UNITED STATES COAST GUARD

Commanding Officer's Diversity Management Guide

Leadership Tips for a Mission Effective Workforce

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CO's Diversity Management Guide

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What is Diversity?

Diversity is variety. It includes all the characteristics, experiences, and differences of each individual. Diversity can be identified as physical characteristics such as skin color and gender, or it may be differences in culture, skills, education, personality type, or upbringing. Each of these traits brings their own perspective and skills to the workplace.

Diversity is about leveraging human potential, which is critical to enhance mission readiness. It is a concept that recognizes and values differences and similarities among people and how the differences can work to enhance the organization. Workforce Diversity is an all-inclusive organizational attitude and behavior that fosters dignity, respect, and equity and enhances mission readiness.

Diversity embraces the strengths and values the contributions of all groups including those identified under equal opportunity programs. It goes beyond race and gender issues. It is not affirmative action. The emphasis in the implementation of Diversity initiatives has little to do with responding to legal mandates and grievances of underrepresented groups. Rather, these initiatives have to do with an inclusive vision of uniting people of diverse backgrounds to work together in teams in pursuit of common goals.

What is Diversity Management?

Diversity management means creating and maintaining a work environment that provides opportunity for all employees to maximize their potential and fully contribute to accomplishing the organization's mission. Diversity management improves mission readiness and organizational effectiveness. It does not advantage or disadvantage any group, and ensures all team members treat each other with dignity and respect. Diversity management is a separate and distinct initiative that coordinates and enhances other programs that impact employment to create and maintain a positive work environment such as those related to hiring, equal opportunity, work and family life.

The mark of a truly successful diversity program is one that becomes ingrained in the culture and the business processes of an agency and is sustained over time.

Diversity 101

See the links below for more information on frequently asked questions concerning diversity:

http://uscg.mil/diversity/Diversity101.asp

http://www.diversityhotwire.com/leaders_toolkit/toolkit/definition1.html

Best Practice Reference

http://www.opm.gov/diversity/guide.PDF-Office of Personnel Management Diversity Guidebook for Federal Agencies.

Coast Guard Diversity Mission

The role of the Coast Guard is critical to national security. Its mission is to protect the public, the environment and America's economic interests in the nation's ports and waterways. The Coast Guard values diversity, teamwork and responsiveness. Our mission in valuing diversity is to build a positive work environment for all personnel, regardless of their similarities or differences, to enhance our mission capabilities.

Coast Guard Diversity Vision

"The Coast Guard will be recognized as the "Service 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."

Coast Guard Core Values

The Coast Guard Core values embody the very nature of selfless service achieved through the contributions of each individual…

Honor

Respect

Devotion to Duty

Coast Guard Diversity Strategic Plan Goals

1. Assure a diverse workforce through all-hands commitment with leadership accountability
2. Fully utilize communication and focus groups to improve the workforce cultural climate
3. Expand outreach to achieve access opportunity for underrepresented populations
4. Ensure equitable hiring and career opportunity for all employees
5. Optimize training and education to enhance diversity management and leadership skill sets

Diversity Policy Statement

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

DIVERSITY POLICY STATEMENT

Diversity, though not easily captured in a single definition, allows the Coast Guard to benefit from the talents, abilities, ideas and viewpoints of a workforce drawn from the richness of American society, including men, women, minority groups, people with disabilities and veterans. It is achieved by using two key enablers: providing unfettered enlistment, appointment or employment opportunities to all qualified citizens equally, and creating and sustaining an organizational climate in which people of diverse backgrounds, cultures, races, religions, ethnicities and experience are fully included, valued and respected.

Diversity is vital to mission readiness and excellence. Diversity sparks innovation by incorporating new approaches and fresh perspectives to problem solving. Attracting and employing a diverse and talented team of active duty, reserve, civilian and Auxiliary members ultimately enables us to better perform our challenging maritime missions.

