for Career Development Program	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Selections for Career Development Program	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Fiscal Year:	2023
Department:	USCG
Agency:	All

Table B7-2: SENIOR GRADE LEVELS - Distribution by Disability (Inclusion Rate)

Type of Appointment	All Employees					Targeted Disability											
	All	No Disability [05]	Not Identified [01]	Disability [02/03/06-94]	Targeted Disability	Developmental Disability [02]	Traumatic Brain Injury [03]	Deaf or Serious Difficulty	Blind or Serious Difficulty	Missing Extremities [31]	Significant Mobility Impairment	Partial or Complete Paralysis	Epilepsy or Other Seizure	Intellectual Disability [90]	Significant Psychiatric Disorder	Dwarfism [92]	Significant Disfigurement [93]
Senior Grades	22	15	1	6	0	0	0	0	0	0	0	0	0	0	0	0	0
	0.22%	0.23%	0.18%	0.19%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
501 Goal				12.00%	2.00%												
	21	16	3	2	0	0	0	0	0	0	0	0	0	0	0	0	0
SES or Equivalent	21	15	1	5	0	0	0	0	0	0	0	0	0	0	0	0	0
	0.21%	0.23%	0.18%	0.16%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Internal Competitive Promotions																	
Vacancy Filled																	
Relevant Applicant Pool																	
Internal Applications	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Qualified Internal Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Referred Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Interviewed Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Internal Selections	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Internal Selections	0	0	0	0	<--Excludes 30% or more disabled Veterans and Schedule A employees who did not self-identify. These numbers can be used if the above applicant flow data only includes self-identified.												
	0%	0%	0%	0%	Targeted disability identification is not affected.												
New Hires																	
Vacancy Announements																	
Voluntarily Identified Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Qualified External Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Referred Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Interviewed Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
External Selections	3	2	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
External Selections	3	2	1	0	<--Excludes 30% or more disabled Veterans and Schedule A employees who did not self-identify. These numbers can be used if the above applicant flow data only includes self-identified.												
	0%	0%	0%	0%	Targeted disability identification is not affected.												
Career Development Program																	
Slots																	
Eligible for Career Development Program	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Applicants for Career Development Program	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Selections for Career Development Program	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	303	233	31	39	5	0	1	4	0	0	0	0	0	0	0	0	0
GS-15 or Equivalent	303	202	17	84	5	0	1	4	0	0	0	0	0	0	0	0	0
	2.96%	3.10%	2.99%	2.67%	1.53%	0%	2.86%	3.25%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Internal Competitive Promotions																	
Vacancy Filled																	
Relevant Applicant Pool																	
Internal Applications	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Qualified Internal Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Qualified Internal Applicants	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Referred Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Interviewed Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Internal Selections	10	6	0	4	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Internal Selections	10	6	2	2	<--Excludes 30% or more disabled Veterans and Schedule A employees who did not self-identify. These numbers can be used if the above applicant flow data only includes self-identified.												
	0%	0%	0%	0%	Targeted disability identification is not affected.												
New Hires																	
Vacancy Announements																	
Voluntarily Identified Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Qualified External Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Referred Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Interviewed Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
External Selections	16	11	1	4	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
External Selections	16	13	2	1	<--Excludes 30% or more disabled Veterans and Schedule A employees who did not self-identify. These numbers can be used if the above applicant flow data only includes self-identified.												
	0%	0%	0%	0%	Targeted disability identification is not affected.												
Career Development Program																	
Slots																	
Eligible for Career Development Program	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Applicants for Career Development Program	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Selections for Career Development Program	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	989	718	104	167	31	0	2	14	3	1	1	1	0	1	7	1	0
GS-14 or Equivalent	989	622	61	306	31	0	2	14	3	1	1	1	0	1	7	1	0
	9.67%	9.54%	10.72%	9.74%	9.48%	0%	5.71%	11.38%	14.29%	20.00%	4.76%	4.55%	0%	25.00%	9.86%	33.33%	0%
Internal Competitive Promotions																	
Vacancy Filled																	
Relevant Applicant Pool																	
Internal Applications	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Qualified Internal Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Referred Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Interviewed Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Internal Selections	54	35	2	17	1	0	0	0	0	0	0	0	0	0	1	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Internal Selections	54	39	8	7	<--Excludes 30% or more disabled Veterans and Schedule A employees who did not self-identify. These numbers can be used if the above applicant flow data only includes self-identified.												
	0%	0%	0%	0%	Targeted disability identification is not affected.												
New Hires																	
Vacancy Announements																	
Voluntarily Identified Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Qualified External Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Referred Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Interviewed Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
External Selections	69	43	2	24	2	0	0	1	0	0	0	0	0	0	1	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
External Selections	69	52	3	14	<--Excludes 30% or more disabled Veterans and Schedule A employees who did not self-identify. These numbers can be used if the above applicant flow data only includes self-identified.												
	0%	0%	0%	0%	Targeted disability identification is not affected.												
Career Development Program																	
Slots																	
Eligible for Career Development Program	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Applicants for Career Development Program	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Selections for Career Development Program	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

	1,934	1,422	187	325	68	0	9	27	6	0	4	5	4	1	12	0	0
GS-13 or Equivalent	1,934	1,222	84	628	68	0	9	27	6	0	4	5	4	1	12	0	0
	18.90%	18.74%	14.76%	19.98%	20.80%	0%	25.71%	21.95%	28.57%	0%	19.05%	22.73%	33.33%	25.00%	16.90%	0%	0%
Internal Competitive Promotions																	
Vacancy Filled																	
Relevant Applicant Pool																	
Internal Applications	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Qualified Internal Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Referred Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Interviewed Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Internal Selections	66	44	4	18	2	0	0	0	0	0	0	0	1	0	1	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Internal Selections	66	50	6	10	**<--Excludes 30% or more disabled Veterans and Schedule A employees who did not self-identify. These numbers can be used if the above applicant flow data only includes self-identified.**												
	0%	0%	0%	0%	**Targeted disability identification is not affected.**												
New Hires																	
Vacancy Announements																	
Voluntarily Identified Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Qualified External Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Referred Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Interviewed Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
External Selections	195	129	10	56	4	0	2	1	1	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
External Selections	195	150	25	20	**<--Excludes 30% or more disabled Veterans and Schedule A employees who did not self-identify. These numbers can be used if the above applicant flow data only includes self-identified.**												
	0%	0%	0%	0%	**Targeted disability identification is not affected.**												
Career Development Program																	
Slots																	
Eligible for Career Development Program	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Applicants for Career Development Program	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Selections for Career Development Program	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Fiscal Year:	2023
Department:	USCG
Agency:	All

Table A8-1: MANAGEMENT POSITIONS - Distribution by Race, Ethnicity, and Sex (Participation Rate)

Upward Mobility to Management Positions	Total Workforce Permanent			RACE/ETHNICITY													
				Hispanic or Latino		Non-Hispanic or Latino											
						White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or More Races	
	All	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Total Management	4,137	2,773	1,364	200	94	2,044	745	349	410	86	72	21	11	53	14	20	18
	100%	67.03%	32.97%	4.83%	2.27%	49.41%	18.01%	8.44%	9.91%	2.08%	1.74%	0.51%	0.27%	1.28%	0.34%	0.48%	0.44%
Upward Mobility Benchmark	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Alternative Benchmark	100%																
SES or Equivalent	177	109	68	3	5	80	45	19	15	3	1	0	0	4	1	0	1
	100%	61.58%	38.42%	1.69%	2.82%	45.20%	25.42%	10.73%	8.47%	1.69%	0.56%	0%	0%	2.26%	0.56%	0%	0.56%
SES/TSES	13	7	6	0	1	5	4	1	1	0	0	0	0	1	0	0	0
	100%	53.85%	46.15%	0%	7.69%	38.46%	30.77%	7.69%	7.69%	0%	0%	0%	0%	7.69%	0%	0%	0%
Senior Level (ST, SL, EX)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS/GG-15	164	102	62	3	4	75	41	18	14	3	1	0	0	3	1	0	1
	100%	62.20%	37.80%	1.83%	2.44%	45.73%	25.00%	10.98%	8.54%	1.83%	0.61%	0%	0%	1.83%	0.61%	0%	0.61%
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Internal Competitive Promotions																	
Vacancy Filled																	
Relevant Applicant Pool																	
Internal Applications	450	379	71	46	7	246	20	46	38	28	3	3	0	7	3	3	0
	100%	84.22%	15.78%	10.22%	1.56%	54.67%	4.44%	10.22%	8.44%	6.22%	0.67%	0.67%	0%	1.56%	0.67%	0.67%	0%
Qualified Internal Applicants	326	284	42	34	6	195	11	31	21	16	1	2	0	4	3	2	0
	100%	87.12%	12.88%	10.43%	1.84%	59.82%	3.37%	9.51%	6.44%	4.91%	0.31%	0.61%	0%	1.23%	0.92%	0.61%	0%
Referred Applicants	314	274	40	32	6	188	10	31	20	15	1	2	0	4	3	2	0
	100%	87.26%	12.74%	10.19%	1.91%	59.87%	3.18%	9.87%	6.37%	4.78%	0.32%	0.64%	0%	1.27%	0.96%	0.64%	0%
Interviewed Applicants																	
Internal Selections	15	10	5	0	0	7	4	2	1	0	0	0	0	0	0	1	0
	100%	66.67%	33.33%	0%	0%	46.67%	26.67%	13.33%	6.67%	0%	0%	0%	0%	0%	0%	6.67%	0%
New Hires																	
Vacancy Announements																	
Voluntarily Identified Applicants	335	210	125	22	9	111	59	37	48	38	8	0	0	1	1	1	0
	100%	62.69%	37.31%	6.57%	2.69%	33.13%	17.61%	11.04%	14.33%	11.34%	2.39%	0%	0%	0.30%	0.30%	0.30%	0%
Qualified External Applicants	316	196	120	22	8	99	56	37	47	36	8	0	0	1	1	1	0
	100%	62.03%	37.97%	6.96%	2.53%	31.33%	17.72%	11.71%	14.87%	11.39%	2.53%	0%	0%	0.32%	0.32%	0.32%	0%
Referred Applicants	23	19	4	3	0	14	2	2	2	0	0	0	0	0	0	0	0
	100%	82.61%	17.39%	13.04%	0%	60.87%	8.70%	8.70%	8.70%	0%	0%	0%	0%	0%	0%	0%	0%
Interviewed Applicants																	
External Selections	10	3	7	0	2	3	2	0	2	0	0	0	0	0	1	0	0
	100%	30.00%	70.00%	0%	20.00%	30.00%	20.00%	0%	20.00%	0%	0%	0%	0%	0%	10.00%	0%	0%

