

U.S. Department of  
Homeland Security

United States  
Coast Guard




Commandant  
United States Coast Guard

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Washington, DC 20593-7000  
Staff Symbol: CCG

1000  
14 Jul 2023

## MEMORANDUM

From:   
L. L. Fagan, ADM  
CCG

Reply to: CAPT Hulser  
Attn of: (202) 302-5987

To: M. L. Lafferty, RADM

Subj: ACCOUNTABILITY AND TRANSPARENCY REVIEW

1. Purpose. I am directing you to conduct a 90-day Accountability and Transparency Review. Mr. John Luce will serve as your Deputy and Master Chief Ann Logan will serve as your Command Enlisted Advisor. The Vice Commandant will designate additional individuals to support the review.

2. Discussion. Everyone in our Service has the right to a safe workplace and an environment free from harassment, bullying, retaliation, and assault. Our Service and our Academy have made significant progress over the past decade on measures to advance sexual assault prevention, response, and recovery – but more must be done. To ensure continued progress, I direct you to lead a 90-day review of current law, policy, processes, practices, resources, and Service culture relevant to eradicating sexual assault and harassment in our ranks. In your recommendations, focus on identifying gaps and opportunities for improvement.

3. Action. Pursue six primary lines of effort:

Line of Effort 1 - Transparency. Assess barriers to transparency, to include a review of existing sexual assault and sexual harassment reporting requirements to Congress and communications to our total workforce including best practices and lessons learned.

Line of Effort 2 - Accountability. Examine existing law and policy to determine if the Coast Guard has adequate ability to hold perpetrators accountable. Review selected case history to identify if this ability has been implemented adequately. Include a review of the Academy cadet disciplinary process.

Line of Effort 3 - Awareness. Examine our total workforce's awareness and compliance with existing law and policies related to sexual assault, sexual harassment, and anti-harassment/potential hate incidents (AHHI).

Line of Effort 4 - Prevention. Assess the efficacy of ongoing prevention efforts, to include a specific focus on sufficiency of training and education over a members' career, and whether appropriate resources are dedicated to this task.

Line of Effort 5 - Climate and Culture. Leverage existing data to assess gaps, seams, and opportunities for our total workforce to serve in an environment free from assault, harassment, assault, bullying, or retaliation; to feel empowered and safe to report an incident; and to have confidence in our adjudication and accountability processes.

Line of Effort 6 – Victim Support. Examine the effectiveness of our victim support and recovery services, with particular attention to any gaps at remote, rural, small, or deployed units.

4. Deliverable. No later than 90 days from today, provide a report that includes assessments, actionable recommendations, and recommended investments associated with each line of effort. Given the importance of this effort to our workforce, you will report directly to the Vice Commandant and are authorized to work outside of the current organizational structure to streamline and accelerate action. Provide regular updates to the Vice Commandant, including a Plan of Action and Milestones within the first 15 days, and route any requests for personnel or resources. Be prepared to brief Congress at regular intervals, and upon the completion of your work. I encourage you to maximize the use of existing data (e.g., surveys, DEOCS, reports), leverage existing mission support service providers, and consult with internal and external subject matter experts and affinity groups; do not be constrained in your review.
5. Effective Date. This direction is effective upon signature and expires in 90 days.