

U.S. Coast Guard  
Civil Rights Directorate  
COMDT (CG-00H)

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**Plan of Action (POA) 2016**  
**Strategic Implementation Document**

01 May 2012

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## A MESSAGE FROM THE COMMANDANT

Our Nation and our Service continue to evolve. Many of the rights we have today were not created; they were hard-won victories championed by leaders of courage, fortitude, and vision. Our sense of justice has allowed us to overcome many challenges along our trackline of history. Yet, we still have much work to do. Creating command and work climates that are hospitable, nurturing, and embrace modern Equal Employment Opportunity (EEO) and Equal Opportunity (EO) policies is an all-hands, on-deck effort that requires constant vigilance.

As I directed in my Equal Opportunity Statement,

All Coast Guard personnel shall:

- Reach out widely and in previously untapped markets to identify highly qualified applicants for enlistment, officer accession, civilian employment and Auxiliary enrollment;
- Recruit, retain, train, develop, promote, reward and deploy a highly capable, diverse workforce in a fair and consistent manner on the basis of merit;
- Provide reasonable accommodations for qualified applicants and employees with disabilities;
- Maintain a work environment free from unlawful discrimination, reprisal and harassment;
- Ensure all men and women of the Coast Guard are educated about their rights and responsibilities under federal civil rights laws; and
- Act promptly, appropriately and effectively to endorse this policy and to ensure personal accountability by members of the Coast Guard.

I will not tolerate any behavior inconsistent with these expectations; nor should you. We must respect one another before we can work together as a team. Missions are accomplished by people. Every member of the workforce has an important part to play in creating a culture of fairness, equality, and tolerance. Our mission effectiveness depends upon it, my guiding principle of “Respect your Shipmates” demands it, and our Coast Guard core values of Honor, Respect, and Devotion to Duty require it.

Semper Paratus,

R. J. Papp, Jr. /s/

Admiral, U.S. Coast Guard

## **A MESSAGE FROM THE DIRECTOR**

The Civil Rights Directorate's (CRDs) Plan of Action 2016 (POA 2016) is a framework for achieving its mission by focusing on the Equal Employment Opportunity Commission's (EEOCs) model elements. In addition to enforcement and compliance, the plan conveys strategic actions for resolving complaints, preventing unlawful discrimination, and strengthening important partnerships with schools and key communities.

The Coast Guard is a branch of the United States Armed Forces, charged to enforce federal laws on the high seas and waters within the Nation's jurisdiction. The approximately 45,000 military and 10,000 civilian personnel support and contribute to operational readiness and effective execution of Coast Guard missions.

Five years ago, the CRD's POA 2012 delineated activities, many designed to reset, reconnect, and in some cases establish anew, programs consistent with EEOC law and regulation. With focused attention to improvement areas, restructuring to meet statutory obligations, and meticulous planning, CRD experienced measureable success. The agency's civil rights performance now exceeds the Federal average in most factors measured by EEOC.

In building on CRD's success, POA 2016 will direct Coast Guard's civil rights efforts into the future. Initiatives herein will result in:

- Commitment to robust Alternative Dispute Resolution (mediation);
- Assurance that employees at all levels understand the civil rights mission;
- Resources to effectively communicate with Coast Guard stakeholders;
- A culture of collaboration both internally and externally.

The process for developing this plan has been highly inclusive and collaborative. Staff from Coast Guard headquarters, and others at field locations, worked jointly to conceptualize goals, objectives and action plans. CRD also called upon a range of internal and external expertise. The resulting document provides the basis for ensuring non-discrimination, and the existence of valid processes within which claims of discrimination can be addressed.

With the help of its leaders, managers, staff and partners, and with the successful implementation of POA 2016, CRD will realize its vision of a discrimination-free workplace where every member of, and applicant to the Coast Guard has the opportunity to reach his/her full potential based on ability, nothing more.