Career Development Program																	
Slots	0																
Eligible for Career Development Program	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Applicants for Career Development Program	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Selections for Career Development Program	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Managers (GS13-14)	1,611	1,108	503	77	34	826	251	135	180	35	23	7	4	18	3	10	8
	100%	68.78%	31.22%	4.78%	2.11%	51.27%	15.58%	8.38%	11.17%	2.17%	1.43%	0.43%	0.25%	1.12%	0.19%	0.62%	0.50%
GS/GG-14	545	359	186	19	8	279	97	39	66	15	10	1	1	4	0	2	4
	100%	65.87%	34.13%	3.49%	1.47%	51.19%	17.80%	7.16%	12.11%	2.75%	1.83%	0.18%	0.18%	0.73%	0%	0.37%	0.73%
GS/GG-13	1,066	749	317	58	26	547	154	96	114	20	13	6	3	14	3	8	4
	100%	70.26%	29.74%	5.44%	2.44%	51.31%	14.45%	9.01%	10.69%	1.88%	1.22%	0.56%	0.28%	1.31%	0.28%	0.75%	0.38%
Internal Competitive Promotions																	
Vacancy Filled																	
Relevant Applicant Pool																	
Internal Applications	688	450	238	60	24	264	111	80	90	18	10	0	0	17	3	11	0
	100%	65.41%	34.59%	8.72%	3.49%	38.37%	16.13%	11.63%	13.08%	2.62%	1.45%	0%	0%	2.47%	0.44%	1.60%	0%
Qualified Internal Applicants	452	284	168	30	18	181	79	49	60	12	9	0	0	9	2	3	0
	100%	62.83%	37.17%	6.64%	3.98%	40.04%	17.48%	10.84%	13.27%	2.65%	1.99%	0%	0%	1.99%	0.44%	0.66%	0%
Referred Applicants	439	277	162	29	18	178	77	46	56	12	9	0	0	9	2	3	0
	100%	63.10%	36.90%	6.61%	4.10%	40.55%	17.54%	10.48%	12.76%	2.73%	2.05%	0%	0%	2.05%	0.46%	0.68%	0%
Interviewed Applicants																	
Internal Selections	65	47	18	3	1	35	8	5	9	1	0	0	0	3	0	0	0
	100%	72.31%	27.69%	4.62%	1.54%	53.85%	12.31%	7.69%	13.85%	1.54%	0%	0%	0%	4.62%	0%	0%	0%
New Hires																	
Vacancy Announements																	
Voluntarily Identified Applicants	666	431	235	76	21	193	92	109	104	37	18	2	0	6	0	8	0
	100%	64.71%	35.29%	11.41%	3.15%	28.98%	13.81%	16.37%	15.62%	5.56%	2.70%	0.30%	0%	0.90%	0%	1.20%	0%
Qualified External Applicants	581	386	195	65	18	167	72	105	90	35	15	2	0	5	0	7	0
	100%	66.44%	33.56%	11.19%	3.10%	28.74%	12.39%	18.07%	15.49%	6.02%	2.58%	0.34%	0%	0.86%	0%	1.20%	0%
Referred Applicants	150	90	60	14	3	43	25	24	28	8	4	0	0	0	0	1	0
	100%	60.00%	40.00%	9.33%	2.00%	28.67%	16.67%	16.00%	18.67%	5.33%	2.67%	0%	0%	0%	0%	0.67%	0%
Interviewed Applicants																	
External Selections	143	92	51	10	3	60	22	14	24	6	2	0	0	0	0	2	0
	100%	64.34%	35.66%	6.99%	2.10%	41.96%	15.38%	9.79%	16.78%	4.20%	1.40%	0%	0%	0%	0%	1.40%	0%
Career Development Program																	
Slots																	
Eligible for Career Development Program																	
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Applicants for Career Development Program																	
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Selections for Career Development Program																	
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Supervisors (Grades 12 and Below)	2,349	1,556	793	120	55	1,138	449	195	215	48	48	14	7	31	10	10	9
	100%	66.24%	33.76%	5.11%	2.34%	48.45%	19.11%	8.30%	9.15%	2.04%	2.04%	0.60%	0.30%	1.32%	0.43%	0.43%	0.38%
GS/GG-12	1,186	841	345	68	26	619	191	97	94	24	22	8	3	20	5	5	4
	100%	70.91%	29.09%	5.73%	2.19%	52.19%	16.10%	8.18%	7.93%	2.02%	1.85%	0.67%	0.25%	1.69%	0.42%	0.42%	0.34%
GS/GG-11	612	436	176	28	8	334	109	54	41	8	12	4	2	6	2	2	2
	100%	71.24%	28.76%	4.58%	1.31%	54.58%	17.81%	8.82%	6.70%	1.31%	1.96%	0.65%	0.33%	0.98%	0.33%	0.33%	0.33%
GS/GG-10	7	1	6	0	0	1	1	0	4	0	0	0	0	0	1	0	0
	100%	14.29%	85.71%	0%	0%	14.29%	14.29%	0%	57.14%	0%	0%	0%	0%	0%	14.29%	0%	0%
GS/GG-09	377	206	171	12	12	139	88	36	57	11	10	2	1	5	1	1	2
	100%	54.64%	45.36%	3.18%	3.18%	36.87%	23.34%	9.55%	15.12%	2.92%	2.65%	0.53%	0.27%	1.33%	0.27%	0.27%	0.53%

GS/GG-08	105	41	64	8	7	26	46	3	8	3	1	0	1	0	0	1	1
	100%	39.05%	60.95%	7.62%	6.67%	24.76%	43.81%	2.86%	7.62%	2.86%	0.95%	0%	0.95%	0%	0%	0.95%	0.95%
GS/GG-07	50	28	22	4	1	18	11	3	8	2	1	0	0	0	1	1	0
	100%	56.00%	44.00%	8.00%	2.00%	36.00%	22.00%	6.00%	16.00%	4.00%	2.00%	0%	0%	0%	2.00%	2.00%	0%
GS/GG-06	5	1	4	0	1	1	0	0	3	0	0	0	0	0	0	0	0
	100%	20.00%	80.00%	0%	20.00%	20.00%	0%	0%	60.00%	0%	0%	0%	0%	0%	0%	0%	0%
GS/GG-05	2	2	0	0	0	0	0	2	0	0	0	0	0	0	0	0	0
	100%	100%	0%	0%	0%	0%	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS/GG-04	5	0	5	0	0	0	3	0	0	0	2	0	0	0	0	0	0
	100%	0%	100%	0%	0%	0%	60.00%	0%	0%	0%	40.00%	0%	0%	0%	0%	0%	0%
GS/GG-03	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS/GG-02	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS/GG-01	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Internal Competitive Promotions																	
Vacancy Filled																	
Relevant Applicant Pool																	
Internal Applications	263	186	77	32	12	106	26	33	30	7	7	2	2	6	0	0	0
	100%	70.72%	29.28%	12.17%	4.56%	40.30%	9.89%	12.55%	11.41%	2.66%	2.66%	0.76%	0.76%	2.28%	0%	0%	0%
Qualified Internal Applicants	155	116	39	18	4	64	12	23	18	6	4	1	1	4	0	0	0
	100%	74.84%	25.16%	11.61%	2.58%	41.29%	7.74%	14.84%	11.61%	3.87%	2.58%	0.65%	0.65%	2.58%	0%	0%	0%
Referred Applicants	140	109	31	16	3	62	12	20	13	6	2	1	1	4	0	0	0
	100%	77.86%	22.14%	11.43%	2.14%	44.29%	8.57%	14.29%	9.29%	4.29%	1.43%	0.71%	0.71%	2.86%	0%	0%	0%
Interviewed Applicants																	
Internal Selections	190	98	92	10	7	64	47	19	25	0	5	0	2	3	2	2	4
	100%	51.58%	48.42%	5.26%	3.68%	33.68%	24.74%	10.00%	13.16%	0%	2.63%	0%	1.05%	1.58%	1.05%	1.05%	2.11%
New Hires																	
Vacancy Annonuements																	
Voluntarily Identified Applicants	217	93	124	16	10	48	55	21	50	7	8	0	0	0	1	1	0
	100%	42.86%	57.14%	7.37%	4.61%	22.12%	25.35%	9.68%	23.04%	3.23%	3.69%	0%	0%	0%	0.46%	0.46%	0%
Qualified External Applicants	80	38	42	9	3	18	19	8	17	3	2	0	0	0	1	0	0
	100%	47.50%	52.50%	11.25%	3.75%	22.50%	23.75%	10.00%	21.25%	3.75%	2.50%	0%	0%	0%	1.25%	0%	0%
Referred Applicants	36	13	23	3	0	5	12	3	10	2	0	0	0	0	1	0	0
	100%	36.11%	63.89%	8.33%	0%	13.89%	33.33%	8.33%	27.78%	5.56%	0%	0%	0%	0%	2.78%	0%	0%
Interviewed Applicants																	
External Selections	299	192	107	14	8	135	57	23	34	9	6	3	1	5	1	3	0
	100%	64.21%	35.79%	4.68%	2.68%	45.15%	19.06%	7.69%	11.37%	3.01%	2.01%	1.00%	0.33%	1.67%	0.33%	1.00%	0%
Career Development Program																	
Slots																	
Eligible for Career Development Program																	
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Applicants for Career Development Program																	
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Selections for Career Development Program																	
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Fiscal Year:	2023
Department:	USCG
Agency:	All

Table B8-1: MANAGEMENT POSITIONS - Distribution by Disability (Participation Rate)

