



UNITED STATES COAST GUARD
DIVERSITY STRATEGIC PLAN

RECOGNIZING DIVERSITY AS A MISSION READINESS ISSUE

ACTIVE ★ RESERVE ★ CIVILIAN ★ AUXILIARY



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FOREWORD

From the Commandant of the U.S. Coast Guard

It is my pleasure to provide this copy of the United States Coast Guard Diversity Strategic Plan. My intent is to define an ambitious pathway for change in our efforts to make the Coast Guard workforce reflective of American society. As an organization, we provide premiere service in ensuring the safety and security of our maritime public and the protection of our precious environment. To ensure that we continue this level of excellence and thus maintain our hard-earned relevance in the minds of the American people, it is imperative that our workforce be reflective of the society that we serve. The Coast Guard is committed to achieving a workforce that is diverse, composed of a full representation of women, men, minority groups, people with disabilities and veterans, in short, all Americans. Achieving these goals requires a commitment by all hands to work together in the execution of this strategy and associated action plans. As a capstone document, the Diversity Strategic Plan sets clear goals and objectives that Commanding Officers shall use to develop their own Diversity Action Plans. Everyone in the Coast Guard; active duty, reserve, civilian and Auxiliary is a stakeholder in the team effort required to achieve diversity in our Service.

Realizing diversity requires the creation of a work environment that respects and values the differences each service member brings to Team Coast Guard. We must create a workplace that offers every individual the opportunity to attain their personal goals, grow within the service and fully contribute to the accomplishment of our vital missions. A diverse workforce will enhance both responsiveness and effectiveness across our broad mission set.

The Coast Guard is committed to building and sustaining an organizational climate in which people of diverse backgrounds, cultures, races, religions, and ethnicities are fully included, valued and respected. We are working hard to create awareness of – and access to – the full spectrum of Coast Guard opportunities available to our workforce: officer, enlisted, Academy Cadet, officer candidate, civilian, Reserve and Auxiliary. The challenges of the 21st Century will be met by a Coast Guard that is comprised of men and women who better reflect the diversity of America, and whose contributions will continue the tradition and heritage that has made the Coast Guard America's premier Maritime Service for more than 200 years.

Our Diversity Strategic Plan builds upon the significant progress we have achieved and provides direction for our collective efforts to make the Coast Guard a leader in diversity management and a model for the Nation.

I expect your full support and active participation in achieving the goals and objectives defined in our Diversity Strategic Plan. This is a total force effort that requires both organizational and individual commitment...it is an all-hands evolution.

Semper Paratus,



THAD W. ALLEN
Admiral, U.S. Coast Guard

EXECUTIVE SUMMARY

This Diversity Strategic Plan challenges Coast Guard men and women, active duty, reserve, civilian and Auxiliary, to join in changing the face of our Service to better reflect the diverse fabric of American society. Our recent record of excellence across our mission set, combined with a strong legacy of superior service, has resulted in the Coast Guard achieving unprecedented relevance in the minds of the American people. To ensure that we remain a premiere organization, it is imperative that we continue to progress toward the strategic goal of constructing a workforce that is reflective of our Nation's diverse composition. Our people are our greatest strength and we must capitalize on that fact by establishing an inclusive environment that respects and values the perspective of diverse individuals, enculturating those influences, and combining them with our proven core values to build our workforce of the future. In this way, we can achieve our goal of organizational excellence and continue to be the nation's front line maritime safety and security agency. By including representation, ensuring equal access and providing opportunity to all facets of our society, we will continue to achieve relevance in the minds of the American public whom we so ably serve.

The demographics of our country continue to change at an ever-quickening pace. By the year 2050, America's minority populations comprised of differing racial, cultural, ethnic and religious backgrounds will reach approximately 50% of the total U.S. population. The Coast Guard must leverage diversity and establish an environment of inclusion as well. The effective leaders of tomorrow will be developed through interaction with a more diverse workforce today. The results of honest dialogue from diverse perspectives will prepare our future officers, warrant officers, chief petty officers and civilians to lead and execute Coast Guard missions in the America of tomorrow.

