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MEMORANDUM

From: *Sally Brice-O'Hara*
Sally Brice-O'Hara, RADM
CG-13

Reply to: CG-131
Attn of: CAPT Rausch
202-267-0616

To: CG-12 *Steph W. Ch...*

Thru: (1) CG-12B *Jean M. Butler 15 March*
(2) Commander, Coast Guard Recruiting Command (CGRC) *Concern with tasks enclosed. [Signature] - CAPT 3/14/06*

Subj: MEMORANDUM OF AGREEMENT: RESERVE DIVERSITY STRATEGIC PLAN

1. The Reserve Diversity Strategic Plan (RDSP) was designed to increase diversity awareness in the Coast Guard Reserve force and ensure that minorities around the nation are exposed to the broad range of career opportunities the Service offers. The long range objective is to ensure greater minority affiliation with the Coast Guard Reserve.

2. In order to achieve the strategic goals outlined in the plan, there are 9 administrative and operational tasks to be performed jointly and individually by CG-12, CG-12B, CG-131, and the Coast Guard Recruiting Command (CGRC), who are stakeholders in the implementation of the RDSP. Each task is further divided into specific actions that also require activity from all of the participating stakeholders. These actions are to be implemented in five timed phases, lasting six months each. The first phase begins July 1, 2006, and the last phase ends December 31, 2008.

3. Many of the actions and activities required to support the tasks are currently being done by the stakeholders as part of day-to-day processes. However, they will require monitoring to ensure they are continued.

4. By signing this document, the principal stakeholders agree to carry out the described tasks and actions within the timeframes listed in the RDSP and summarized as Appendix A.

Sally Brice-O'Hara
CG-13, Director of Reserve and Training

Steph W. Ch...
CG-12, Director of Personnel Management

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Enclosure: Reserve Diversity Strategic Plan

Reserve Diversity Strategic Plan

Overview The strength of the Coast Guard Reserve lies in its people. The Reserve force offers surge capacity - a cadre of highly trained people that can be called upon to rapidly increase military strength in times of national crisis. Maximizing the skills and abilities of the Reserve workforce requires ensuring the best people are recruited and retained in the organization. This includes creating a work environment that enhances personal and professional opportunities and assures productivity for mission completion. The mobilization mission of the Coast Guard Reserve requires its members to operate in different geographical and cultural environments. A diverse workforce contributes to operational readiness because mobilized Reservists from multiple cultural, ethnic, and social backgrounds bring vital and unique language skills or cultural insight that can enhance mission effectiveness. Diversity of thought, experience, perspective, race, gender, color, creed and culture in the workforce also contributes immeasurably to the creative thinking and innovation critical to Coast Guard excellence. Recruiting and retaining a diverse workforce lends credibility to the people we serve and results in a Coast Guard Reserve with increased capability and effectiveness.

The overarching goals of this Reserve Diversity Strategic Plan are to recruit the best people, retain the best people, and create an environment conducive to utilizing and leveraging the skills of all. The overall result will be a Reserve force that more realistically mirrors a cross section of American public. The plan is divided into five phases, that build upon the other. The first phase begins July 1, 2006.

I. Recruit a Diverse Workforce

The following steps will be implemented over the next three years to increase successful recruitment, maximize operational effectiveness, and position the Coast Guard Reserve for the future.

1. Train Active Duty Recruiters in Reserve Recruiting and Accession Programs

Goal: Ensure recruiters are familiar with the Reserve program to enhance achievement of Reserve mission targets.

Action:

- a. CGRC shall ensure recruiters are familiar with Reserve recruiting and accession programs by training current recruiters and by incorporating specific information on Reserve accession programs into all recruiting training programs. Phase 1.

Note: CGRC currently conducts Reserve 101 course and HUBs (Regional Recruiter meetings for training and standardization), as well as new alignment of OPS-e branch to oversee both Active & Reserve focus. This alignment puts more focus on Reserve recruiting.

- b. CGRC shall continue to report Reserve recruiting progress at the monthly CG-1 recruiting meeting. CG-12B shall monitor the diversity of new recruits. Phase 1.

2. Train and Encourage Active Duty Recruiters to Recruit Diverse Candidates for the Reserve Program

Goal: Create a recruiting force that is trained and motivated to aggressively pursue candidates for the Reserve workforce with diverse racial, ethnic, and socioeconomic backgrounds.

Action:

- a. CGRC shall ensure that training on methods to effectively recruit minority and women candidates (both Active Duty and Reserve), is institutionalized in new recruiter training and in periodic refreshers. Phase 1.
- b. Recruiters shall be educated about the COMPASS Diversity Outreach Program and the ways it can assist them in their outreach efforts. Phase 1.
- c. CGRC, with the assistance of CG-12B and COMDT G-LGL, shall issue appropriate guidance on diversity recruiting issues, instructions, and techniques. Phase 1.

3. Ensure a Representative Reserve Workforce at the Local Level

Goal: Measure race, ethnicity, and gender at the ISC level and increase awareness of Reserve diversity in relation to local geographic diversity. Reservists are generally geographically stable and are pulled from the unit's local area. Therefore, the Reserve workforce should reflect the demographics of the local area or community, or AOR.