Type of Appointment	All Employees					Targeted Disability											
	All	No Disability [05]	Not Identified [01]	Disability [02/03/06-94]	Targeted Disability	Developmental Disability [02]	Traumatic Brain Injury [03]	Deaf or Serious Difficulty Hearing [19]	Blind or Serious Difficulty Seeing [20]	Missing Extremities [31]	Significant Mobility Impairment [40]	Partial or Complete Paralysis [60]	Epilepsy or Other Seizure Disorders [82]	Intellectual Disability [90]	Significant Psychiatric Disorder [91]	Dwarfism [92]	Significant Disfigurement [93]
Total Management	4,137	2,387	238	1,512	142	0	18	64	8	1	6	10	6	3	24	2	0
	100%	57.70%	5.75%	36.55%	3.43%	0%	0.44%	1.55%	0.19%	0.02%	0.15%	0.24%	0.15%	0.07%	0.58%	0.05%	0%
501 Goal				12.00%	2.00%												
SES or Equivalent	177	111	11	55	2	0	0	2	0	0	0	0	0	0	0	0	0
	100%	62.71%	6.21%	31.07%	1.13%	0%	0%	1.13%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SES/TSES	13	9	0	4	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	69.23%	0%	30.77%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Senior Level (ST, SL, EX)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS/GG-15	164	102	11	51	2	0	0	2	0	0	0	0	0	0	0	0	0
	100%	62.20%	6.71%	31.10%	1.22%	0%	0%	1.22%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Internal Competitive Promotions																	
Vacancy Filled																	
Relevant Applicant Pool																	
Internal Applications	552	1	533	18	10	0	4	0	1	0	0	1	0	0	6	0	0
	100%	0.18%	96.56%	3.26%	1.81%	0%	0.72%	0%	0.18%	0%	0%	0.18%	0%	0%	1.09%	0%	0%
Qualified Internal Applicants	396	0	384	12	7	0	1	0	1	0	0	1	0	0	4	0	0
	100%	0%	96.97%	3.03%	1.77%	0%	0.25%	0%	0.25%	0%	0%	0.25%	0%	0%	1.01%	0%	0%
Referred Applicants	384	0	373	11	7	0	1	0	1	0	0	1	0	0	4	0	0
	100%	0%	97.14%	2.86%	1.82%	0%	0.26%	0%	0.26%	0%	0%	0.26%	0%	0%	1.04%	0%	0%
Interviewed Applicants																	
Internal Selections	15	12	0	3	1	0	0	0	1	0	0	0	0	0	0	0	0
	100%	80.00%	0%	20.00%	6.67%	0%	0%	0%	6.67%	0%	0%	0%	0%	0%	0%	0%	0%
New Hires																	
Vacancy Announements																	
Voluntarily Identified Applicants	418	0	416	2	1	0	1	0	0	0	0	0	0	0	0	0	0
	100%	0%	99.52%	0.48%	0.24%	0%	0.24%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Qualified External Applicants	397	0	395	2	1	0	1	0	0	0	0	0	0	0	0	0	0
	100%	0%	99.50%	0.50%	0.25%	0%	0.25%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Referred Applicants	30	0	30	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Interviewed Applicants																	
External Selections	10	8	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	80.00%	0%	20.00%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Career Development Program																	
Slots	0																

Eligible for Career Development Program	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Applicants for Career Development Program	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Selections for Career Development Program	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Managers (GS13-14)	1,611	938	90	583	54	0	7	23	3	0	3	5	3	2	7	1	0
	100%	58.22%	5.59%	36.19%	3.35%	0%	0.43%	1.43%	0.19%	0%	0.19%	0.31%	0.19%	0.12%	0.43%	0.06%	0%
GS/GG-14	545	327	39	179	19	0	1	10	2	0	1	1	0	1	2	1	0
	100%	60.00%	7.16%	32.84%	3.49%	0%	0.18%	1.83%	0.37%	0%	0.18%	0.18%	0%	0.18%	0.37%	0.18%	0%
GS/GG-13	1,066	611	51	404	35	0	6	13	1	0	2	4	3	1	5	0	0
	100%	57.32%	4.78%	37.90%	3.28%	0%	0.56%	1.22%	0.09%	0%	0.19%	0.38%	0.28%	0.09%	0.47%	0%	0%
Internal Competitive Promotions																	
Vacancy Filled																	
Relevant Applicant Pool																	
Internal Applications	892	8	839	45	27	0	8	3	0	0	1	2	1	0	15	0	1
	100%	0.90%	94.06%	5.04%	3.03%	0%	0.90%	0.34%	0%	0%	0.11%	0.22%	0.11%	0%	1.68%	0%	0.11%
Qualified Internal Applicants	573	3	546	24	14	0	2	3	0	0	1	1	1	0	6	0	1
	100%	0.52%	95.29%	4.19%	2.44%	0%	0.35%	0.52%	0%	0%	0.17%	0.17%	0.17%	0%	1.05%	0%	0.17%
Referred Applicants	555	3	528	24	14	0	2	3	0	0	1	1	1	0	6	0	1
	100%	0.54%	95.14%	4.32%	2.52%	0%	0.36%	0.54%	0%	0%	0.18%	0.18%	0.18%	0%	1.08%	0%	0.18%
Interviewed Applicants																	
Internal Selections	3	2	0	1	1	0	0	0	0	0	0	0	0	0	1	0	0
	100%	66.67%	0%	33.33%	33.33%	0%	0%	0%	0%	0%	0%	0%	0%	0%	33.33%	0%	0%
New Hires																	
Vacancy Announements																	
Voluntarily Identified Applicants	856	2	824	30	17	0	2	6	0	0	0	3	1	0	5	0	1
	100%	0.23%	96.26%	3.50%	1.99%	0%	0.23%	0.70%	0%	0%	0%	0.35%	0.12%	0%	0.58%	0%	0.12%
Qualified External Applicants	742	2	712	28	15	0	2	6	0	0	0	3	1	0	3	0	1
	100%	0.27%	95.96%	3.77%	2.02%	0%	0.27%	0.81%	0%	0%	0%	0.40%	0.13%	0%	0.40%	0%	0.13%
Referred Applicants	184	1	174	9	6	0	0	2	0	0	0	3	0	0	0	0	1
	100%	0.54%	94.57%	4.89%	3.26%	0%	0%	1.09%	0%	0%	0%	1.63%	0%	0%	0%	0%	0.54%
Interviewed Applicants																	
External Selections	143	88	9	46	3	0	1	2	0	0	0	0	0	0	0	0	0
	100%	61.54%	6.29%	32.17%	2.10%	0%	0.70%	1.40%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Career Development Program																	
Slots																	
Eligible for Career Development Program																	
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Applicants for Career Development Program																	
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Selections for Career Development Program																	
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Supervisors (Grades 12 and Below)	2,349	1,338	137	874	86	0	11	39	5	1	3	5	3	1	17	1	0
	100%	56.96%	5.83%	37.21%	3.66%	0%	0.47%	1.66%	0.21%	0.04%	0.13%	0.21%	0.13%	0.04%	0.72%	0.04%	0%
GS/GG-12	1,186	660	78	448	42	0	5	21	3	0	2	3	1	0	6	1	0
	100%	55.65%	6.58%	37.77%	3.54%	0%	0.42%	1.77%	0.25%	0%	0.17%	0.25%	0.08%	0%	0.51%	0.08%	0%
GS/GG-11	612	365	25	222	21	0	2	10	1	0	0	1	1	0	6	0	0
	100%	59.64%	4.08%	36.27%	3.43%	0%	0.33%	1.63%	0.16%	0%	0%	0.16%	0.16%	0%	0.98%	0%	0%
GS/GG-10	7	6	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	85.71%	0%	14.29%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS/GG-09	377	199	15	163	18	0	3	7	1	1	1	0	1	1	3	0	0
	100%	52.79%	3.98%	43.24%	4.77%	0%	0.80%	1.86%	0.27%	0.27%	0.27%	0%	0.27%	0.27%	0.80%	0%	0%
GS/GG-08	105	78	18	9	3	0	1	0	0	0	0	1	0	0	1	0	0
	100%	74.29%	17.14%	8.57%	2.86%	0%	0.95%	0%	0%	0%	0%	0.95%	0%	0%	0.95%	0%	0%

GS/GG-07	50	22	1	27	2	0	0	1	0	0	0	0	0	0	1	0	0
	100%	44.00%	2.00%	54.00%	4.00%	0%	0%	2.00%	0%	0%	0%	0%	0%	0%	2.00%	0%	0%
GS/GG-06	5	4	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	80.00%	0%	20.00%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS/GG-05	2	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS/GG-04	5	4	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	80.00%	0%	20.00%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS/GG-03	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS/GG-02	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS/GG-01	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Internal Competitive Promotions																	
Vacancy Filled																	
Relevant Applicant Pool																	
Internal Applications	316	1	300	15	4	0	1	0	0	0	1	0	0	0	3	0	0
	100%	0.32%	94.94%	4.75%	1.27%	0%	0.32%	0%	0%	0%	0.32%	0%	0%	0%	0.95%	0%	0%
Qualified Internal Applicants	187	1	177	9	4	0	1	0	0	0	1	0	0	0	3	0	0
	100%	0.53%	94.65%	4.81%	2.14%	0%	0.53%	0%	0%	0%	0.53%	0%	0%	0%	1.60%	0%	0%
Referred Applicants	171	1	161	9	4	0	1	0	0	0	1	0	0	0	3	0	0
	100%	0.58%	94.15%	5.26%	2.34%	0%	0.58%	0%	0%	0%	0.58%	0%	0%	0%	1.75%	0%	0%
Interviewed Applicants																	
Internal Selections	186	101	12	73	10	0	0	4	0	0	1	0	1	0	4	0	0
	100%	54.30%	6.45%	39.25%	5.38%	0%	0%	2.15%	0%	0%	0.54%	0%	0.54%	0%	2.15%	0%	0%
New Hires																	
Vacancy Announements																	
Voluntarily Identified Applicants	259	1	251	7	3	0	0	1	0	0	0	0	0	0	2	0	0
	100%	0.39%	96.91%	2.70%	1.16%	0%	0%	0.39%	0%	0%	0%	0%	0%	0%	0.77%	0%	0%
Qualified External Applicants	96	1	92	3	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	1.04%	95.83%	3.13%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Referred Applicants	47	1	44	2	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	2.13%	93.62%	4.26%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Interviewed Applicants																	
External Selections	299	167	28	104	8	0	0	2	1	0	0	0	1	0	4	0	0
	100%	55.85%	9.36%	34.78%	2.68%	0%	0%	0.67%	0.33%	0%	0%	0%	0.33%	0%	1.34%	0%	0%
Career Development Program																	
Slots																	
Eligible for Career Development Program																	
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Applicants for Career Development Program																	
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Selections for Career Development Program																	
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Fiscal Year:	2023
Department:	USCG
Agency:	All

Table A8-1: MANAGEMENT POSITIONS - Distribution by Race, Ethnicity, and Sex (Inclusion Rate)