We must strive to create a climate of equity that fosters an environment where all individuals have the opportunity to prosper, advance in their careers and contribute their utmost to Coast Guard missions. We must strive to ensure that our Coast Guard recruits, retains and sustains a diverse, talented and highly skilled workforce. Our Diversity Strategic Action Plan will guide our efforts to achieve these goals. I encourage all members of our workforce to become familiar with the plan located on our diversity website http://www.uscg.mil/diversity/.

I am personally committed to making the Coast Guard the Service of choice for all Americans who seek to serve our Nation and its people. Achievement of this goal is an all-hands evolution.

R. J. PAPP, JR.
Admiral, U. S. Coast Guard

COMMANDING OFFICER'S QUICK GUIDE TO DIVERSITY LEADERSHIP

Diversity Leadership Checklist

- How have you demonstrated your commitment to diversity?
- What have you done for diversity lately?
- What is your comfort zone? When did you last get out of it?
- Is diversity what you do or in addition to what you do?
- If you lead on diversity, how many of your followers are here today?
- If not many, seek guidance to improve your diversity leadership competencies?
- When you had the chance to act on diversity, what did you do? Who noticed?

Commanding Officer's Unit Diversity Leadership Checklist

- Is the Commandant's Diversity Policy Statement posted where everyone can view it?
- Do you address Diversity in your Command Philosophy?
- Does your Unit have an active Leadership and Diversity Advisory Council (LDAC)?
- Does your Unit LDAC also handle diversity issues?
- Does your Unit have a mechanism for reporting leadership and diversity concerns?
- Does your Unit LDAC have representation at the next higher level LDAC?

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- Has everyone at your Unit participated in Diversity Awareness Training?
- What tools have you utilized to assess the climate at your unit?
- Have you identified the top 3-5 diversity management issues impacting your unit?
- Has your Unit participated in a DEOMI Organizational Climate Survey (DEOCS)?
- What steps have you taken to address issues identified in the DEOCS?
- Does your unit conduct Diversity Outreach? (e.g. COMPASS, PIE, HBCU Ambassadors)
- Do you set aside funding specifically for Diversity? (e.g. outreach, training, cultural and heritage events)
- How many members of your Unit are actively involved with a Coast Guard affinity group? (e.g. ANSO (Association of Naval Services Officers), NNOA (National Naval Officers Association), NOMA (Naval Officer Mentorship Association), SSLA (Sea Service Leadership Association), BIG (Blacks in Government, etc)
- Do you reward outstanding contributions to diversity? (formal award nominations, diversity champion of the week)
- Do you have a strong mentoring program at your unit?

Food for Thought

- Diversity & Inclusion is all about leadership.
- Work to create an environment of trust.
- Look for opportunities to create a dialogue on diversity.
- Seek out growth opportunities in Diversity & Inclusion.
- Inclusion does not mean assimilation into the dominant culture.
- Diversity & Inclusion does not mean being color blind.

Speaking on Diversity

All Coast Guard personnel are responsible for diversity and at times may be required to give a Diversity Presentation. The CG Public Affairs Manual, COMDTINST M5728.2D, states that public affairs are a command responsibility. It further states that each member is authorized and encouraged to publicly discuss non-restricted aspects of their area of responsibility using the following guidelines:

a. If you do it or are responsible for it, you can talk about it.
b. If you do not do it or are not responsible for it, don't talk about it. Refer the inquiry to the person or agency that "owns" it.
c. If you are uncertain, seek guidance from your command or the appropriate public affairs officer.

The Commandant has firmly stated that diversity is an "all hands evolution" and that every member is responsible for diversity.

The following information below is a quick reference on items worth mentioning when speaking on diversity.