The Coast Guard has made great strides toward diversity and inclusion by establishing the Diversity Advisory Council, encouraging Affinity Group participation and constituting the Diversity Roundtable, however, we must continue to enhance our outreach. Retention and promotion must be improved within the minority workforce, both civilian and military. For example, there continues to be large gap in minority retention at senior levels for officers. Within the officer corps, minorities comprise 22% of officers O-4 and below, but the figure falls to 9% at the O-5 and above level. As of March 2009, in a force structure of 370 Captains, there were three African American and seven Hispanics. We demonstrate a similar phenomenon in our enlisted and civilian workforces; we must do better.

This plan directs the Chief of Staff, Deputy Commandant for Operations, Commander, Atlantic Area, and Commander, Pacific Area, to develop and implement supporting diversity action plans relevant to their organizational focus in accordance with the Diversity Strategic Plan goals and initiatives.

Every Coast Guard member shall heed the call for change by working to:

- 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 underscore the value of workforce diversity**

GOALS & OBJECTIVES

Operational framework to fulfill diversity goals and achieve vision

This plan directs the Chief of Staff, Deputy Commandant for Operations, Commander, Atlantic Area, and Commander, Pacific Area, to develop and implement supporting diversity action plans relevant to their organizational focus.

In this section, we describe our five diversity strategic goals and associated objectives. Strategic goals and objectives help close the gap between the current situation (Appendix B) and the preferred vision (stated below). The Coast Guard will use its resources to work toward accomplishing these five strategic goals. For each strategic goal, a general introduction and discussion of related challenges is presented. The goal is then sub-divided into multiple objectives that outline the strategies that will enable the Coast Guard to achieve each goal and the performance measures we will use to monitor and report on progress.

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.”

Goal 1:

Assure a Diverse Workforce Through All-Hands Commitment with Leadership Accountability

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

Objective 1.1:

Develop methods to ensure leader accountability for implementing diversity initiatives and programs at all Coast Guard commands.

Performance Measure 1.1:

Measure organizational compliance in the performance evaluation systems for developing initiatives that incorporate the Coast Guard’s diversity management policies into their business and management processes.

Objective 1.2:

Ensure diversity initiatives are in all Coast Guard supervisor performance evaluation systems.

Objective 1.3:

Achieve measurable improvement within the Total Workforce for Underrepresented Minorities (URM) by 2015.



Performance Measure 1.2:

Measure accountability at the leader’s level in performance evaluation systems to implement diversity management initiatives. (e.g. viable Human Relations Councils (HRCs), Affinity group participation, diversity management training and education participation, etc.)

Performance Measure 1.3:

Develop and sustain robust applicant pools of URM.

Leadership Accountability Goals and Performance Objectives

We must hold leaders at all levels accountable for sustaining a workplace climate of equity, building an organization that leverages the Coast Guard’s diverse workforce, and fostering an environment where every individual has the opportunity to prosper and effectively contribute to Coast Guard missions. The three levels of accountability are individual, command and organizational. Specific actions are identified in the performance objectives concerning leadership accountability.

1.1: Develop methods to ensure leader accountability for implementing diversity initiatives and programs at Coast Guard commands.

All echelons of Coast Guard commands including the Deputy Commandants, Academy, districts and individual units will be held accountable for developing initiatives that incorporate the Coast Guard’s diversity management policies into their

business and management processes.

The implementation strategy covers specific categories of actions:

- (a) **Key leadership actions (e.g. execution of localized diversity action plans) set the tone and sustain momentum to implement our desired strategic organizational diversity initiatives;**
- (b) **A communication and engagement strategy to get the message out to everyone and to gain involvement, ownership and skills needed to successfully address diversity management training, issues and concerns; and**
- (c) **Recommendations on how to modify the infrastructure to support and advance changes needed to implement diversity initiatives on a continuing basis.**

1.2: Ensure efforts to achieve organizational diversity goals are documented in all supervisory level

performance evaluation systems (officer, enlisted and civilian).