Upward Mobility to Management Positions	Total Workforce Permanent			RACE/ETHNICITY													
				Hispanic or Latino		Non-Hispanic or Latino											
						White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or More Races	
	All	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Total Management	4,137	2,773	1,364	200	94	2,044	745	349	410	86	72	21	11	53	14	20	18
	40.43%	40.59%	40.12%	39.68%	33.57%	40.68%	39.29%	42.82%	46.49%	30.28%	33.80%	47.73%	33.33%	48.62%	33.33%	39.22%	33.33%
Upward Mobility Benchmark	25.86%	26.01%	25.56%	25.79%	23.57%	25.73%	28.32%	21.60%	18.93%	46.13%	33.80%	15.91%	30.30%	25.69%	11.90%	23.53%	0%
Alternative Benchmark	16%																
SES or Equivalent	177	109	68	3	5	80	45	19	15	3	1	0	0	4	1	0	1
	1.73%	1.60%	2.00%	0.60%	1.79%	1.59%	2.37%	2.33%	1.70%	1.06%	0.47%	0%	0%	3.67%	2.38%	0%	1.85%
SES/TSES	13	7	6	0	1	5	4	1	1	0	0	0	0	1	0	0	0
	0.13%	0.10%	0.18%	0%	0.36%	0.10%	0.21%	0.12%	0.11%	0%	0%	0%	0%	0.92%	0%	0%	0%
Senior Level (ST, SL, EX)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS/GG-15	164	102	62	3	4	75	41	18	14	3	100%	0%	0%	3	100%	0%	100%
	1.60%	1.49%	1.82%	0.60%	1.43%	1.49%	2.16%	2.21%	1.59%	1.06%	0.47%	0%	0%	2.75%	2.38%	0%	1.85%
Internal Competitive Promotions																	
Vacancy Filled	0																
Relevant Applicant Pool																	
Internal Applications																	
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Qualified Internal Applicants																	
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Referred Applicants																	
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Interviewed Applicants																	
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Internal Selections	15	10	5	0	0	7	4	2	1	0	0	0	0	0	0	1	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
New Hires																	
Vacancy Announements																	
Voluntarily Identified Applicants																	
	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
Qualified External Applicants																	
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Referred Applicants																	
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Interviewed Applicants																	
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
External Selections	10	3	7	0	2	3	2	0	2	0	0	0	0	0	1	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Career Development Program																	
Slots	0																
Eligible for Career Development Program	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Applicants for Career Development Program	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Selections for Career Development Program	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Managers (GS13-14)	1,611	1,108	503	77	34	826	251	135	180	35	23	7	4	18	3	10	8
	15.74%	16.22%	14.79%	15.28%	12.14%	16.44%	13.24%	16.56%	20.41%	12.32%	10.80%	15.91%	12.12%	16.51%	7.14%	19.61%	14.81%
GS/GG-14	545	359	186	19	8	279	97	39	66	15	10	1	1	4	0	2	4
	5.33%	5.25%	5.47%	3.77%	2.86%	5.55%	5.12%	4.79%	7.48%	5.28%	4.69%	2.27%	3.03%	3.67%	0%	3.92%	7.41%
GS/GG-13	1,066	749	317	58	26	547	154	96	114	20	13	6	3	14	3	8	4
	10.42%	10.96%	9.32%	11.51%	9.29%	10.89%	8.12%	11.78%	12.93%	7.04%	6.10%	13.64%	9.09%	12.84%	7.14%	15.69%	7.41%
Internal Competitive Promotions																	
Vacancy Filled	0																
Relevant Applicant Pool																	
Internal Applications																	
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Qualified Internal Applicants																	
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Referred Applicants																	
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Interviewed Applicants																	
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Internal Selections	65	47	18	3	1	35	8	5	9	1	0	0	0	3	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
New Hires																	
Vacancy Announements																	
Voluntarily Identified Applicants																	
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Qualified External Applicants																	
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Referred Applicants																	
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Interviewed Applicants																	
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
External Selections	143	92	51	10	3	60	22	14	24	6	2	0	0	0	0	2	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Career Development Program																	
Slots																	
Eligible for Career Development Program																	
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Applicants for Career Development Program																	
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Selections for Career Development Program																	
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Supervisors (Grades 12 and Below)	2,349	1,556	793	120	55	1,138	449	195	215	48	48	14	7	31	10	10	9
	22.96%	22.78%	23.32%	23.81%	19.64%	22.65%	23.68%	23.93%	24.38%	16.90%	22.54%	31.82%	21.21%	28.44%	23.81%	19.61%	16.67%
GS/GG-12	1,186	841	345	68	26	619	191	97	94	24	22	8	3	20	5	5	4
	11.59%	12.31%	10.15%	13.49%	9.29%	12.32%	10.07%	11.90%	10.66%	8.45%	10.33%	18.18%	9.09%	18.35%	11.90%	9.80%	7.41%
GS/GG-11	612	436	176	28	8	334	109	54	41	8	12	4	2	6	2	2	2
	5.98%	6.38%	5.18%	5.56%	2.86%	6.65%	5.75%	6.63%	4.65%	2.82%	5.63%	9.09%	6.06%	5.50%	4.76%	3.92%	3.70%
GS/GG-10	7	100%	6	0%	0%	100%	100%	0%	4	0%	0%	0%	0%	0%	100%	0%	0%
	0.07%	0.01%	0.18%	0%	0%	0.02%	0.05%	0%	0.45%	0%	0%	0%	0%	0%	2.38%	0%	0%
GS/GG-09	377	206	171	12	12	139	88	36	57	11	10	2	100%	5	100%	100%	2
	3.68%	3.02%	5.03%	2.38%	4.29%	2.77%	4.64%	4.42%	6.46%	3.87%	4.69%	4.55%	3.03%	4.59%	2.38%	1.96%	3.70%

GS/GG-08	105	41	64	8	7	26	46	3	8	3	100%	0%	100%	0%	0%	100%	100%
	1.03%	0.60%	1.88%	1.59%	2.50%	0.52%	2.43%	0.37%	0.91%	1.06%	0.47%	0%	3.03%	0%	0%	1.96%	1.85%
GS/GG-07	50	28	22	4	100%	18	11	3	8	2	100%	0%	0%	0%	100%	100%	0%
	0.49%	0.41%	0.65%	0.79%	0.36%	0.36%	0.58%	0.37%	0.91%	0.70%	0.47%	0%	0%	0%	2.38%	1.96%	0%
GS/GG-06	5	100%	4	0%	100%	100%	0%	0%	3	0%	0%	0%	0%	0%	0%	0%	0%
	0.05%	0.01%	0.12%	0%	0.36%	0.02%	0%	0%	0.34%	0%	0%	0%	0%	0%	0%	0%	0%
GS/GG-05	2	2	0%	0%	0%	0%	0%	2	0%	0%	0%	0%	0%	0%	0%	0%	0%
	0.02%	0.03%	0%	0%	0%	0%	0%	0.25%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS/GG-04	5	0%	5	0%	0%	0%	3	0%	0%	0%	2	0%	0%	0%	0%	0%	0%
	0.05%	0%	0.15%	0%	0%	0%	0.16%	0%	0%	0%	0.94%	0%	0%	0%	0%	0%	0%
GS/GG-03	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS/GG-02	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS/GG-01	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Internal Competitive Promotions																	
Vacancy Filled																	
Relevant Applicant Pool																	
Internal Applications																	
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Qualified Internal Applicants																	
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Referred Applicants																	
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Interviewed Applicants																	
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Internal Selections	190	98	92	10	7	64	47	19	25	0	5	0	2	3	2	2	4
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
New Hires																	
Vacancy Announements																	
Voluntarily Identified Applicants																	
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Qualified External Applicants																	
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Referred Applicants																	
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Interviewed Applicants																	
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
External Selections	299	192	107	14	8	135	57	23	34	9	6	3	1	5	1	3	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Career Development Program																	
Slots																	
Eligible for Career Development Program																	
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Applicants for Career Development Program																	
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Selections for Career Development Program																	
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Fiscal Year:	2023
Department:	USCG
Agency:	All

Table B8-2: MANAGEMENT POSITIONS - Distribution by Disability (Inclusion Rate)

Type of Appointment	All Employees					Targeted Disability											
	All	No Disability [05]	Not Identified [01]	Disability [02/03/06-94]	Targeted Disability	Developmental Disability [02]	Traumatic Brain Injury [03]	Deaf or Serious Difficulty Hearing [19]	Blind or Serious Difficulty Seeing [20]	Missing Extremities [31]	Significant Mobility Impairment [40]	Partial or Complete Paralysis [60]	Epilepsy or Other Seizure Disorders [82]	Intellectual Disability [90]	Significant Psychiatric Disorder [91]	Dwarfism [92]	Significant Disfigurement [93]
Total Management	4,137	2,387	238	1,512	142	0	18	64	8	1	6	10	6	3	24	2	0
	40.43%	36.61%	41.83%	48.11%	43.43%	0%	51.43%	52.03%	38.10%	20.00%	28.57%	45.45%	50.00%	75.00%	33.80%	66.67%	0%
501 Goal				12.00%	2.00%												
SES or Equivalent	177	111	11	55	2	0	0	2	0	0	0	0	0	0	0	0	0
	1.73%	1.70%	1.93%	1.75%	0.61%	0%	0%	1.63%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SES/TSES	13	9	0	4	0	0	0	0	0	0	0	0	0	0	0	0	0
	0.13%	0.14%	0%	0.13%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Senior Level (ST, SL, EX)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS/GG-15	164	102	11	51	2	0	0	2	0	0	0	0	0	0	0	0	0
	1.60%	1.56%	1.93%	1.62%	0.61%	0%	0%	1.63%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Internal Competitive Promotions																	
Vacancy Filled																	
Relevant Applicant Pool																	
Internal Applications																	
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Qualified Internal Applicants																	
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Referred Applicants																	
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Interviewed Applicants																	
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Internal Selections	15	12	0	3	1	0	0	0	1	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
New Hires																	
Vacancy Announements																	
Voluntarily Identified Applicants																	
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Qualified External Applicants																	
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Referred Applicants																	
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Interviewed Applicants																	
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
External Selections	10	8	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Career Development Program																	
Slots	0																