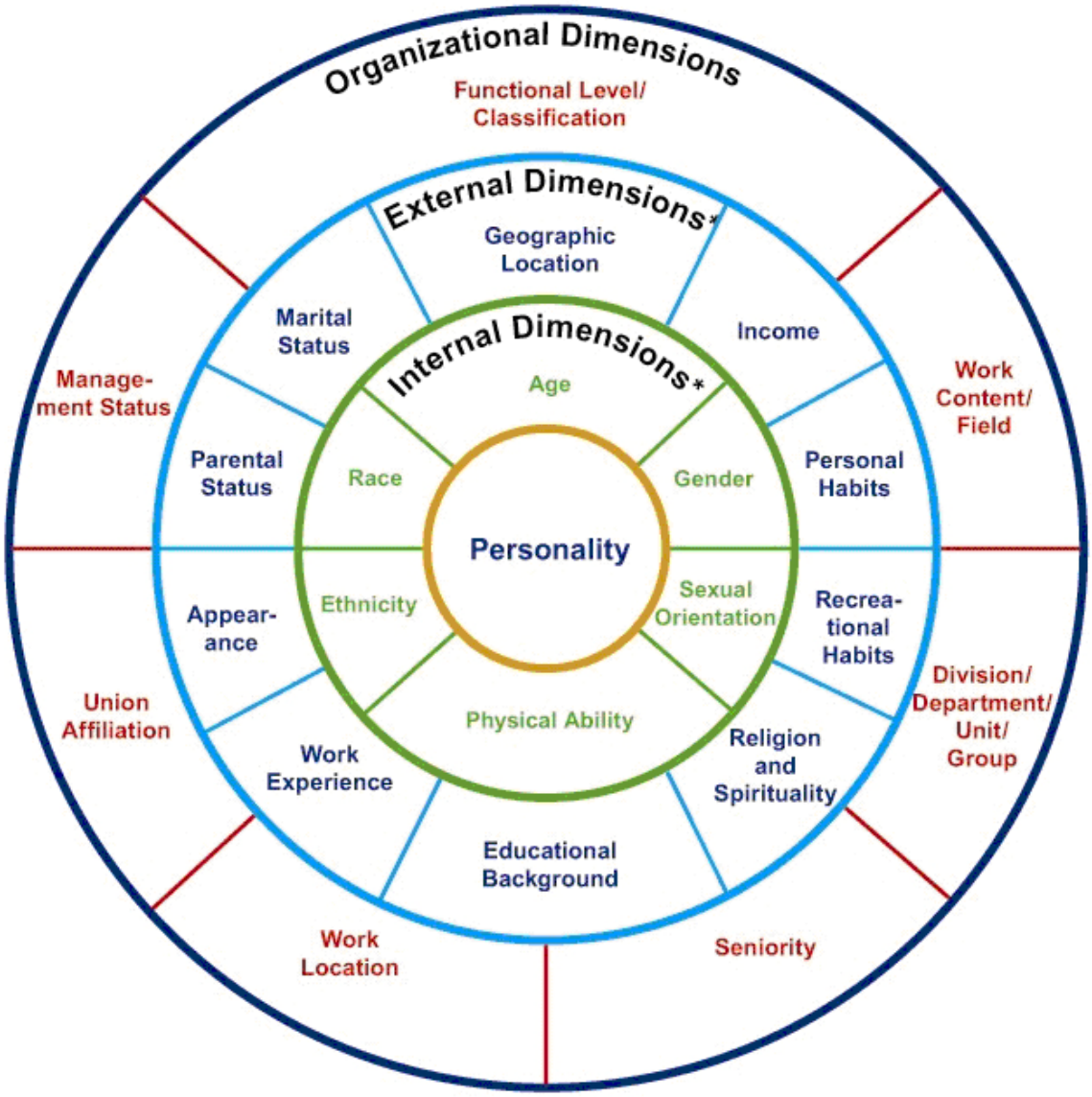
Commandant's Definition of Diversity and in Policy Statement:
Diversity allows the Coast Guard to benefit from the talents, abilities, ideas and viewpoints of a workforce drawn from the richness of American society, including men, women, minority groups, people with disabilities and veterans.

DIVERSITY POINTS WORTH EMPHASIZING:
The information below is important to include in any diversity presentation.

A. Diversity is not about counting heads, but making heads count.

B. The Business Case for Diversity – As the demographics continue to change in America, we will need to become increasingly more diverse to continue to attract the best talent available to our Service. It is important that we all understand the value of having a diverse workforce and to create an environment of inclusion. An inclusive environment will lead to a better workplace climate and allow the Coast Guard to tap into resources that may have previously been underrepresented in leadership and the decision-making process. Cognitive diversity is a result of bringing all groups and backgrounds together with many different perspectives to solve a common problem. This will enhance employee engagement, which will lead to a safer environment and higher retention rates within our entire workforce.