Action:

- a. CG-12B, with assistance from G-CR, shall research race and ethnic demographics for each ISC. Phase 1.
- b. CGRC shall create an infrastructure for consistently measuring and reporting the gender and race/ethnicity of new recruits. Phase 1.
- c. CGRC, with assistance from CG-12B, shall develop an advertising strategy that maximizes the diversity of the recruit candidate pool. Phase 1.
- d. A "scorecard" showing the demographics of the Reserve workforce and of new Reserve recruits shall be posted on CG Central and the Reserve web page, published in the "Reservist" magazine. CGRC shall be responsible for the data on new recruits, and CG-12 shall be responsible for current Reserve workforce data. Phase 1.

4. Promote Public Support for Coast Guard Service

Goal: Increase the willingness of the American public to recommend Coast Guard service to our youth.

Action:

- a. Increase willingness of peers, parents, and other adult influencers outside the Coast Guard to recommend Coast Guard service to American youths through the intentional use of existing and planned outreach programs and opportunities.
 - i) The Outreach Board consisting of CG-12B, CG-1212, CGRC, G-CR, and G-IPA, shall develop and recommend policy for consistent college outreach, ensuring a wide variety of institutions are reached. A guidance memo from G-CCS regarding roles and responsibilities for outreach in support for recruiting was promulgated in 2003. Phase 3.
 - ii) The COMPASS manager shall ensure COMPASS volunteers are educated in Reserve programs through the annual training conference and through the development and distribution of training materials. Phase 1.
 - iii) CG12B shall create and maintain an outreach material library. Every reasonable effort shall be made to make materials available on CG Central/internet (as appropriate). Phase 5.
- b. Increase the willingness of the Coast Guard workforce to recommend military service to youth.
 - i) Advertise/ encourage participation in the Compass program. The Compass Manager shall work towards increasing the number of Reserve COMPASS members to at least 50 members. Phase 1.
 - ii) CG-131 in conjunction with CG-12B will measure the willingness of our members to recommend the Coast Guard Reserve as a career choice for youth. This can be done via the Organizational Assessment Survey (OAS) or other survey tools. Phase 4.
 - iii) CGRC shall re-authorize and advertise the "Everyone is a Recruiter" program. Phase 2.

- c. Increase employer awareness of the importance of supporting Coast Guard Reservists.
 - i) CG-131 will work with the National Committee for Employer Support of the Guard and Reserve (ESGR) to assist in increasing employer awareness of ways to effectively support Reserve members, and their legal requirements for doing so. Phase 2.
 - ii) Research and implement ways to assist self-employed people during periods of mobilization. Market these improvements and program to active duty, Reservists and the general public to encourage participation in the Reserve force. Phase 2.

II. Retain, and maximize the full potential of the Reserve workforce

5. Promote diversity competency in the Reserve workforce

Goal: Ensure 100% of the Reserve force understands diversity core concepts and how to apply fundamental leadership skills accordingly.

Action:

- a. CG-131, shall encourage the training of all Reserve members and those who manage them in the following areas via all-hands presentations:
 - i) Fundamentals of diversity. Some of these skills include:
 - (a) The ability to communicate effectively with all personnel across cultural, generational and other differences. Be able to identify different styles of communication (personal space, eye contact, hand gestures, non-verbal communication, different learning styles, personality types, etc.).
 - (b) How to improve communications with various audiences.
 - (c) The ability to recognize potentially incorrect assumptions that can be made about others because of differences/diversity, and practice challenging those assumptions.
 - ii) Diversity concepts and practices. Topics covered will include, but are not limited to, how to include all members of a workforce in tasks and decision-making to accomplish missions faster and better, as well as how to resolve conflicts fairly, equitably and quickly across racial, ethnic, gender, age, rank and other differences. Phase 5.
- b. CG-12B shall work with CG-132 to create a diversity training module for incorporating into Reserve Enlisted Basic Indoctrination, Reserve Officer Candidate Indoctrination, and Enlisted Basic Training. Phase 5.

6. Measure and mitigate reasons Reservists depart the SELRES

Goal: Determine the primary reasons why members leave the SELRES. Mitigate these reasons where possible, particularly when diversity issues are contributing factors.

Action:

- a. CG-12B shall work with CGRC to track, and measure the mitigating factor(s) of members departing by examining the results of the OAS, and the results of Career Intention Survey to determine the reasons for members departing the SELRES.
- b. In conjunction with CG-131, CG-12B shall identify possible corrective actions to assure continued SELRES affiliation. Phase 3.

7. Measure and mitigate reasons Active Duty members separate rather than affiliate with the SELRES

Goal: Determine the primary reasons people leaving active duty decide not to affiliate with the SELRES. Mitigate these reasons where possible, particularly when diversity issues are contributing factors.

Action:

- a. CG-131 shall track reasons for not affiliating with the Coast Guard Reserve. Phase 2.