Eligible for Career Development Program	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Applicants for Career Development Program	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Selections for Career Development Program	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Managers (GS13-14)	1,611	938	90	583	54	0	7	23	3	0	3	5	3	2	7	1	0
	15.74%	14.39%	15.82%	18.55%	16.51%	0%	20.00%	18.70%	14.29%	0%	14.29%	22.73%	25.00%	50.00%	9.86%	33.33%	0%
GS/GG-14	545	327	39	179	19	0	1	10	2	0	1	1	0	1	2	1	0
	5.33%	5.02%	6.85%	5.70%	5.81%	0%	2.86%	8.13%	9.52%	0%	4.76%	4.55%	0%	25.00%	2.82%	33.33%	0%
GS/GG-13	1,066	611	51	404	35	0	6	13	1	0	2	4	3	1	5	0	0
	10.42%	9.37%	8.96%	12.85%	10.70%	0%	17.14%	10.57%	4.76%	0%	9.52%	18.18%	25.00%	25.00%	7.04%	0%	0%
Internal Competitive Promotions																	
Vacancy Filled																	
Relevant Applicant Pool																	
Internal Applications																	
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Qualified Internal Applicants																	
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Referred Applicants																	
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Interviewed Applicants																	
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Internal Selections	7	5	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
New Hires																	
Vacancy Announements																	
Voluntarily Identified Applicants																	
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Qualified External Applicants																	
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Referred Applicants																	
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Interviewed Applicants																	
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
External Selections	143	88	9	46	3	0	1	2	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Career Development Program																	
Slots																	
Eligible for Career Development Program																	
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Applicants for Career Development Program																	
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Selections for Career Development Program																	
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Supervisors (Grades 12 and Below)	2,349	1,338	137	874	86	0	11	39	5	1	3	5	3	1	17	1	0
	22.96%	20.52%	24.08%	27.81%	26.30%	0%	31.43%	31.71%	23.81%	20.00%	14.29%	22.73%	25.00%	25.00%	23.94%	33.33%	0%
GS/GG-12	1,186	660	78	448	42	0	5	21	3	0	2	3	1	0	6	1	0
	11.59%	10.12%	13.71%	14.25%	12.84%	0%	14.29%	17.07%	14.29%	0%	9.52%	13.64%	8.33%	0%	8.45%	33.33%	0%
GS/GG-11	612	365	25	222	21	0	2	10	1	0	0	1	1	0	6	0	0
	5.98%	5.60%	4.39%	7.06%	6.42%	0%	5.71%	8.13%	4.76%	0%	0%	4.55%	8.33%	0%	8.45%	0%	0%
GS/GG-10	7	6	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
	0.07%	0.09%	0%	0.03%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS/GG-09	377	199	15	163	18	0	3	7	1	1	1	0	1	1	3	0	0
	3.68%	3.05%	2.64%	5.19%	5.50%	0%	8.57%	5.69%	4.76%	20.00%	4.76%	0%	8.33%	25.00%	4.23%	0%	0%
GS/GG-08	105	78	18	9	3	0	1	0	0	0	0	1	0	0	1	0	0
	1.03%	1.20%	3.16%	0.29%	0.92%	0%	2.86%	0%	0%	0%	0%	4.55%	0%	0%	1.41%	0%	0%

GS/GG-07	50	22	1	27	2	0	0	1	0	0	0	0	0	0	1	0	0
	0.49%	0.34%	0.18%	0.86%	0.61%	0%	0%	0.81%	0%	0%	0%	0%	0%	0%	1.41%	0%	0%
GS/GG-06	5	4	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
	0.05%	0.06%	0%	0.03%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS/GG-05	2	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0
	0.02%	0%	0%	0.06%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS/GG-04	5	4	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
	0.05%	0.06%	0%	0.03%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS/GG-03	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS/GG-02	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS/GG-01	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Internal Competitive Promotions																	
Vacancy Filled																	
Relevant Applicant Pool																	
Internal Applications																	
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Qualified Internal Applicants																	
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Referred Applicants																	
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Interviewed Applicants																	
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Internal Selections	186	101	12	73	10	0	0	4	0	0	1	0	1	0	4	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
New Hires																	
Vacancy Announements																	
Voluntarily Identified Applicants																	
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Qualified External Applicants																	
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Referred Applicants																	
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Interviewed Applicants																	
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
External Selections	299	167	28	104	8	0	0	2	1	0	0	0	1	0	4	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Career Development Program																	
Slots																	
Eligible for Career Development Program																	
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Applicants for Career Development Program																	
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Selections for Career Development Program																	
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Fiscal Year:	2023
Department:	USCG
Agency:	All

Table A9-1: Employee Recognition and Awards - Distribution by Race/Ethnicity and Sex (Participation Rate)

Type of Award	Total Workforce Permanent			RACE/ETHNICITY													
				Hispanic or Latino		Non-Hispanic or Latino											
						White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or More Races	
	All	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Time-Off Awards - 1-10 Hours																	
Total Time-Off Awards Given	434	296	138	16	4	233	99	29	29	7	3	2	0	9	1	0	2
	100%	68.20%	31.80%	3.69%	0.92%	53.69%	22.81%	6.68%	6.68%	1.61%	0.69%	0.46%	0%	2.07%	0.23%	0%	0.46%
Total Hours	3,594	2,541	1,053	134	29	1,983	736	262	242	60	27	20	0	82	9	0	10
Average Hours	8	9	8	8	7	9	7	9	8	9	9	10	0	9	9	0	5
Time-Off Awards - 11-20 Hours																	
Total Time-Off Awards Given	563	314	249	15	15	246	157	43	64	4	9	0	3	4	1	2	0
	100%	55.77%	44.23%	2.66%	2.66%	43.69%	27.89%	7.64%	11.37%	0.71%	1.60%	0%	0.53%	0.71%	0.18%	0.36%	0%
Total Hours	10,487	5,797	4,690	287	290	4,508	2,934	806	1,219	78	168	0	59	78	20	40	0
Average Hours	19	18	19	19	19	18	19	19	19	20	19	0	20	20	20	20	0
Time-Off Awards - 21-30 Hours																	
Total Time-Off Awards Given	20	14	6	1	0	12	6	0	0	0	0	0	0	1	0	0	0
	100%	70.00%	30.00%	5.00%	0%	60.00%	30.00%	0%	0%	0%	0%	0%	0%	5.00%	0%	0%	0%
Total Hours	506	350	156	24	0	302	156	0	0	0	0	0	0	24	0	0	0
Average Hours	25	25	26	24	0	25	26	0	0	0	0	0	0	24	0	0	0
Time-Off Awards - 31-40 Hours																	
Total Time-Off Awards Given	1,379	974	405	51	25	793	295	67	55	31	18	7	4	19	6	6	2
	100%	70.63%	29.37%	3.70%	1.81%	57.51%	21.39%	4.86%	3.99%	2.25%	1.31%	0.51%	0.29%	1.38%	0.44%	0.44%	0.15%
Total Hours	55,160	38,960	16,200	2,040	1,000	31,720	11,800	2,680	2,200	1,240	720	280	160	760	240	240	80
Average Hours	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40
Time-Off Awards - 41 or More Hours																	
Total Time-Off Awards Given	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Total Hours	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Average Hours	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Cash Awards - $500 and Under																	
Total Cash Awards Given	2,533	1,636	897	127	74	1,197	531	172	193	74	65	18	11	29	7	19	16
	100%	64.59%	35.41%	5.01%	2.92%	47.26%	20.96%	6.79%	7.62%	2.92%	2.57%	0.71%	0.43%	1.14%	0.28%	0.75%	0.63%
Total Amount	$1,075,487	$695,180	$380,307	$52,299	$28,099	$513,568	$226,727	$71,406	$83,554	$31,307	$27,560	$6,900	$4,861	$11,700	$3,130	$8,002	$6,375
Average Amount	$425	$425	$424	$412	$380	$429	$427	$415	$433	$423	$424	$383	$442	$403	$447	$421	$398
Cash Awards - $501 - $999																	
Total Cash Awards Given	295	187	108	8	4	146	57	27	33	4	8	2	1	0	2	0	3
	100%	63.39%	36.61%	2.71%	1.36%	49.49%	19.32%	9.15%	11.19%	1.36%	2.71%	0.68%	0.34%	0%	0.68%	0%	1.02%
Total Amount	$222,888	$138,133	$84,754	$6,244	$3,308	$107,315	$44,268	$20,262	$26,761	$2,747	$5,570	$1,565	$755	$0	$1,675	$0	$2,418
Average Amount	$756	$739	$785	$780	$827	$735	$777	$750	$811	$687	$696	$783	$755	$0	$837	$0	$806
Cash Awards - $1,000 - $1,999																	
Total Cash Awards Given	1,147	659	488	56	33	473	274	89	143	26	23	3	3	11	5	1	7
	100%	57.45%	42.55%	4.88%	2.88%	41.24%	23.89%	7.76%	12.47%	2.27%	2.01%	0.26%	0.26%	0.96%	0.44%	0.09%	0.61%
Total Amount	$1,637,028	$956,299	$680,729	$86,559	$51,074	$678,456	$381,443	$129,716	$194,162	$37,549	$31,996	$4,950	$4,545	$17,568	$8,068	$1,500	$9,440
Average Amount	$1,427	$1,451	$1,395	$1,546	$1,548	$1,434	$1,392	$1,457	$1,358	$1,444	$1,391	$1,650	$1,515	$1,597	$1,614	$1,500	$1,349
Cash Awards - $2,000 - $2,999																	
Total Cash Awards Given	1,268	816	452	55	23	546	238	149	140	45	28	2	5	12	10	7	8
	100%	64.35%	35.65%	4.34%	1.81%	43.06%	18.77%	11.75%	11.04%	3.55%	2.21%	0.16%	0.39%	0.95%	0.79%	0.55%	0.63%
Total Amount	$3,047,458	$1,994,765	$1,052,693	$133,507	$53,472	$1,335,525	$556,408	$365,995	$325,509	$110,316	$64,688	$5,331	$11,027	$28,584	$22,476	$15,506	$19,113
Average Amount	$2,403	$2,445	$2,329	$2,427	$2,325	$2,446	$2,338	$2,456	$2,325	$2,451	$2,310	$2,666	$2,205	$2,382	$2,248	$2,215	$2,389
Cash Awards - $3,000 - $3,999																	
Total Cash Awards Given	2,120	1,735	385	115	24	1,335	243	180	86	56	23	12	4	26	2	11	3
	100%	81.84%	18.16%	5.42%	1.13%	62.97%	11.46%	8.49%	4.06%	2.64%	1.08%	0.57%	0.19%	1.23%	0.09%	0.52%	0.14%
Total Amount	$7,232,387	$5,891,418	$1,340,969	$392,246	$85,352	$4,521,636	$847,111	$619,281	$298,978	$194,400	$79,196	$40,068	$13,003	$87,275	$6,194	$36,512	$11,136
Average Amount	$3,412	$3,396	$3,483	$3,411	$3,556	$3,387	$3,486	$3,440	$3,476	$3,471	$3,443	$3,339	$3,251	$3,357	$3,097	$3,319	$3,712