C. The Diversity Wheel is a visual aid to help explain how people are diverse at many different levels and not only in the most obvious ways:

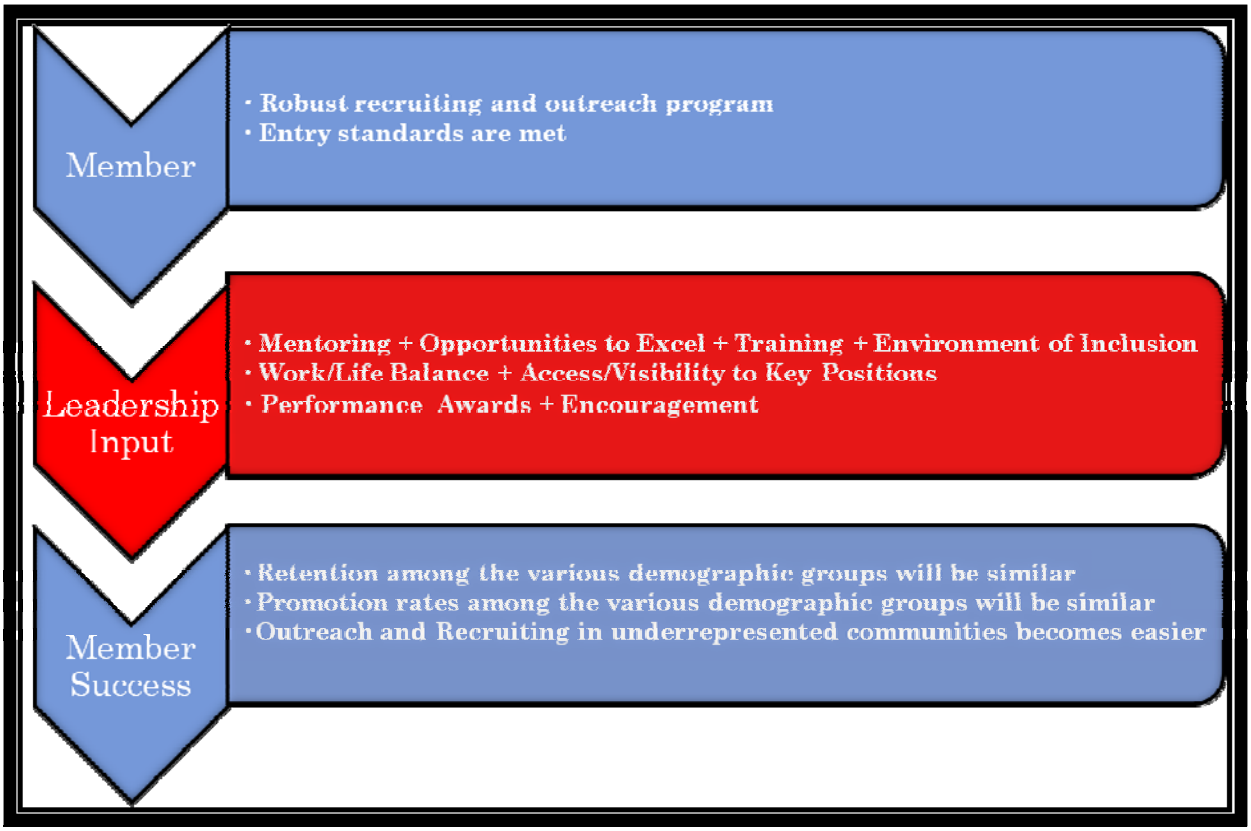


D. The link below is a resource link compiled by the Coast Guard Office of Diversity with links to power point presentations, different Affinity groups and other Diversity related websites. This plethora of information can be used to support presentations on diversity.

http://www.uscg.mil/diversity/resources.asp

E. The Coast Guard Headquarters Diversity Staff stands ready to assist as a resource of information.

Formula for Talent Management Success



Every member of the Coast Guard met the standards for entry into the Service. If leadership provides the necessary elements to all members of the service, then all members will have the opportunity for success.