8. Implement a Reserve Retention Policy

Goal: Develop and deploy a Reserve Retention Policy for the entire Coast Guard that encourages and actively promotes retention of all qualified Coast Guard members.

Action:

- a. CG-131 in coordination with CG-12B shall develop a Coast Guard-wide Reserve Retention Policy. Phase 4.

RESERVE DIVERSITY STRATEGIC PLAN

<i>Phase</i>	<i>Begin Date</i>	<i>End Date</i>	<i>Action & Responsibility</i>
1	July 1, 2006	Dec 31, 2006	<ul style="list-style-type: none"> ○ Ensure recruiters are familiar with Reserve recruiting and accession programs by training current recruiters and by incorporating specific information on Reserve accession programs into all recruiting training programs. CGRC. ○ Continue to train recruiters assigned to offices with a Reserve accession mission in Reserve accession programs. CGRC. ○ Continue to report Reserve recruiting progress at the monthly CG-1 recruiting meeting. CGRC. ○ Monitor the diversity of new recruits. CGRC. ○ Ensure that training on methods to effectively recruit minority and women candidates (both Active Duty and Reserve), is institutionalized in new recruiter training and in periodic refreshers. CGRC, CG-12B, & COMDT G-LGL. ○ Educate recruiters about the COMPASS Diversity Outreach Program and ways it can assist them in their outreach efforts. CGRC & CG-12B. ○ Issue appropriate guidance and instructions on issues and techniques in diversity recruiting. CG-12B. ○ Research race and ethnic demographics for each ISC. CG-12B. ○ Create an infrastructure for consistently measuring and reporting the gender and race/ethnicity of new recruits. CGRC. ○ Develop an advertising strategy that maximizes the diversity of the recruit candidate pool. CGRC, with assistance from CG-12B. ○ Create a "scorecard" showing the demographics of the Reserve workforce and of new Reserve recruits which shall be posted on CG Central and the Reserve web page, and published in the "Reservist" magazine. CGRC shall be responsible for the data on new recruits, and CG-12 shall be responsible for current Reserve workforce data. ○ Ensure COMPASS volunteers are educated in Reserve programs through the annual training conference and through the development and distribution of training materials. Compass Mgr. ○ Encourage and advertise participation in the Compass program. Work towards increasing the number of Reserve COMPASS members to at least 50 members. COMPASS Mgr.

Appendix A

RESERVE DIVERSITY STRATEGIC PLAN

Action & Responsibility

<i>Phase</i>	<i>Begin Date</i>	<i>End Date</i>	<i>Action & Responsibility</i>
2	Jan 1, 2007	June 30, 2007	<ul style="list-style-type: none"> ○ Re-authorize and advertise the "Everyone is a Recruiter" program. CGRC. ○ Work with the National Committee for Employer Support of the Guard and Reserve (ESGR) to assist in increasing employer awareness of ways to effectively support Reserve members, and their legal requirements for doing so. CG-131. ○ Research and implement ways to assist self-employed people during periods of mobilization. ○ Market these improvements and program to active duty, Reservists and the general public to encourage participation in the Reserve force. CG-131. ○ Track reasons for not affiliating with the Coast Guard Reserve. CG-131.
3	July 1, 2007	Dec 31, 2007	<ul style="list-style-type: none"> ○ Track and measure the mitigating factor(s) of members departing by examining the results of the OAS and the results of Career Intention Survey to determine the reasons for members departing the SELRES. CG-12B, CGRC. ○ Identify possible corrective actions to mitigating factors above to assure continued SELRES affiliation. CG-131, CG-12B. ○ The Outreach Board consisting of CG-12B, CG-1212, CGRC, G-CR, and G-IPA, shall develop and recommend policy for consistent college outreach, ensuring a wide variety of institutions are reached. A guidance memo from G-CCS regarding roles and responsibilities for outreach in support for recruiting was promulgated in 2003. CG-12B, CG-1212, CGRC, G-CR, G-IPA.
4	Jan 1, 2008	June 30, 2008	<ul style="list-style-type: none"> ○ Develop a Coast Guard-wide Reserve Retention policy. CG-131, CG-12B. ○ Measure the willingness of our members to recommend the Coast Guard Reserve as a career choice for youth. This can be done via the Organizational Assessment Survey (OAS) or other survey tools. CG-131, CG-12B.
5	July 1, 2008	Dec 31, 2008	<ul style="list-style-type: none"> ○ Train senior-level Reserve program managers in diversity concepts and practices. Topics covered will include, but are not limited to, how to include all members of a workforce in tasks and decision-making to accomplish missions faster and better, as well as how to resolve conflicts fairly, equitably and quickly across racial, ethnic, gender, age, rank and other differences. CG-12B. ○ Create and maintain an outreach material library. Every reasonable effort shall be made to make materials available on CG Central/internet (as appropriate). CG-12B. ○ Create a diversity training module for incorporating into Reserve Enlisted Basic Indoctrination, Reserve Officer Candidate Indoctrination, and Enlisted Basic Training. CG-12B, CG-132.

Appendix A