Three levels of leader accountability need to be addressed: individual, command and organizational. At all three levels there should be specific positive actions, activities and initiatives which further the goal of the Coast Guard's strategic agenda for managing and measuring diversity. Diversity initiatives should be incorporated to effectively measure accountability

as appropriate at the leader's level in the performance evaluation systems.

1.3: Achieve measurable improvement within the Total Workforce for Underrepresented Minorities (URM) by 2015.

Provide opportunities to ensure applicant pools contain increased numbers of people from the Underrepresented Minority Groups and Institutions.

Goal 2: Fully Utilize Communication and Focus Groups to Improve the Workforce Cultural Climate

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.

Objective 2.1:

Communicate the Commandant's message on diversity and its importance to the health of the organization.

Objective 2.2:

Utilize leaders at all levels throughout the Coast Guard as force multipliers in promoting the importance of diversity in organizational climate.

Objective 2.3:

Capitalize on the use of social media to communicate the importance of diversity and to broadcast outcomes.

Performance Measure 2.1:

Track the number of venues used to communicate leader diversity messages and measure impact where possible.

Performance Measure 2.2:

Assess organizational climate factors/trends associated with military equal opportunity (EO) and civilian Equal Employment Opportunity (EEO) issues using instruments such as the Defense Equal Opportunity Management Institute's (DEOMI) Organizational Climate Survey (DEOCS) and the Coast Guard Organizational Assessment Survey (OAS).

Performance Measure 2.3:

Track the number of social networking opportunities and positive trends on baseline reviews measured in the Strategic Outreach Management System.

Workforce Climate Goals and Performance Objectives

Communicate the Commandant's message on diversity to all levels in the Coast Guard, placing strong emphasis on the importance and urgency of diversity management in our rapidly evolving organization.

We communicate the Commandant's diversity message throughout the organization by emphasizing this vital workplace and readiness issue. The Commandant's Diversity Advisory Council (DAC) and Leadership Advisory Council (LAC) meet semi-annually with the Commandant to provide 'truth to power' opportunities. Items on our current tactical level diversity action plan were validated by the DAC and LAC. The DAC and LAC also provide a review of current diversity policies, procedures, and coordination and execution of strategic level plans for addressing inclusion.

2.1: Communicate the Commandant's message on diversity and its importance to the health of the organization.

Communicating the Commandant's message on diversity to all echelons of the Coast Guard is critical to attaining visible, top leadership commitment to managing diversity. The diversity policy statement addresses the business reasons for adopting diversity management, focusing internally on workforce and externally on the public we serve. It addresses the need for personal commitment by all to demonstrate behavior that is compatible with the policy, and ensure that actions support diversity management. The Commandant's diversity message clearly sets the tone that diversity management is essential to the

Coast Guard's ability to remain the premier maritime service and best place to work in America.

2.2: Utilize leaders at all levels throughout the Coast Guard as force multipliers in promoting diversity as vital to workplace climate.

The Coast Guard identified the need to develop and implement a systematic, effective approach to increase communication with our leaders, our customers, our stakeholders and other interested parties. We will do this by developing and implementing a strategic communication plan, targeting the total workforce, to provide focus for our communications activities. The strategic communication plan will identify the audiences with whom we must communicate; key themes and messages to be conveyed in our communications; the communication vehicles which will be used to deliver the themes and messages; and the timing and schedule for our communication activities. The effectiveness of these and other efforts to improve total workforce cultural climate will be measured, in part, through the administration of DEOCS and/or OAS.

2.3: Capitalize on the use of social media to communicate the importance of diversity and to broadcast outcomes.

Identification and implementation of internet media sources, public affairs venues, market and broadcast media, and development of a strategic communications and marketing plan is necessary to reach the full spectrum of social media sources.

Goal 3:

Expand Outreach to Achieve Access Opportunity for Underrepresented Populations

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.