(Chart provided by CG-12B)

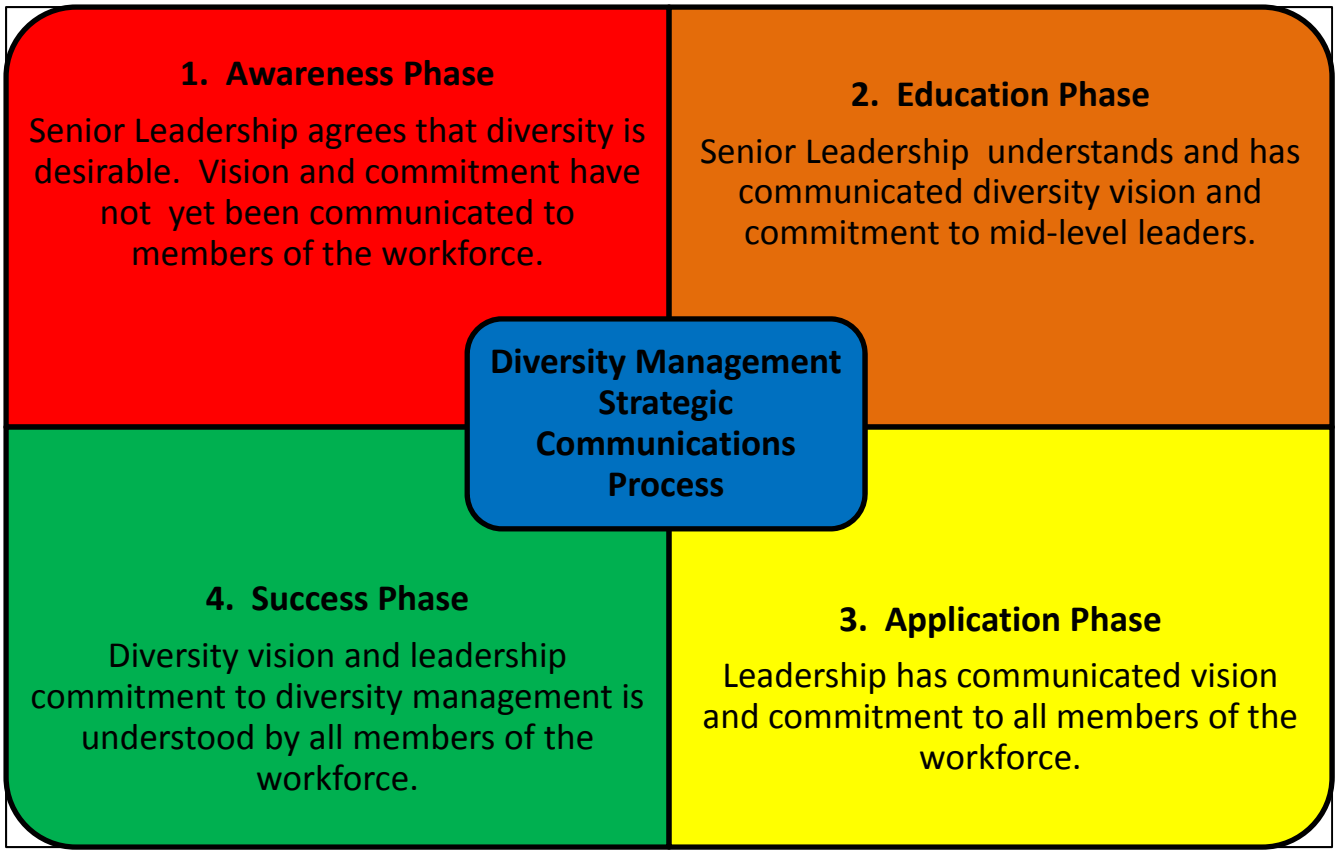
Diversity Strategy Phase Assessment Criteria