Terri A. Dickerson /s/

Director, Civil Rights Directorate

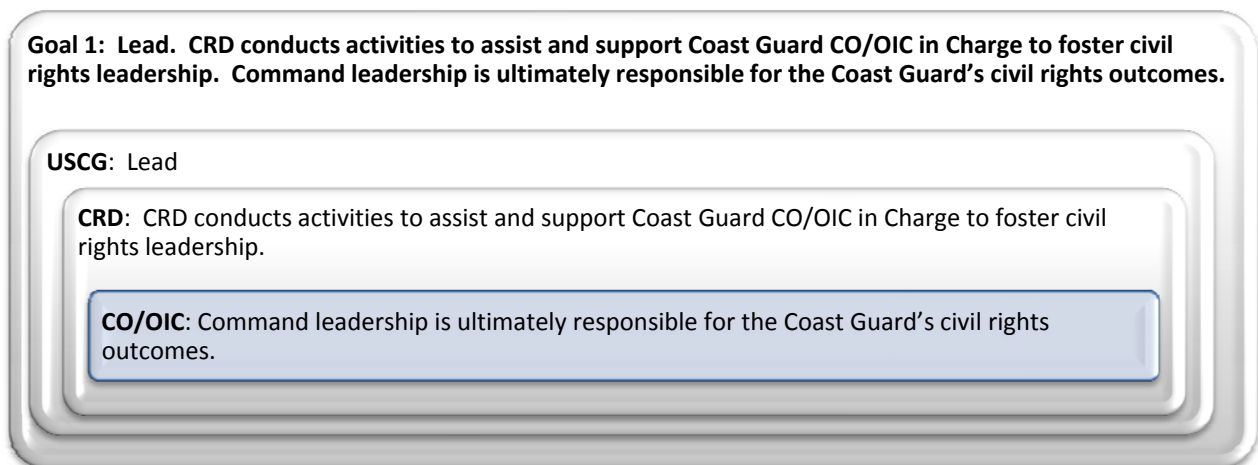
## 1.0 INTRODUCTION

This *Strategic Implementation Document* provides the foundation on which CRD facilitates the improvement and re-scoping of the original POA 2012. The bird's-eye view sheet, found in Appendix A, delineates the mission, vision, and the strategic goals and objectives for the organization. The CRD's goals conform to the Coast Guard goal of Sustain[ing] Mission Excellence (through Civil Rights policy, doctrine, procedures and leadership accountability), which in turns support the DHS goal of Strengthen[ing] and Unify[ing] DHS Operations and Management. For easy reference, CRD's strategic goals are depicted in Exhibit 1. These are patterned according to the EEOC Management Directive - 715 (MD-715) and the six elements of a model civil rights<sup>1</sup> organization. The six elements establish standards for ensuring that Federal agencies develop and maintain model EEO programs. These standards are utilized to measure and report on the status of the Federal Government's efforts to become a model employer. As described in MD-715, the six elements of a model EEO organization are:

- Demonstrated commitment from agency leadership;
- Integration of EEO into the agency's strategic mission;
- Management and program accountability;
- Proactive prevention of unlawful discrimination;
- Efficiency; and
- Responsiveness and legal compliance

The EEOC envisions that the agency - along with leadership and CRD - carries certain responsibility in achieving model status. Exhibit 1 offers a summary of the actions expected by each entity [i.e. USCG, CRD, and respective leaders (e.g. Commanding Officer (CO)/Officer in Charge (OIC)] in attaining a model civil rights environment.

### Exhibit 1. CRD's Five Strategic Goals



<sup>1</sup> Civil rights is defined in the Coast Guard Civil Rights Manual (COMDTINST M5350.4C) as the "Rights belonging to an individual as a matter of law, especially fundamental freedoms and privileges guaranteed by the U.S. Constitution and subsequent acts of Congress, including the rights to equal employment opportunity".

## Exhibit 1 (cont.): CRD's Five Strategic Goals

**Goal 2: Adopt Strategies.** CRD facilitates CO/OIC in their efforts to integrate civil rights into the Coast Guard's strategic mission. Command leadership communicates through words and actions, the importance of civil rights to mission effectiveness.