Objective 3.1:

Involve leaders at all levels with Affinity Groups to maximize opportunities for developing relationships and executive outreach partnerships with Minority Serving Institutions, Hispanic Serving Institutions and tribal Communities and Colleges.

Objective 3.2:

Develop and implement a Coast Guard Executive Outreach Management System to track all strategic communication engagements.

Performance Measure 3.1:

Percentage of Coast Guard units that participate in Affinity group conferences and workshops and results achieved.

Performance Measure 3.2:

Track all senior level outreach engagements in the management tracking system and results achieved.

Outreach and Marketing Goals and Performance Objectives

The Coast Guard must be in the field reaching as many people as possible from diverse backgrounds and cultures to make them fully aware of all of our opportunities. We must also engage national influence leaders within the community, government, academia and industry, so that we can leverage their influence and perspectives as we implement this plan. This effort must be coordinated and aligned with the strategic diversity

objectives if it is to be effective and ultimately successful. Instituting the Coast Guard Executive Outreach Management System (EOMS) will enable us to track, coordinate and report outreach activities to help meet the challenges of building and sustaining a diverse workforce.

3.1: Involve leaders at all levels with Affinity Groups to maximize opportunities for developing



relationships and executive partnerships with MSI/HSI/TCI.

We must develop, foster and cultivate an outreach program that identifies and prioritizes target audiences. Establishing and implementing a culture of outreach and inclusion with external elements (Affinity Groups, Government, Industry and Academia) will increase awareness of the Coast Guard. Collaborating with our private and public sector partners will improve the understanding and support of the goals, values and benefits of the Coast Guard organization.

Leaders at all levels are also directed to participate in various affinity groups such as the National Naval Officers Association (NNOA), the Association of Naval Service Officers (ANSO), Women's Leadership Symposium and Blacks in Government (BIG) with the express goal of creating increased awareness of the diversity of mission, people and jobs in the Coast Guard. Affinity group meetings provide tremendous mentoring and career guidance

opportunities for all in attendance, especially our junior officers. They also provide forums to have open leadership discussions optimally positioning our people to reach their full potential. Every Flag officer and member of the Senior Executive Service (SES) has committed to attend at least one affinity group national-level conference. Flag officers and members of the Senior Executive Service Corps shall develop and maintain relationships with various Historically Black Colleges and Universities as well as other minority, Hispanic, and tribal council serving institutions to make certain that underrepresented students have full awareness of and equal access to the entire spectrum of Coast Guard educational and employment opportunities for military and civilian personnel.

3.2: Develop and Implement a Coast Guard Executive Outreach and Communication Strategy.

We will establish an executive management outreach tracking system to measure the effectiveness of all outreach initiatives.

Goal 4:

Ensure Equitable Hiring and Career Opportunity for All Employees

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.

Objective 4.1:

Provide equitable opportunities based on performance so every member has the potential to compete, ensuring promotion and advancement systems are understood.

Objective 4.2:

Establish an effective mentoring and counseling network so all members (active duty, reserve and civilian) have guidance while navigating their careers.

Objective 4.3:

Provide every member the resources necessary to reach their full potential.

Performance Measure 4.1:

- Assessment of cross-functioning learning opportunities.
- Assessment of award/recognition for all members based on responsibility, continuous learning and exceptional work.
- Satisfaction survey of training and advancement opportunities.
- Satisfaction survey measuring the percentage of employees and managers who indicate that their workforces have the job-relevant knowledge and skills necessary to accomplish organizational goals.

Performance Measure 4.2:

Percentage of individuals participating in mentorship programs, counseling networks and results achieved.

Performance Measure 4.3:

Organization assessment of funding support available to resource individual and organizational training efforts.