The following few pages offer three charts to help leaders assess the current status of their strategic communications, training, and strategic plans. The three charts offered are the following:

- **Diversity Management Strategic Communications Process**
- **Diversity Management Training Process**
- **Diversity Strategy Plan Impact Process**

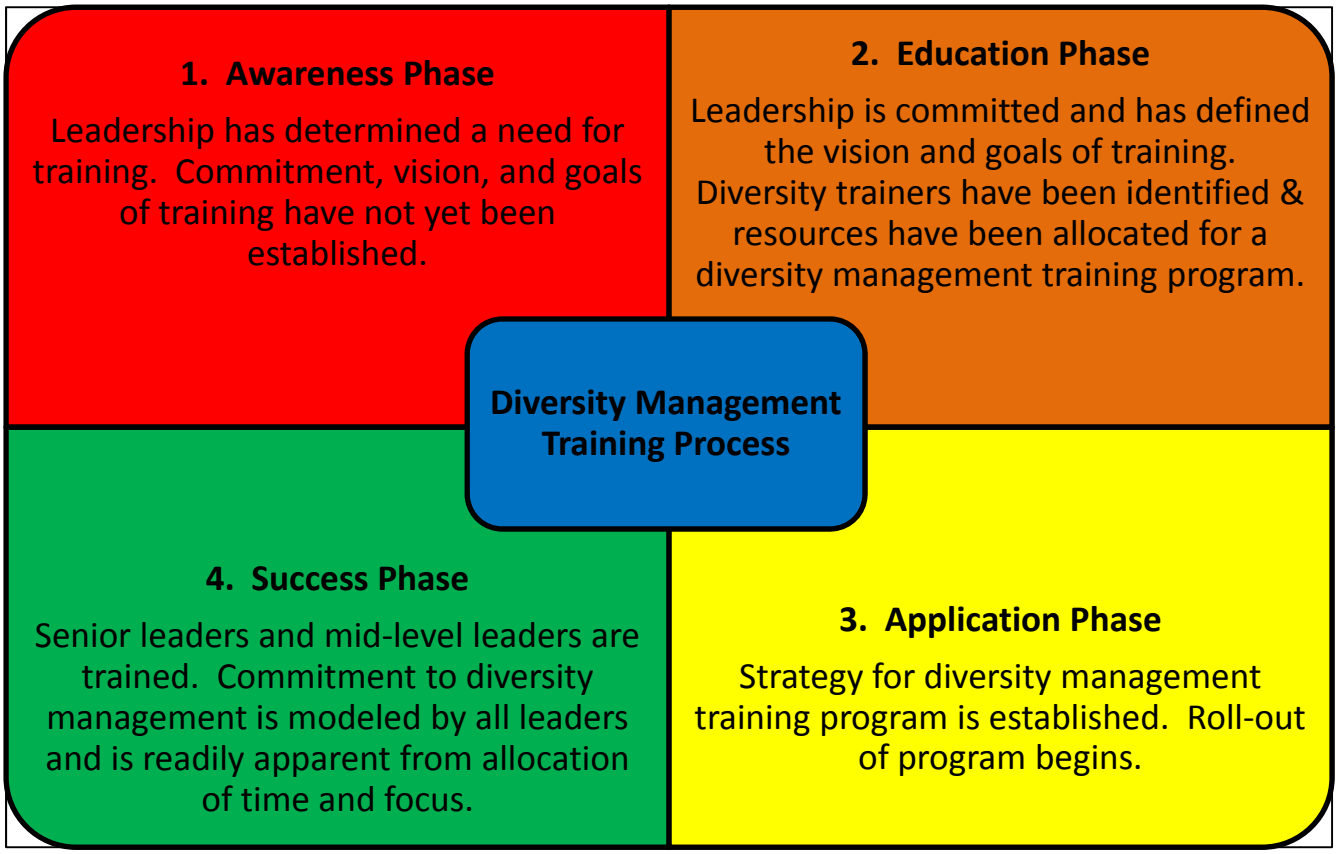
These charts may also be utilized to help leaders determine where their future focus should be when making plans at the unit level or higher for the diversity management and leadership process to attain the goals of the Commandant's Diversity Strategic Plan.