**USCG:** Adopt Strategies

**CRD:** CRD facilitates CO/OIC in their efforts to integrate civil rights into the Coast Guard's strategic mission

**CO/OIC:** Command leadership communicates through words and actions, the importance of civil rights to mission effectiveness.

**Goal 3: Hold All Accountable.** CRD conducts activities which uphold CO/OIC accountability for civil rights. All managers and supervisors are responsible for the successful implementation of civil rights program elements.

**USCG:** Hold All Accountable.

**CRD:** CRD conducts activities which uphold CO/OIC accountability for civil rights.

**CO/OIC:** All managers and supervisors are responsible for the successful implementation of civil rights program elements.

**Goal 4: Prevent.** CRD conducts activities and develops tools to assist and support Coast Guard CO/OIC to proactively prevent unlawful discrimination.

**USCG:** Prevent.

**CRD:** CRD conducts activities and develops tools to assist and support CO/OIC to proactively prevent unlawful discrimination.

**CO/OIC:** Proactively prevent unlawful discrimination.

## Exhibit 1 (cont.): CRD's Five Strategic Goals

**Goal 5: Efficient, Effective, Fair, Impartial Enforcement of Non-discrimination Laws. CRD identifies and implements efficient practices, aimed at promoting equal opportunity for all. Command leadership embraces opportunities to resolve matters quickly and equitably, at the level closest to the issue/conflict.**

**USCG:** Efficient, Effective, Fair, Impartial Enforcement of Non-discrimination Laws.

**CRD:** CRD identifies and implements efficient practices, aimed at promoting equal opportunity for all.

**COs/OICs:** Command leadership embraces opportunities to resolve matters quickly and equitably, at the level closest to the issue/conflict.

This *Strategic Implementation Document* propels CRD toward achieving its vision through five strategic goals and 15 strategic objectives. Each strategic objective has accompanying action plans, which are the steps needed to achieve the objectives. The strategic objectives also have performance measures, which are the means by which progress can be measured.

## 2.0 WHAT CRD DOES

The Civil Rights Directorate advances civil rights imperatives in the Coast Guard by carrying out multiple roles:

- Promoting and enforcing civil rights in order to create a discrimination-free workplace for employees and applicants;
- Conducting Civil Rights Awareness (CRA), Sexual Harassment Prevention (SHP), and subject related training;
- Conducting Equal Opportunity (EO) reviews as needed;
- Receiving and investigating complaints and allegations of civil rights violations;
- Offering recommendations for improving policies and practices which promote EO in the Coast Guard workplace; and
- Partnering with stakeholders to review current performance and proactively assess future needs in the civil rights arena.

## 3.0 CRD's FUTURE

The overarching purpose of the *Strategic Implementation Document* is to state CRD's intent to be a leader in civil rights service delivery and a model of civil rights practices within the Coast Guard and the Department of Homeland Security. Further, the strategic objectives outlined in this document are the initiatives through which CRD continuously pursues model civil rights program status. Both headquarters and field level staff, and the performance and achievement of

desired outcomes, are instrumental in this undertaking; as every CRD employee can affect its future. Additionally, all of the strategies described in this document align to DHS's Strategic Plan, Fiscal Years 2012–2016 (*Goal 5: Strengthen and Unify DHS Operations and Management*) and to the Coast Guard Commandant's Direction 2011 (*Priority 1: Sustain Mission Excellence*).

## 4.0 CRD's VISION

A discrimination-free workplace where every employee and applicant of the Coast Guard has the opportunity to reach his or her full potential, and believes it is possible to do so without regard to race, color, religion, sex (including pregnancy), national origin, age, disability, genetic information, sexual orientation, marital status, or prior participation in Equal Employment Opportunity (EEO)/EO activity.

## 5.0 CRD's MISSION

To maximize Coast Guard's overall mission effectiveness by leading programs and facilitating practices which foster a discrimination-free workplace.