Career Opportunity Goals and Performance Objectives

People continue to be the Coast Guard's key assets. Coast Guard supervisors and mentors, both military and civilian, have a responsibility to advise and encourage all members in their chain of command to enhance their skills and abilities. Increased skill levels benefit the Coast Guard by increasing the knowledge level of the workforce, improving morale, and reducing stress in the workplace. This requires all leaders to assume the role of mentor. The keys to success in enhancing career development are timely career counseling, professional development, and mentoring to all members of the organization in order to retain a highly skilled and diverse workforce. Improvements can be accomplished in diversity at senior levels. We are taking action to ensure that junior officers, civilians and enlisted personnel receive the coaching and mentoring necessary to advance in their chosen specialties. The Coast Guard improved the Officer Evaluation System and expanded the mandated use of Individual Development Plans. We anticipate that 'legacy' recruiting will take hold as more prospective employees, enlistees, and Academy Cadets see increasing amounts of leaders that 'look like them'. The role of the affinity groups cannot be over-emphasized as it relates to the mentoring, development, and advancement of a diverse and inclusive leadership corps.

4.1: Provide equitable opportunities based on performance so every member has the potential to compete.

The Coast Guard offers leader development training for every segment of the workforce. There are training resources and programs to help

employees develop skill sets required for increased levels of responsibility so every member has the potential to compete for jobs. The goal is to help personnel succeed.

4.2: Establish an effective mentoring/counseling network so all members (active duty, reserve and civilian) have guidance while navigating their careers.

Mentoring is a crucial element in the overall career development scheme. It is aimed at improving staff retention and grooming, and at developing staff for higher levels of responsibility. Mentoring also helps the Coast Guard personnel understand diversity issues. Mentors are critical in helping with emotional and educational adjustments that accompany different levels of responsibility. Mentors serve two purposes: 1) to assimilate new employees into the organizational culture; and 2) to accept protégées and introduce them to new and more challenging aspects of the organization.

4.3: Provide every member the resources necessary to reach their full potential.

Recruiting and retaining quality employees is one of the most important missions of the Coast Guard. We must support and provide every member the resources necessary to reach their full potential. Our efforts must include all actions that influence retention decisions. Among these are support for recruiting, benefit programs, effective training and development programs, quality of life and well-being programs, and implementation of diversity councils to resolve issues.

Goal 5:

Optimize Training and Education to Underscore the Value of Workforce Diversity

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.

Objective 5.1:

Train and educate leaders at all levels in the organization on how to lead a diverse workforce.

Objective 5.2:

Educate all members (active duty, reserve, civilian and auxiliary) of the organization to the benefits of a diverse workforce.

Performance Measure 5.1:

Percentage of all leaders trained in leading a diverse workforce.

Performance Measure 5.2:

Percentage of all members trained in diversity management and the benefits of a diverse workforce.

Training and Education Goals and Performance Objectives

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. By integrating diversity training and education as fundamental principles for success, we can provide opportunities to facilitate change, harness employee potential, achieve performance goals, and enhance workforce satisfaction.

5.1: Train and educate leaders at all levels in the organization on how to lead a diverse workforce.

Diversity is a leadership issue. In order to hold leaders accountable for managing diversity in the Coast Guard, we must first ensure that they have the

requisite knowledge, skills, and tools to lead a diverse workforce in the 21st Century. The Coast Guard must make diversity training and education a priority. Diversity training must be made available to employees at all levels based on the role and responsibilities they perform within the organization. Training must be clear in its purpose, objectives and focus, and should address both awareness and skill needs, as well as individual and organizational needs. Diversity training will help Coast Guard management and staff understand diversity and develop skills to communicate and increase productivity. Such training can provide employees with an awareness of their differences—including cultural, work style, and personal presentation—and an understanding of how

diverse perspectives can improve organizational performance. It will also teach employees about the importance of the Coast Guard's diversity goals and the skills required to work effectively in a diverse workforce.

Institutionalized diversity management is the outcome of planned actions for developing and maintaining expertise in middle and senior level managers through continuous learning. Sustaining diversity management is one of the Coast Guard's guiding principles. Training and education provide the means to ensure that all personnel understand and become involved in diversity and managing diversity as a process. The goal is to train and educate the workforce to value and manage diversity. The tools and skills required promote the flow of information and lead to practical applications that breathe life into diversity policies and processes. Coast Guard personnel will assume their roles in achieving a culturally, ethnically and gender diverse organization. Training and education help explain why diversity management is important to the Coast Guard, and why it is important to individual Coast Guard personnel. Institutionalizing diversity management demonstrates that the Coast Guard values each of its people and respects their differences.