Diversity Management Strategic Communications Process



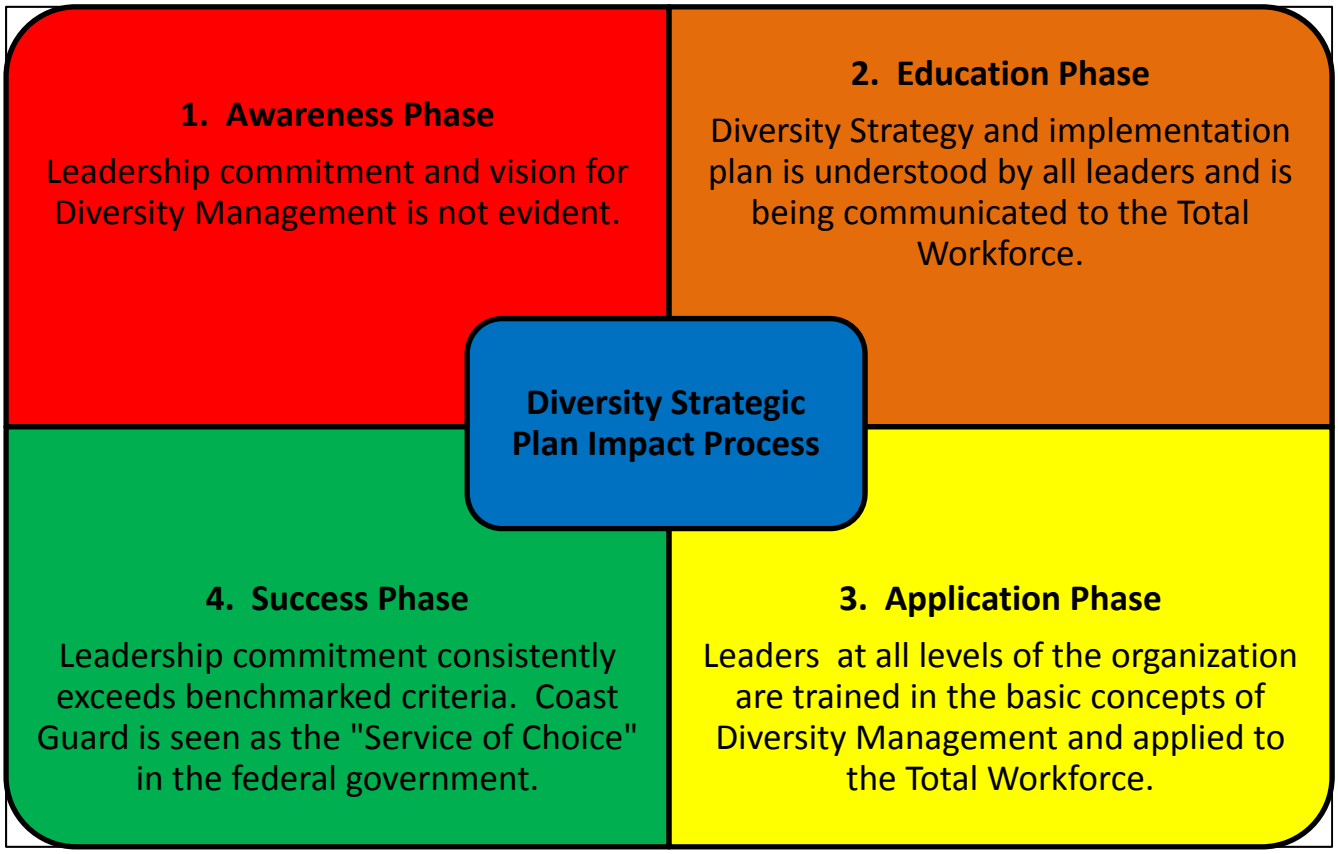
This chart should be utilized as a tool to determine the effectiveness of your diversity message strategic communications process. Often times, one may think that a diversity message communicated once is enough to be effective. However, this chart will allow one to determine what phase of the message process they are in and make appropriate changes to get from the Awareness Phase to the Success Phase where all members of the workforce understand the message.