Cash Awards - $4,000 - $4,999																	
Total Cash Awards Given	1,077	810	267	48	15	632	140	66	85	36	18	7	1	15	3	6	5
	100%	75.21%	24.79%	4.46%	1.39%	58.68%	13.00%	6.13%	7.89%	3.34%	1.67%	0.65%	0.09%	1.39%	0.28%	0.56%	0.46%
Total Amount	$4,743,735	$3,565,510	$1,178,224	$211,196	$66,210	$2,781,236	$617,646	$290,986	$375,190	$158,904	$79,452	$30,832	$4,414	$65,872	$13,242	$26,484	$22,070
Average Amount	$4,405	$4,402	$4,413	$4,400	$4,414	$4,401	$4,412	$4,409	$4,414	$4,414	$4,414	$4,405	$4,414	$4,391	$4,414	$4,414	$4,414
Cash Awards - $5,000 or More																	
Total Cash Awards Given	872	609	263	26	14	479	151	54	68	38	22	1	1	8	2	3	5
	100%	69.84%	30.16%	2.98%	1.61%	54.93%	17.32%	6.19%	7.80%	4.36%	2.52%	0.11%	0.11%	0.92%	0.23%	0.34%	0.57%
Total Amount	$4,721,772	$3,297,504	$1,424,268	$139,537	$76,944	$2,593,065	$822,251	$293,126	$366,240	$206,049	$115,537	$5,216	$5,216	$44,080	$11,216	$16,432	$26,864
Average Amount	$5,415	$5,415	$5,415	$5,367	$5,496	$5,413	$5,445	$5,428	$5,386	$5,422	$5,252	$5,216	$5,216	$5,510	$5,608	$5,477	$5,373
Quality Step Increases (QSI)																	
Total QSI's Awarded	269	171	98	12	8	135	59	11	21	7	6	1	0	3	1	2	3
	100%	63.57%	36.43%	4.46%	2.97%	50.19%	21.93%	4.09%	7.81%	2.60%	2.23%	0.37%	0%	1.12%	0.37%	0.74%	1.12%
Total Benefit	$671,404	$428,444	$242,960	$30,438	$17,733	$336,198	$146,737	$28,347	$56,381	$18,079	$13,642	$2,707	$0	$7,691	$1,570	$4,984	$6,897
Average Benefit	$2,496	$2,506	$2,479	$2,537	$2,217	$2,490	$2,487	$2,577	$2,685	$2,583	$2,274	$2,707	$0	$2,564	$1,570	$2,492	$2,299
Performance Based Pay Increase	24	18	6	0	1	16	3	1	1	0	1	0	0	1	0	0	0
	100%	75.00%	25.00%	0%	4.17%	66.67%	12.50%	4.17%	4.17%	0%	4.17%	0%	0%	4.17%	0%	0%	0%
Total Benefit	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Average Benefit	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Permenant Workforce	10,232	6,832	3,400	504	280	5,025	1,896	815	882	284	213	44	33	109	42	51	54
	100%	66.77%	33.23%	4.93%	2.74%	49.11%	18.53%	7.97%	8.62%	2.78%	2.08%	0.43%	0.32%	1.07%	0.41%	0.50%	0.53%

Note: Dollar amounts of QSIs are not available in the DHS AXIS data system.

QSI amount is estimated using the within-grade increase amounts in the Conversion Mechanism for a one-step increase.

Fiscal Year:	2023
Department:	USCG
Agency:	All

Table B9-1: Employee Recognition and Awards - Distribution by Disability (Participation Rate)

Type of Award	All Employees					Targeted Disability											
	All	No Disability [05]	Not Identified [01]	Disability [02/03/06-94]	Targeted Disability	Developmental Disability [02]	Traumatic Brain Injury [03]	Deaf or Serious Difficulty	Blind or Serious Difficulty	Missing Extremities [31]	Significant Mobility Impairment	Partial or Complete Paralysis	Epilepsy or Other Seizure	Intellectual Disability [90]	Significant Psychiatric Disorder	Dwarfism [92]	Significant Disfigurement [93]
		No Disability [05]	Unidentified [01]			Targeted – Developmental [02]	Targeted – Brain [03]	Targeted – Hearing [19]	Targeted – Blind [20]	Targeted – Extremities [31]	Targeted – Mobility [40]	Targeted – Paralysis [60]	Targeted – Epilepsy [82]	Targeted – Intellectual [90]	Targeted – Psychiatric [91]	Targeted – Dwarfism [92]	Targeted – Disfigurement [93]
Time-Off Awards - 1-10 Hours																	
Total Time-Off Awards Given	434	284	18	132	6	0	2	1	1	0	1	0	0	0	1	0	0
	100%	65.44%	4.15%	30.41%	1.38%	0%	0.46%	0.23%	0.23%	0%	0.23%	0%	0%	0%	0.23%	0%	0%
Total Hours	3,594	2,304	164	1,126	51	0	19	8	4	0	10	0	0	0	10	0	0
Average Hours	8	8	9	9	9	0	10	8	4	0	10	0	0	0	10	0	0
Time-Off Awards - 11-20 Hours																	
Total Time-Off Awards Given	563	360	17	186	27	0	6	10	1	0	3	1	0	1	3	0	2
	100%	63.94%	3.02%	33.04%	4.80%	0%	1.07%	1.78%	0.18%	0%	0.53%	0.18%	0%	0.18%	0.53%	0%	0.36%
Total Hours	10,487	6,654	312	3,521	521	0	115	192	20	0	60	20	0	20	60	0	34
Average Hours	19	18	18	19	19	0	19	19	20	0	20	20	0	20	20	0	17
Time-Off Awards - 21-30 Hours																	
Total Time-Off Awards Given	20	12	1	7	1	0	0	1	0	0	0	0	0	0	0	0	0
	100%	60.00%	5.00%	35.00%	5.00%	0%	0%	5.00%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Total Hours	506	302	24	180	24	0	0	24	0	0	0	0	0	0	0	0	0
Average Hours	25	25	24	26	24	0	0	24	0	0	0	0	0	0	0	0	0
Time-Off Awards - 31-40 Hours																	
Total Time-Off Awards Given	1,379	746	70	563	43	1	3	15	1	1	1	5	1	0	13	1	1
	100%	54.10%	5.08%	40.83%	3.12%	0.07%	0.22%	1.09%	0.07%	0.07%	0.07%	0.36%	0.07%	0%	0.94%	0.07%	0.07%
Total Hours	55,160	29,840	2,800	22,520	1,720	40	120	600	40	40	40	200	40	0	520	40	40
Average Hours	40	40	40	40	40	40	40	40	40	40	40	40	40	0	40	40	40
Time-Off Awards - 41 or More Hours																	
Total Time-Off Awards Given	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Total Hours	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Average Hours	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Cash Awards - $500 and Under																	
Total Cash Awards Given	2,533	1,654	153	726	62	0	8	26	7	1	3	3	0	1	10	1	2
	100%	65.30%	6.04%	28.66%	2.45%	0%	0.32%	1.03%	0.28%	0.04%	0.12%	0.12%	0%	0.04%	0.39%	0.04%	0.08%
Total Amount	1,075,487	701,890	65,775	307,822	27,232	0	3,800	11,750	3,012	500	1,500	1,250	0	500	3,970	250	700
Average Amount	$425	$424	$430	$424	$439	$0	$475	$452	$430	$500	$500	$417	$0	$500	$397	$250	$350
Cash Awards - $501 - $999																	
Total Cash Awards Given	1,955	1,278	119	558	55	0	9	21	5	1	5	3	1	1	8	0	1
	100%	65.37%	6.09%	28.54%	2.81%	0%	0.46%	1.07%	0.26%	0.05%	0.26%	0.15%	0.05%	0.05%	0.41%	0%	0.05%
Total Amount	1,052,888	689,569	62,541	300,777	30,409	0	4,686	10,820	2,845	500	3,265	1,750	750	500	4,793	0	500
Average Amount	$539	$540	$526	$539	$553	$0	$521	$515	$569	$500	$653	$583	$750	$500	$599	$0	$500
Cash Awards - $1,000 - $1,999																	
Total Cash Awards Given	1,147	734	52	361	59	1	5	22	6	1	3	4	4	0	13	0	0
	100%	63.99%	4.53%	31.47%	5.14%	0.09%	0.44%	1.92%	0.52%	0.09%	0.26%	0.35%	0.35%	0%	1.13%	0%	0%
Total Amount	1,637,028	1,037,990	74,078	524,960	85,081	1,280	6,202	31,502	8,484	1,280	4,932	7,198	5,700	0	18,503	0	0
Average Amount	$1,427	$1,414	$1,425	$1,454	$1,442	$1,280	$1,240	$1,432	$1,414	$1,280	$1,644	$1,799	$1,425	$0	$1,423	$0	$0
Cash Awards - $2,000 - $2,999																	
Total Cash Awards Given	1,268	840	54	374	38	0	3	17	1	1	2	1	0	1	9	0	3
	100%	66.25%	4.26%	29.50%	3.00%	0%	0.24%	1.34%	0.08%	0.08%	0.16%	0.08%	0%	0.08%	0.71%	0%	0.24%
Total Amount	3,047,458	2,028,153	127,643	891,661	89,250	0	7,386	39,505	2,207	2,608	4,185	2,608	0	2,560	20,232	0	7,958
Average Amount	$2,403	$2,414	$2,364	$2,384	$2,349	$0	$2,462	$2,324	$2,207	$2,608	$2,093	$2,608	$0	$2,560	$2,248	$0	$2,653
Cash Awards - $3,000 - $3,999																	
Total Cash Awards Given	2,120	1,392	88	640	63	0	9	29	4	1	2	4	3	1	9	0	1