5.2: Educate all members of the organization of the benefits of a diverse workforce.

The Coast Guard is accountable for providing high-quality training opportunities. As a performance-based organization, we must create a culture that empowers all members in their diverse contributions to the organization. Every Coast Guard employee has a role in achieving the vision, mission and goals. This strategic



objective focuses on establishing an enduring framework that directly links individual employee contributions to broader goals, encouraging and rewarding high performance in pursuit of intended results. This connection will ensure that the workforce is trained and educated in diversity management and support the Coast Guard missions.



CONCLUSION

Diversity Management is critical to the Coast Guard's future. The Coast Guard recognizes that improving workforce "diversity" is not only a business imperative, but also a moral obligation. The Service remains committed to building and sustaining an organizational climate that embraces the potential and enhances contributions of all employees by promoting inclusion, equity, and respect. We will take aggressive action to promote awareness of and equal access to the entire spectrum of Coast Guard opportunities for our officers, cadets, enlisted members, civilians, and Reservists and members of the public who are considering careers in our Service. Every American should know that these opportunities exist if they are inclined to pursue them as future or current members of our workforce.

The Coast Guard Diversity Strategic Plan defines a distinct vision "to 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." We will continue to rely upon relevant forecasted National demographic data and racial and ethnic projections as our guide. We will continue to measure our workforce recruiting and retention progress using that information to assess if we are progressing to achieve greater workforce diversity. Other variables, such as "propensity to serve" and medical standards apply, but should not obscure our assessment of an upward trend line based on the demographic forecasts, which are

useful in guiding our efforts and measuring our progress while remaining consistent with the tenets of equal employment opportunity.

The Coast Guard Diversity Staff will continue to develop supporting action plans that identify the specific actions to be undertaken to implement the strategic plan. Additionally, the plan will require subordinate echelons of field commands to develop localized diversity plans.

A living document, our approach is to revise the Diversity Strategic Plan annually. We will evaluate action plan progress on a quarterly

basis to maintain focus and continuously monitor our progress toward establishing goals. The Coast Guard will position itself to take full advantage of the changes in national demographics in order to adjust our goals as necessary. Only with a talented and creative workforce will the Coast Guard continue to accomplish its missions. Our core values of “Honor, Respect and Devotion to Duty” will guide us in this transition. Actively managing diversity ensures an environment that sustains top levels of knowledge, talent, and an attitude of success leading to successful recruitment, retention and sustainment efforts.





THE COMMANDANT OF THE UNITED STATES COAST GUARD
WASHINGTON, D.C. 20593-0001

DIVERSITY POLICY STATEMENT

Diversity is not a program or policy – it is a state of being. Diversity sparks innovation and incorporates fresh approaches. It provides well-rounded perspectives in problem solving that let us identify better ways of performing the duties entrusted to us by our government and fellow citizens.

The Coast Guard is a diverse workforce. Our mission success and our core values require us to ensure our work environment enhances the potential and contribution of all employees by promoting inclusion, equity and respect.

Each of you, regardless of who you are or where you sit in the organization, plays a key role in the success of the Coast Guard. You are our greatest strength. Your creativity, commitment, experience and collaboration make the difference between getting results, and just doing a job.

Mission execution, reputation, leadership and culture are defined primarily by the abilities and performance of our people. Active duty, reserve, civilian and auxiliary, your commitment to excellence is apparent every day, in every mission, across the country, around the world, against all threats, and all hazards.

I am personally committed to ensuring our Coast Guard provides an environment that values and embraces the contributions and potential of every member of our diverse workforce. Our core values of Honor, Respect and Devotion to Duty are fundamental to our individual and collective success. Live them every day.

A handwritten signature in blue ink, appearing to read 'Thad W. Allen', with a long, sweeping underline.