Diversity Management Training Process



This chart should be utilized as a tool to determine the need for diversity training and its overall effectiveness at various organizational levels. This should help leaders quantify their needs for training and assess the status of their organizations.

Diversity Strategic Plan Impact Process



This chart should be utilized as a tool to determine the impact of the Coast Guard Strategic Plan or your own individual organizational and/or unit strategic plan and its overall effectiveness. This should help leaders quantify their strategic plan progress and offer guidance for making decisions to assist in achieving strategic goals.

Helpful Websites:

Commanding Officers Awards & Recognition Table

http://www.uscg.mil/diversity/docs/Resource%20Documents/Awards_Chart_and_Recognition_Table_for_Commanding_Officers.pdf

Guide to Affinity Groups & Strategic Education Partnerships

http://www.uscg.mil/diversity/docs/Resource%20Documents/Affinity_Group_and_Strategic_Education_Partnerships_Guide.pdf

National Technical Diversity-Related Organizations

- http://www.nsbe.org/ (National Society of Black Engineers)
- http://www.shpe.org/ (Society of Hispanic Professional Engineers)
- http://www.swe.org/ (Society of Women Engineers)
- http://www.witi.org/ (Women in Technology, Inc.)
- http://www.nshmba.org/ (National Society of Hispanic MBA's)
- http://www.nbmbaa.org/ (National Black MBA Association)
- http://www.iwt.org/ (Institute for Women and Technology)
- http://www.maes-natl.org/ (Mexican American Engineers and Scientists)
- http://www.aises.org/ (American Indian Sciences and Engineering Society)
- http://www.bdpa.org/ (Black Data Processor Association)
- http://www.sacnas.org/ (Society Advancement of Chicanos and Native Americans)
- http://www.naaap.org/ (National Association of Asian Professionals)
- http://www.awib.org/content_frames/directory/asian/ (Asian Women in Business)

General Diversity Links

- http://www.public.iastate.edu/~savega/divweb2.htm (diversity organization links)
- http://www.ahaplanet.com/Nation/Diversity.html (diversity organization links)
- http://www.africanamericanyearbook.com (African American diversity links by city)
- http://www.hispanicyearbook.com (Latino diversity links by city)
- http://www.ranks.com/home/lifestyle/top_ethnic_sites/ (diversity organization links)

Community Associations

- http://www.urbanleague.org/ (National African American Community-Based Organization)
- http://www.lulac.org/ (League of United Latin American Citizens)
- http://www.hace-usa.org/ (Hispanic Alliance for Career Enhancement)
- http://www.nacme.org/ (National Action Council for Minorities in Engineering)
- http://www.uncf.org/ (United Negro College Fund)
- http://www.hsf.net/index.php (Hispanic Scholarship Foundation)
- http://www.aapd-dc.org/ (American Association of People with Disabilities)
- http://www.nod.org (National Organization on disabilities)

List of Colleges and Universities with Significant Minority Populations

- http://www.hbcu-central.com Historically Black Colleges and Universities (HBCU's)
- http://www.hacu.net/hacu_members/index.shtml Hispanic Association of Colleges and Universities (HACU's)
- http://www.aihec.org/ American Indian Higher Education Consortium of Colleges
- http://ntidweb.rit.edu/ National Technical Institute for the Deaf
- http://www2.ed.gov/about/inits/list/whtc/edlite-index.html. Tribal Colleges and Universities
- http://www2.ed.gov/programs/idueshsi/definition.html Hispanic Serving Institutes

Diversity Calendar

- http://www3.kumc.edu/diversity

Coast Guard Diversity Website links

- http://www.uscg.mil/diversity Diversity Staff Website
- http://uscg.mil/diversity/docs/DSP/Diversity_Plan2011_Web.pdf. Coast Guard Diversity Strategic Plan