

U.S. COAST GUARD PERSONNEL SERVICE CENTER  
DIVERSITY STRATEGIC ACTION PLAN

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COMMITMENT TO EDUCATING PSC ON THE IMPORTANCE OF DIVERSITY  
AND WORKFORCE MANAGEMENT



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2011-2012

# BACKGROUND

On 4 Feb 2010 the **Personnel Service Center (PSC) Diversity Strategic Plan Working Group** (Working Group) was chartered to develop and implement a unit specific diversity action plan for PSC Ballston. The Working Group used the United States Coast Guard Diversity Strategic Plan in developing actionable objectives linked to the diversity strategic goals as listed below.

1. **Goal 1:** Assure a Diverse Workforce Through All-Hands Commitment With Leadership Accountability
2. **Goal 2:** Fully Utilize Communication and Focus groups to improve the Workforce
3. **Goal 3:** Expand Outreach to Achieve Access Opportunity for Underrepresented Populations.
4. **Goal 4:** Ensure Equitable Hiring and Career Opportunity for All Employees
5. **Goal 5:** Optimize Training and Education to Underscore the Value of Workforce Diversity

The research and findings yielded 23 actionable objectives (recommendations) categorized under Leadership, Diversity Outreach and Mentoring. This plan was reviewed and revised in 2011 since its inception and contains updates which will assist PSC in better meeting the objective of the five goals listed above.

To ensure success of the Coast Guard's Diversity Strategic Plan's implementation, there must be all-hands commitment and accountability. Organizational success starts at the unit level and we at PSC want to make sure we do our part in supporting the Coast Guard's goal to be "Employer of Choice". This means that diversity management programs cannot stand alone. Instead, diversity management should be recognized as a critical link in achieving the organizations specific mission or business needs, relative to employees, customers, and other stakeholders.

The following outlines PSC actionable plan which supports our commitment to the Commandant's Diversity goals and vision:

## DIVERSITY VISION

"The Coast Guard will be recognized as the "Employer of Choice" in the federal government for recruiting, retaining and sustaining a ready, diverse and highly-skilled Total Workforce. We will foster an environment in which every individual has the opportunity to prosper and contribute to Coast Guard missions."

# U.S. COAST GUARD PERSONNEL SERVICE CENTER 2010 DIVERSITY STRATEGIC ACTION PLAN

## GOAL I

### ASSURE A DIVERSE WORKFORCE THROUGH ALL-HANDS COMMITMENT WITH LEADERSHIP ACCOUNTABILITY

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*Hold leaders at all levels accountable to sustaining a workplace climate of equity, building an organization that leverage the Coast Guard's diverse workforce, and fostering an environment where every individual has the opportunity to prosper and effectively enhance their careers.*

**Action 1:** Implementation of a Speed Mentoring program with military (enlisted/officer) and civilian personnel.

**Measurement 1:** Sponsor, host joint sessions bi-annually. Track compliance.

**Action 2:** Inspire command level participation in outreach events with same vigor shown for morale events (i.e. Partnership in Education, Affinity Group conferences, HQ cultural events, etc)

**Measurement:** Event information should be displayed and published; ensure locations and dates are known early. This shall be measured through compliance (yes/no) and tracked by fiscal year.

**Action 3:** Ensure all E-4/E-5, junior officers and appropriate grade civilians attend LAMS and mid-management civilian and officers attend Senior Leadership Principles and Skills when quotas are available.

**Measurement:** This action will be measured through compliance by HR&A.

**Action 4:** Ensure PSC's Human Relation Council (HRC) remains viable. The PSC HRC will be the command's principal advisor on command climate and human relations issues.

**Measurement:** Track HRC quarterly all-hands meetings. Quarterly meetings will be a safe and open forum to discuss human relations issues.

**Action 5:** Measure accountability at the leadership level. Ensure PSC's Business Plan incorporates compliance with the COMDT and unit level Diversity Strategic Plan.

**Measurement:** This action will be measured through compliance.

## GOAL 2

### FULLY UTILIZE COMMUNICATION AND FOCUS GROUPS TO IMPROVE THE WORKFORCE CULTURAL CLIMATE

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*Communicate the Commandant's message on diversity to all levels in the Coast Guard, seeking to emphasize effective diversity management in our rapidly evolving organization to build and sustain an inclusive workplace environment.*

**Action 1:** Solicit from unit personnel their participation in diversity outreach. Compile data to be included in Quarterly Human Relations Council (HRC) Minute report to be submitted to PSC Commander. For non-required diversity conferences and events, record the number of people who attend and/or participate up the chain of command. For mandated or required command diversity training, the names will be included in the report to the command.

*Measurement 1:* This action will be measured by administering a unit survey at least quarterly. Numbers of PSC personnel will be tracked and reported up the chain of command and subsequently reported on the PSC HRC Website. This action will also be measured by compliance (yes or no).

**Action 2:** PSC Commander supports use of PSC's website to show PSC's commitment to diversity. Website will include news on PSC's participation in diversity events, diversity training opportunities and other diversity initiatives.