THAD W. ALLEN
Admiral, U.S. Coast Guard

SITUATIONAL AWARENESS

Strengths, Barriers and Opportunities to Improve

Previous cultural audits have highlighted areas of strength, opportunities to improve, and future challenges regarding the potential for individual achievement for all members of the Coast Guard Team. Our strengths include adherence to the Coast Guard Core Values of “Honor, Respect, and Devotion to Duty.” Survey respondents were proud to tell others they were part of the Coast Guard, and were willing to exceed expectations to help achieve the Coast Guard missions. They felt they were part of a socially responsible organization that produces quality work under positive leadership. They displayed confidence and trust in their co-workers. Four specific areas of Coast Guard strength were:

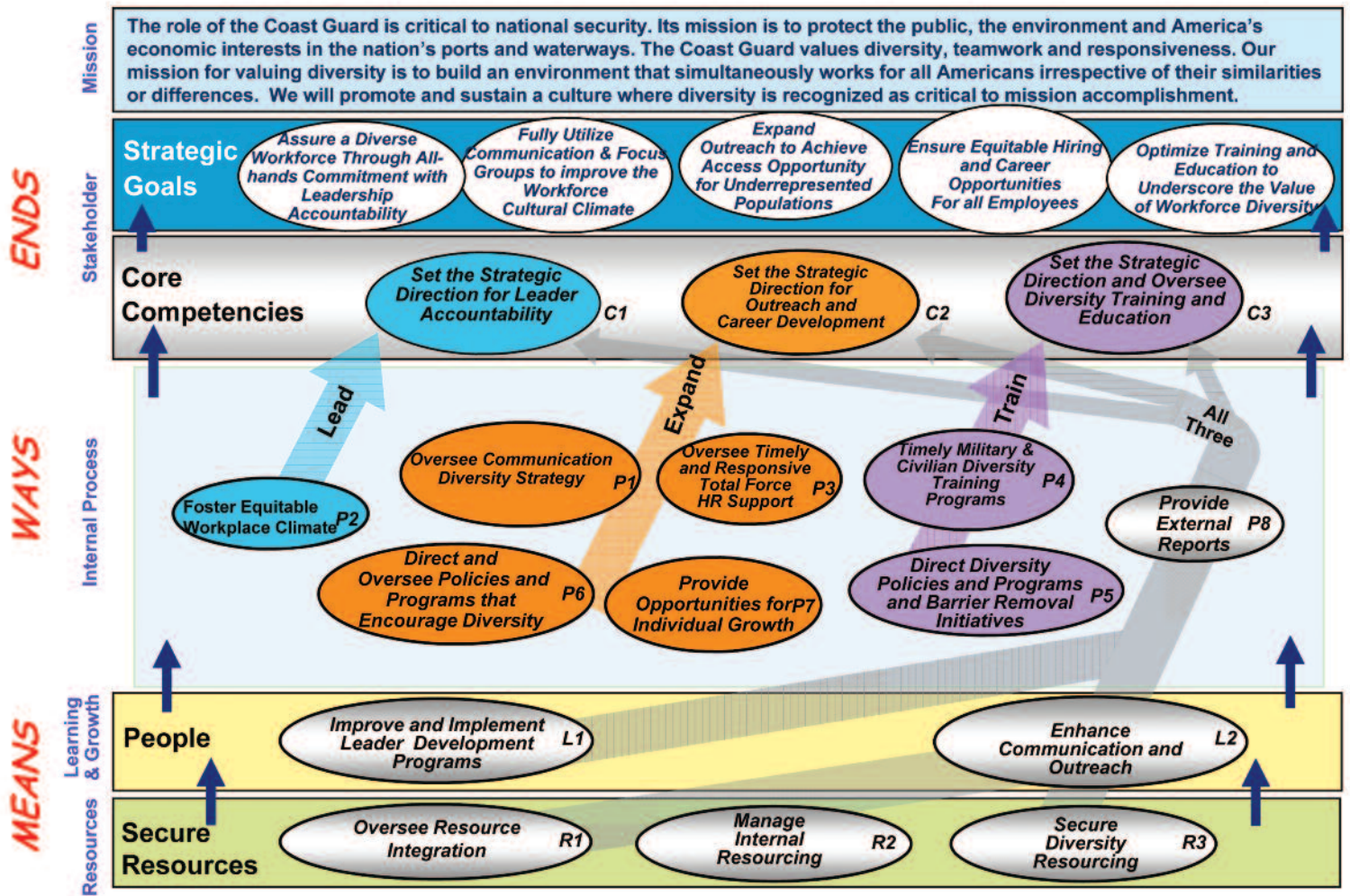
- (a) **Organizational Pride and Job Satisfaction** – Our people are proud to be part of the Coast Guard.
- (b) **Social Responsibility** – Our people feel that the Coast Guard is socially responsible.
- (c) **Supervisory Leadership** – Most Coast Guard members viewed their supervisors as positive role models.
- (d) **Work Group Processes** – Teamwork contributes to the Coast Guard’s success.