Total Cash Awards Given	100%	65.66%	4.15%	30.19%	2.97%	0%	0.42%	1.37%	0.19%	0.05%	0.09%	0.19%	0.14%	0.05%	0.42%	0%	0.05%
Total Amount	7,232,387	4,725,781	303,848	2,202,758	218,067	0	30,992	100,025	13,830	3,712	7,424	14,848	10,000	3,712	30,333	0	3,191
Average Amount	$3,412	$3,395	$3,453	$3,442	$3,461	$0	$3,444	$3,449	$3,458	$3,712	$3,712	$3,712	$3,333	$3,712	$3,370	$0	$3,191
Cash Awards - $4,000 - $4,999																	
Total Cash Awards Given	1,077	715	39	323	38	0	2	16	3	0	4	3	4	0	5	1	0
	100%	66.39%	3.62%	29.99%	3.53%	0%	0.19%	1.49%	0.28%	0%	0.37%	0.28%	0.37%	0%	0.46%	0.09%	0%
Total Amount	4,743,735	3,148,085	172,246	1,423,404	167,328	0	8,828	70,286	13,242	0	17,656	13,242	17,656	0	22,070	4,348	0
Average Amount	$4,405	$4,403	$4,417	$4,407	$4,403	$0	$4,414	$4,393	$4,414	$0	$4,414	$4,414	$4,414	$0	$4,414	$4,348	$0
Cash Awards - $5,000 or More																	
Total Cash Awards Given	872	583	50	239	27	0	3	15	3	0	1	0	0	0	4	1	0
	100%	66.86%	5.73%	27.41%	3.10%	0%	0.34%	1.72%	0.34%	0%	0.11%	0%	0%	0%	0.46%	0.11%	0%
Total Amount	4,721,772	3,156,622	272,561	1,292,589	145,537	0	16,432	81,376	16,432	0	5,216	0	0	0	20,864	5,216	0
Average Amount	$5,415	$5,414	$5,451	$5,408	$5,390	$0	$5,477	$5,425	$5,477	$0	$5,216	$0	$0	$0	$5,216	$5,216	$0
Quality Step Increases (QSI)																	
Total QSI's Awarded	269	162	13	94	7	0	0	3	0	0	0	0	1	0	3	0	0
	100%	60.22%	4.83%	34.94%	2.60%	0%	0%	1.12%	0%	0%	0%	0%	0.37%	0%	1.12%	0%	0%
Total Benefit	671,404	413,971	29,625	227,808	14,523	0	0	7,691	0	0	0	0	1,421	0	5,411	0	0
Average Benefit	$2,496	$2,555	$2,279	$2,423	$2,075	$0	$0	$2,564	$0	$0	$0	$0	$1,421	$0	$1,804	$0	$0
Performance Based Pay Increase	24	18	2	4	0	0	0	0	0	0	0	0	0	0	0	0	0
	100%	75.00%	8.33%	16.67%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Total Benefit	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Average Benefit	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Permenant Workforce	10,232	6,520	569	3,143	327	6	35	123	21	5	21	22	12	4	71	3	4
	100%	63.72%	5.56%	30.72%	3.20%	0.06%	0.34%	1.20%	0.21%	0.05%	0.21%	0.22%	0.12%	0.04%	0.69%	0.03%	0.04%

Note: Dollar amounts of QSIs are not available in the DHS AXIS data system.
QSI amount is estimated using the within-grade increase amounts in the Conversion Mechanism for a one-step increase.

Fiscal Year:	2023
Department:	USCG
Agency:	All

Table A9-1: Employee Recognition and Awards - Distribution by Race/Ethnicity and Sex (Inclusion Rate)

Type of Award	Total Workforce Permanent			RACE/ETHNICITY													
				Hispanic or Latino		Non-Hispanic or Latino											
						White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or More Races	
	All	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Time-Off Awards - 1-10 Hours																	
Total Time-Off Awards Given	434	296	138	16	4	233	99	29	29	7	3	2	0	9	1	0	2
	4.24%	4.33%	4.06%	3.17%	1.43%	4.64%	5.22%	3.56%	3.29%	2.46%	1.41%	4.55%	0%	8.26%	2.38%	0%	3.70%
Total Hours	3,594	2,541	1,053	134	29	1,983	736	262	242	60	27	20	0	82	9	0	10
Average Hours	8	9	8	8	7	9	7	9	8	9	9	10	0	9	9	0	5
Time-Off Awards - 11-20 Hours																	
Total Time-Off Awards Given	563	314	249	15	15	246	157	43	64	4	9	0	3	4	1	2	0
	5.50%	4.60%	7.32%	2.98%	5.36%	4.90%	8.28%	5.28%	7.26%	1.41%	4.23%	0%	9.09%	3.67%	2.38%	3.92%	0%
Total Hours	10,487	5,797	4,690	287	290	4,508	2,934	806	1,219	78	168	0	59	78	20	40	0
Average Hours	19	18	19	19	19	18	19	19	19	20	19	0	20	20	20	20	0
Time-Off Awards - 21-30 Hours																	
Total Time-Off Awards Given	20	14	6	1	0	12	6	0	0	0	0	0	0	1	0	0	0
	0.20%	0.20%	0.18%	0.20%	0%	0.24%	0.32%	0%	0%	0%	0%	0%	0%	0.92%	0%	0%	0%
Total Hours	506	350	156	24	0	302	156	0	0	0	0	0	0	24	0	0	0
Average Hours	25	25	26	24	0	25	26	0	0	0	0	0	0	24	0	0	0
Time-Off Awards - 31-40 Hours																	
Total Time-Off Awards Given	1,379	974	405	51	25	793	295	67	55	31	18	7	4	19	6	6	2
	13.48%	14.26%	11.91%	10.12%	8.93%	15.78%	15.56%	8.22%	6.24%	10.92%	8.45%	15.91%	12.12%	17.43%	14.29%	11.76%	3.70%
Total Hours	55,160	38,960	16,200	2,040	1,000	31,720	11,800	2,680	2,200	1,240	720	280	160	760	240	240	80
Average Hours	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40
Time-Off Awards - 41 or More Hours																	
Total Time-Off Awards Given	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Total Hours	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Average Hours	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Cash Awards - $500 and Under																	
Total Cash Awards Given	2,533	1,636	897	127	74	1,197	531	172	193	74	65	18	11	29	7	19	16
	24.76%	23.95%	26.38%	25.20%	26.43%	23.82%	28.01%	21.10%	21.88%	26.06%	30.52%	40.91%	33.33%	26.61%	16.67%	37.25%	29.63%
Total Amount	1,075,487	695,180	380,307	52,299	28,099	513,568	226,727	71,406	83,554	31,307	27,560	6,900	4,861	11,700	3,130	8,002	6,375
Average Amount	$425	$425	$424	$412	$380	$429	$427	$415	$433	$423	$424	$383	$442	$403	$447	$421	$398
Cash Awards - $501 - $999																	
Total Cash Awards Given	295	187	108	8	4	146	57	27	33	4	8	2	1	0	2	0	3
	2.88%	2.74%	3.18%	1.59%	1.43%	2.91%	3.01%	3.31%	3.74%	1.41%	3.76%	4.55%	3.03%	0%	4.76%	0%	5.56%
Total Amount	222,888	138,133	84,754	6,244	3,308	107,315	44,268	20,262	26,761	2,747	5,570	1,565	755	0	1,675	0	2,418
Average Amount	$756	$739	$785	$780	$827	$735	$777	$750	$811	$687	$696	$783	$755	$0	$837	$0	$806
Cash Awards - $1,000 - $1,999																	
Total Cash Awards Given	1,147	659	488	56	33	473	274	89	143	26	23	3	3	11	5	1	7
	11.21%	9.65%	14.35%	11.11%	11.79%	9.41%	14.45%	10.92%	16.21%	9.15%	10.80%	6.82%	9.09%	10.09%	11.90%	1.96%	12.96%
Total Amount	1,637,028	956,299	680,729	86,559	51,074	678,456	381,443	129,716	194,162	37,549	31,996	4,950	4,545	17,568	8,068	1,500	9,440
Average Amount	$1,427	$1,451	$1,395	$1,546	$1,548	$1,434	$1,392	$1,457	$1,358	$1,444	$1,391	$1,650	$1,515	$1,597	$1,614	$1,500	$1,349
Cash Awards - $2,000 - $2,999																	
Total Cash Awards Given	1,268	816	452	55	23	546	238	149	140	45	28	2	5	12	10	7	8
	12.39%	11.94%	13.29%	10.91%	8.21%	10.87%	12.55%	18.28%	15.87%	15.85%	13.15%	4.55%	15.15%	11.01%	23.81%	13.73%	14.81%
Total Amount	3,047,458	1,994,765	1,052,693	133,507	53,472	1,335,525	556,408	365,995	325,509	110,316	64,688	5,331	11,027	28,584	22,476	15,506	19,113
Average Amount	$2,403	$2,445	$2,329	$2,427	$2,325	$2,446	$2,338	$2,456	$2,325	$2,451	$2,310	$2,666	$2,205	$2,382	$2,248	$2,215	$2,389
Cash Awards - $3,000 - $3,999																	
Total Cash Awards Given	2,120	1,735	385	115	24	1,335	243	180	86	56	23	12	4	26	2	11	3
	20.72%	25.40%	11.32%	22.82%	8.57%	26.57%	12.82%	22.09%	9.75%	19.72%	10.80%	27.27%	12.12%	23.85%	4.76%	21.57%	5.56%
Total Amount	7,232,387	5,891,418	1,340,969	392,246	85,352	4,521,636	847,111	619,281	298,978	194,400	79,196	40,068	13,003	87,275	6,194	36,512	11,136
Average Amount	$3,412	$3,396	$3,483	$3,411	$3,556	$3,387	$3,486	$3,440	$3,476	$3,471	$3,443	$3,339	$3,251	$3,357	$3,097	$3,319	$3,712

Cash Awards - $4,000 - $4,999																	
Total Cash Awards Given	1,077	810	267	48	15	632	140	66	85	36	18	7	1	15	3	6	5
	10.53%	11.86%	7.85%	9.52%	5.36%	12.58%	7.38%	8.10%	9.64%	12.68%	8.45%	15.91%	3.03%	13.76%	7.14%	11.76%	9.26%
Total Amount	4,743,735	3,565,510	1,178,224	211,196	66,210	2,781,236	617,646	290,986	375,190	158,904	79,452	30,832	4,414	65,872	13,242	26,484	22,070
Average Amount	$4,405	$4,402	$4,413	$4,400	$4,414	$4,401	$4,412	$4,409	$4,414	$4,414	$4,414	$4,405	$4,414	$4,391	$4,414	$4,414	$4,414
Cash Awards - $5,000 or More																	
Total Cash Awards Given	872	609	263	26	14	479	151	54	68	38	22	1	1	8	2	3	5
	8.52%	8.91%	7.74%	5.16%	5.00%	9.53%	7.96%	6.63%	7.71%	13.38%	10.33%	2.27%	3.03%	7.34%	4.76%	5.88%	9.26%
Total Amount	4,721,772	3,297,504	1,424,268	139,537	76,944	2,593,065	822,251	293,126	366,240	206,049	115,537	5,216	5,216	44,080	11,216	16,432	26,864
Average Amount	$5,415	$5,415	$5,415	$5,367	$5,496	$5,413	$5,445	$5,428	$5,386	$5,422	$5,252	$5,216	$5,216	$5,510	$5,608	$5,477	$5,373
Quality Step Increases (QSI)																	
Total QSI's Awarded	269	171	98	12	8	135	59	11	21	7	6	1	0	3	1	2	3
	2.63%	2.50%	2.88%	2.38%	2.86%	2.69%	3.11%	1.35%	2.38%	2.46%	2.82%	2.27%	0%	2.75%	2.38%	3.92%	5.56%
Total Benefit	671,404	428,444	242,960	30,438	17,733	336,198	146,737	28,347	56,381	18,079	13,642	2,707	0	7,691	1,570	4,984	6,897
Average Benefit	$2,496	$2,506	$2,479	$2,537	$2,217	$2,490	$2,487	$2,577	$2,685	$2,583	$2,274	$2,707	$0	$2,564	$1,570	$2,492	$2,299
Performance Based Pay Increase	24	18	6	0	1	16	3	1	1	0	1	0	0	1	0	0	0
	0.23%	0.26%	0.18%	0%	0.36%	0.32%	0.16%	0.12%	0.11%	0%	0.47%	0%	0%	0.92%	0%	0%	0%
Total Benefit	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Average Benefit	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Permenant Workforce	10,232	6,832	3,400	504	280	5,025	1,896	815	882	284	213	44	33	109	42	51	54
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Note: Dollar amounts of QSIs are not available in the DHS AXIS data system.