*Measurement 2:* This action will be measured through compliance.

**Action 3:** Develop PSC junior officer, junior enlisted, and civilian informal mentoring program. Implementation of "brown bag" luncheons with key command cadre, senior enlisted, civilians, and guest speakers.

*Measurement 3:* This action will be measured through compliance. Has PSC enacted a junior officer, junior enlisted, and civilian mentorship program, whether through informal mentorship such as speed mentoring or formal mentoring through the ULDP/OPM-4? (yes or no) Incorporate into unit leadership development program and track event quarterly.

**Action 4:** Conduct annual unit climate survey to be reviewed by PSC HRC and communicate/make available results to all-hands. Obtain the DEOCS results and have the PSC HRC analyze the results. PSC members should also complete an OAS so this information can be presented by the PSC Commander during all hands.

*Measurement 4:* This action will be measured through compliance.

## GOAL 3

### EXPAND OUTREACH TO ACHIEVE ACCESS OPPORTUNITY FOR UNDER-REPRESENTED POPULATIONS

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*The Coast Guard will expand outreach activities to reach as many people as possible from diverse backgrounds and cultures to make them aware of available opportunities.*

**Action 1:** Ensure continued support to affinity conferences for military and civilian personnel. Set aside unit funds for members to participate in affinity group conferences.

*Measurement 1:* Monitor PSC Command Cadre attendance/participation with affinity groups, diversity groups, etc. Also, monitor number of PSC members who were able to attend affinity group conferences with unit funds. Share experience and highlights of participation during all-hands.

**Action 2:** Recognize PSC members for their participation in Special Emphasis Programs committees, Affinity Group local chapters, Partnership in Education and other outreach activities. Recognition can take place during all-hands. The HRC will nominate deserved individuals for a Diversity Champion award and LOC for their active participation and continued commitment to diversity outreach.

*Measurement 2:* Gather input from diversity outreach unit survey to consider PSC members to be considered for recognition and/or award. Present annually/biannually at all-hands. See Goal 2, Action 1.

**Action 3:** Disseminate diversity outreach events calendar information published by CG-12B to all-hands. Ensure calendar is posted on the PSC HRC website.

*Measurement 3:* Monitor unit participation in outreach events through unit survey. See Goal 2, Action 1.

**Action 4:** Receive command support and encouragement of divisions to hire students through the Minority Serving Institutions Internship Program (MSIIP) where interns work during the spring, summer, and fall months in Coast Guard locations nationwide.

*Measurement 4:* This action will be measured through compliance annually.

## GOAL 4

### ENSURE EQUITABLE HIRING AND CAREER OPPORTUNITY FOR ALL EMPLOYEES

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*Provide keys to success through timely career counseling, professional development, and mentoring to all members of the organization in order to retain a highly skilled and diverse workforce.*

**Action 1:** Development of PSC University to ensure newly reported members understand PSC's strategic and organizational function. (model after OPM University; record for future use).

*Measurement 1:* Establish as part of check-in process. PSC-HR&A will track compliance.

**Action 2:** Include mandatory career counseling with AO or Career Counselor (OPM-4) for PSC personnel (military) a year within reporting to PSC. Mandatory usage of IDPs for PSC personnel (O1-O4, E3-E6). IDPs highly encouraged for interested civilian personnel.

*Measurement 2:* HR&A will track and monitor compliance.

**Action 3:** Mandatory review of civilian career enhancement and hiring guide for all PSC military and civilian personnel with civilian subordinates or involved in the hiring process.

*Measurement 3:* HR&A will determine those required and track compliance.

**Action 4:** On the unit DEOMI climate survey, include locally developed questions and short answer questions to gauge whether PSC members have the available resources and support to perform their work well and effectively.

*Measurement 4:* This action will be measured through compliance annually.

## GOAL 5

### OPTIMIZE TRAINING AND EDUCATION TO UNERSCORE THE VALUE OF WORKFORCE DIVERSITY

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*Ensure members at all levels are provided the tools to enhance their effectiveness by educating the entire organization on the benefits of inclusion, equity, and respect for all personnel, their talents, experiences and abilities.*

**Action 1:** Ensure assignment of a unit collateral duty leadership diversity officer (LDO) to manage PSC's diversity action plan and to ensure PSC's commitment and sustainability of our actionable objectives. The LDO will implement and track the progress of PSC's plan.

*Measurement 1:* Add to the collateral duty list. Require position to sit on the HRC and Unit Leadership Development Program team.

**Action 2:** Ensure sustainment of HRC sponsored/command supported diversity functions, training and cultural observance events.

*Measurement 2:* Yearly the HRC should draft a plan of which cultural observances will be celebrated, recommended diversity training and other activities that will assist in educating the command on the value of/managing workforce diversity. This action will be measured through compliance.

**Action 3:** Ensure the PSC Unit Leadership Development Program remains viable.

*Measurement 3:* The Leadership Diversity Officer will be a participating member of the Unit Leadership Development Program (aka PSC Leadership and Professional Development Council) and HRC to ensure coordination in implementing the action items within this plan.