However, based on surveys and research, the Coast Guard faces challenges including the perception of career obstacles that prevent personnel from achieving their full potential, and communication barriers that hinder quality and efficiency. Opportunities to improve were in areas of personnel involvement, quality programs, rewards, recognition and pay, and adopting a strategic approach to successfully achieve Coast Guard diversity goals.

The Diversity Strategic Plan addresses the necessary reform that will enable the Coast Guard to build an institutional capacity to improve and capitalize on work force diversity. The implementation strategy covers three specific categories of actions:

- (a) **Key leadership actions which set the pace and sustain momentum to achieve our desired initiatives;**
- (b) **A communication and training strategy to publicize the message and to gain involvement, ownership and skills needed to address diversity training and concerns; and**
- (c) **Recommendations on underscoring our commitment to continually support necessary reforms to achieve our diversity initiatives.**

DIVERSITY STRATEGY MAP



Diversity Strategy Map and Balanced Scorecard: Drill-down of Objectives

The Diversity Strategy Map is designed to link the long term strategic plan with its component operational activities. It illustrates the cause-and-effect relationships between different key performance indicators that are included in a balanced scorecard. The maps provide a macro view of an organization's strategy, and a language in which to communicate prior to constructing metrics to evaluate performance.

The strategy map enables managers to accelerate continuous performance improvement, facilitate strategic formulation and execution, and strengthen internal and external accountability for creating value. By implementing a balanced scorecard, managers can articulate strategy, communicate its details, motivate people to execute plans, and enable executives to monitor results.

By implementing a balanced scorecard approach to strategic planning, managers can view their organization from four perspectives, develop metrics, collect data and analyze it relative to each of these perspectives.

Necessary Steps to Accomplish Goals

Team Coast Guard Leadership Commitment :

Our commitment to diversity begins at the top and permeates the entire organization. We are committed to ensuring that the Coast Guard is a national leader in hiring and retaining a diverse workforce. Our strategy is focused on building a diverse and proficient workforce that enables and sustains Coast Guard mission success. Key features include senior leadership commitment, performance and mission focus, and accountability.

Enhance Technology to Accomplish Diversity Goals:

Establish and implement the Executive Outreach Management System to effectively measure and analyze all strategic communication, and internal and external engagements. Establish and Implement a Diversity Strategic Plan Balanced Scorecard Technology System as the Coast Guard's integrator tool to improve organizational multiple performance, measure cause-and-effect relationships, and enable seamless operations.

Diversity Through Opportunity:

Recruit and sustain a military and civilian force that is as richly diverse as America itself, and provide an environment that promotes individual respect, and encourages sharing of different views and perspectives.

Strategic Planning:

Set the strategic direction through mission area analysis and synchronize diversity goals with the Coast Guard and Department of Homeland Security goals to align with the National Military Strategy.

High Performing Diverse Workforce:

Develop and sustain a Coast Guard workforce with the skills necessary to achieve its strategic goals.



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HONOR



RESPECT



DEVOTION TO DUTY