QSI amount is estimated using the within-grade increase amounts in the Conversion Mechanism for a one-step increase.

Fiscal Year:	2023
Department:	USCG
Agency:	All

Table B9-2: Employee Recognition and Awards - Distribution by Disability (Inclusion Rate)

Type of Award	All Employees					Targeted Disability											
	All	No Disability [05]	Not Identified [01]	Disability [02/03/06-94]	Targeted Disability	Developmental Disability [02]	Traumatic Brain Injury [03]	Deaf or Serious Difficulty	Blind or Serious Difficulty	Missing Extremities [31]	Significant Mobility Impairment	Partial or Complete Paralysis	Epilepsy or Other Seizure	Intellectual Disability [90]	Significant Psychiatric Disorder	Dwarfism [92]	Significant Disfigurement [93]
Time-Off Awards - 1-10 Hours																	
Total Time-Off Awards Given	434	284	18	132	6	0	2	1	1	0	1	0	0	0	1	0	0
	4.24%	4.36%	3.16%	4.20%	1.83%	0%	5.71%	0.81%	4.76%	0%	4.76%	0%	0%	0%	1.41%	0%	0%
Total Hours	3,594	2,304	164	1,126	51	0	19	8	4	0	10	0	0	0	10	0	0
Average Hours	8	8	9	9	9	0	10	8	4	0	10	0	0	0	10	0	0
Time-Off Awards - 11-20 Hours																	
Total Time-Off Awards Given	563	360	17	186	27	0	6	10	1	0	3	1	0	1	3	0	2
	5.50%	5.52%	2.99%	5.92%	8.26%	0%	17.14%	8.13%	4.76%	0%	14.29%	4.55%	0%	25.00%	4.23%	0%	50.00%
Total Hours	10,487	6,654	312	3,521	521	0	115	192	20	0	60	20	0	20	60	0	34
Average Hours	19	18	18	19	19	0	19	19	20	0	20	20	0	20	20	0	17
Time-Off Awards - 21-30 Hours																	
Total Time-Off Awards Given	20	12	1	7	1	0	0	1	0	0	0	0	0	0	0	0	0
	0.20%	0.18%	0.18%	0.22%	0.31%	0%	0%	0.81%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Total Hours	506	302	24	180	24	0	0	24	0	0	0	0	0	0	0	0	0
Average Hours	25	25	24	26	24	0	0	24	0	0	0	0	0	0	0	0	0
Time-Off Awards - 31-40 Hours																	
Total Time-Off Awards Given	1,379	746	70	563	43	1	3	15	1	1	1	5	1	0	13	1	1
	13.48%	11.44%	12.30%	17.91%	13.15%	16.67%	8.57%	12.20%	4.76%	20.00%	4.76%	22.73%	8.33%	0%	18.31%	33.33%	25.00%
Total Hours	55,160	29,840	2,800	22,520	1,720	40	120	600	40	40	40	200	40	0	520	40	40
Average Hours	40	40	40	40	40	40	40	40	40	40	40	40	40	0	40	40	40
Time-Off Awards - 41 or More Hours																	
Total Time-Off Awards Given	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Total Hours	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Average Hours	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Cash Awards - $500 and Under																	
Total Cash Awards Given	2,533	1,654	153	726	62	0	8	26	7	1	3	3	0	1	10	1	2
	24.76%	25.37%	26.89%	23.10%	18.96%	0%	22.86%	21.14%	33.33%	20.00%	14.29%	13.64%	0%	25.00%	14.08%	33.33%	50.00%
Total Amount	1,075,487	701,890	65,775	307,822	27,232	0	3,800	11,750	3,012	500	1,500	1,250	0	500	3,970	250	700
Average Amount	$425	$424	$430	$424	$439	$0	$475	$452	$430	$500	$500	$417	$0	$500	$397	$250	$350
Cash Awards - $501 - $999																	
Total Cash Awards Given	1,955	1,278	119	558	55	0	9	21	5	1	5	3	1	1	8	0	1
	19.11%	19.60%	20.91%	17.75%	16.82%	0%	25.71%	17.07%	23.81%	20.00%	23.81%	13.64%	8.33%	25.00%	11.27%	0%	25.00%
Total Amount	1,052,888	689,569	62,541	300,777	30,409	0	4,686	10,820	2,845	500	3,265	1,750	750	500	4,793	0	500
Average Amount	$539	$540	$526	$539	$553	$0	$521	$515	$569	$500	$653	$583	$750	$500	$599	$0	$500
Cash Awards - $1,000 - $1,999																	
Total Cash Awards Given	1,147	734	52	361	59	1	5	22	6	1	3	4	4	0	13	0	0
	11.21%	11.26%	9.14%	11.49%	18.04%	16.67%	14.29%	17.89%	28.57%	20.00%	14.29%	18.18%	33.33%	0%	18.31%	0%	0%
Total Amount	1,637,028	1,037,990	74,078	524,960	85,081	1,280	6,202	31,502	8,484	1,280	4,932	7,198	5,700	0	18,503	0	0
Average Amount	$1,427	$1,414	$1,425	$1,454	$1,442	$1,280	$1,240	$1,432	$1,414	$1,280	$1,644	$1,799	$1,425	$0	$1,423	$0	$0
Cash Awards - $2,000 - $2,999																	
Total Cash Awards Given	1,268	840	54	374	38	0	3	17	1	1	2	1	0	1	9	0	3
	12.39%	12.88%	9.49%	11.90%	11.62%	0%	8.57%	13.82%	4.76%	20.00%	9.52%	4.55%	0%	25.00%	12.68%	0%	75.00%
Total Amount	3,047,458	2,028,153	127,643	891,661	89,250	0	7,386	39,505	2,207	2,608	4,185	2,608	0	2,560	20,232	0	7,958
Average Amount	$2,403	$2,414	$2,364	$2,384	$2,349	$0	$2,462	$2,324	$2,207	$2,608	$2,093	$2,608	$0	$2,560	$2,248	$0	$2,653
Cash Awards - $3,000 - $3,999																	
Total Cash Awards Given	2,120	1,392	88	640	63	0	9	29	4	1	2	4	3	1	9	0	1
	20.72%	21.35%	15.47%	20.36%	19.27%	0%	25.71%	23.58%	19.05%	20.00%	9.52%	18.18%	25.00%	25.00%	12.68%	0%	25.00%
Total Amount	7,232,387	4,725,781	303,848	2,202,758	218,067	0	30,992	100,025	13,830	3,712	7,424	14,848	10,000	3,712	30,333	0	3,191
Average Amount	$3,412	$3,395	$3,453	$3,442	$3,461	$0	$3,444	$3,449	$3,458	$3,712	$3,712	$3,712	$3,333	$3,712	$3,370	$0	$3,191
Cash Awards - $4,000 - $4,999																	

Total Cash Awards Given	1,077	715	39	323	38	0	2	16	3	0	4	3	4	0	5	1	0
	10.53%	10.97%	6.85%	10.28%	11.62%	0%	5.71%	13.01%	14.29%	0%	19.05%	13.64%	33.33%	0%	7.04%	33.33%	0%
Total Amount	4,743,735	3,148,085	172,246	1,423,404	167,328	0	8,828	70,286	13,242	0	17,656	13,242	17,656	0	22,070	4,348	0
Average Amount	$4,405	$4,403	$4,417	$4,407	$4,403	$0	$4,414	$4,393	$4,414	$0	$4,414	$4,414	$4,414	$0	$4,414	$4,348	$0
Cash Awards - $5,000 or More																	
Total Cash Awards Given	872	583	50	239	27	0	3	15	3	0	1	0	0	0	4	1	0
	8.52%	8.94%	8.79%	7.60%	8.26%	0%	8.57%	12.20%	14.29%	0%	4.76%	0%	0%	0%	5.63%	33.33%	0%
Total Amount	4,721,772	3,156,622	272,561	1,292,589	145,537	0	16,432	81,376	16,432	0	5,216	0	0	0	20,864	5,216	0
Average Amount	$5,415	$5,414	$5,451	$5,408	$5,390	$0	$5,477	$5,425	$5,477	$0	$5,216	$0	$0	$0	$5,216	$5,216	$0
Quality Step Increases (QSI)																	
Total QSI's Awarded	269	162	13	94	7	0	0	3	0	0	0	0	1	0	3	0	0
	2.63%	2.48%	2.28%	2.99%	2.14%	0%	0%	2.44%	0%	0%	0%	0%	8.33%	0%	4.23%	0%	0%
Total Benefit	671,404	413,971	29,625	227,808	14,523	0	0	7,691	0	0	0	0	1,421	0	5,411	0	0
Average Benefit	$2,496	$2,555	$2,279	$2,423	$2,075	$0	$0	$2,564	$0	$0	$0	$0	$1,421	$0	$1,804	$0	$0
Performance Based Pay Increase	24	18	2	4	0	0	0	0	0	0	0	0	0	0	0	0	0
	0.23%	0.28%	0.35%	0.13%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Total Benefit	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Average Benefit	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Permenant Workforce	10,232	6,520	569	3,143	327	6	35	123	21	5	21	22	12	4	71	3	4
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Note: Dollar amounts of QSIs are not available in the DHS AXIS data system.

QSI amount is estimated using the within-grade increase amounts in the Conversion Mechanism for a one-step increase.