## 6.0 CRD's GOALS AND OBJECTIVES

The Civil Rights Directorate has created five strategic goals and 15 strategic objectives so as to align its organizational resources to achieve desired results. The 15 strategic objectives are in alignment with the six Model EEO Program Elements as identified by EEOC's Management Directive 715 (MD-715).

**GOAL 1: Lead.** CRD conducts activities to assist and support Coast Guard CO/OIC to foster civil rights leadership. Command leadership is ultimately responsible for the Coast Guard's civil rights outcomes. CRD further identified two strategic objectives for this goal (see Exhibit 2). This goal models the first EEOC element: *Demonstrated Commitment*.

### Exhibit 2. Goal 1 Objectives

1.1	Proactively communicate the mission/vision of CRD to reach the entire Coast Guard workforce.
1.2	Institutionalize an efficient, customer-focused CRD team through training, developing, and retaining a fully-qualified workforce.

**GOAL 2: Adopt Strategies.** CRD facilitates CO/OIC in their efforts to integrate civil rights into the Coast Guard's strategic mission. Command leadership communicates through words and actions, the importance of civil rights to mission effectiveness. CO/OIC incorporates EEO strategies into their strategic mission, which imbues it into Coast Guard's everyday strategies. This model program element also highlights "structure from the top" and "strategic commitment" as key features. As a result, CRD identified three strategic objectives (see Exhibit 3). This goal models the second EEOC element: *Making EEO an Integral Part of the Agency's Strategic Mission*.



### Exhibit 3. Goal 2 Objectives

2.1	Ensure an effective organizational structure to carry out the functions of CRD.
2.2	Increase civil rights awareness at all levels of the Service so that the workforce can fulfill and comply with their EEO/EO requirements and responsibilities Coast Guard-wide.
2.3	Secure adequate resources to effectively and efficiently carry out the planning, performance, budgeting, and execution management duties and responsibilities of CRD.

**GOAL 3: Hold All Accountable.** CRD conducts activities which uphold CO/OIC accountability for civil rights. All managers and supervisors are responsible for the implementation and enforcement of civil rights program elements. There is only one key characteristic in this model element, which is the overall accountability aspect of the EEO program. Therefore, CRD made this an accountability-based goal while identifying three strategic objectives (see Exhibit 4). This goal models the third EEOC element: *Ensuring Management and Program Accountability*.

### Exhibit 4. Goal 3 Objectives

3.1	Create and foster a collaborative, professional workplace within CRD.
3.2	Promote the recognition (formal and/or informal) of COs/OICs who exhibit exemplary performance in EEO/EO program management.
3.3	Implement processes and procedures (reports, training, etc.) which improve quality and timeliness of CRD services.

**GOAL 4: Prevent.** CRD conducts activities and develops tools to assist and support CO/OIC to proactively prevent unlawful discrimination. This goal rises to a higher level by defining and describing the means of proactive prevention. CRD identified four strategic objectives to promote this goal (see Exhibit 5). This goal models the fourth EEOC element: *Proactive Prevention*.

### Exhibit 5. Goal 4 Objectives

4.1	Encourage periodic self-assessments of the Coast Guard workplace at all levels consistent with EEOC's MD-715 factors.
4.2	Develop and promote data management tools which help Coast Guard managers to understand local factors affecting the workforce EO climate.
4.3	Implement and encourage EEOC MD-715 activities within CRD that exemplify model civil rights program elements.
4.4	Provide an accessible, single resource for civil rights policy and requirements to the Coast Guard workforce.

**GOAL 5: Efficient, Fair, Impartially Enforce Non-discrimination Laws.** CRD identifies, implements, and enforces efficient practices, aimed at promoting equal opportunity for all. Command leadership embraces opportunities to resolve matters quickly and equitably, at the level closest to the issue/conflict. Goal 5 encompasses three strategic objectives that are listed in Exhibit 6. This goal combines the fifth and sixth EEOC elements: *Efficiency* [and] *Responsiveness and Legal Compliance*.

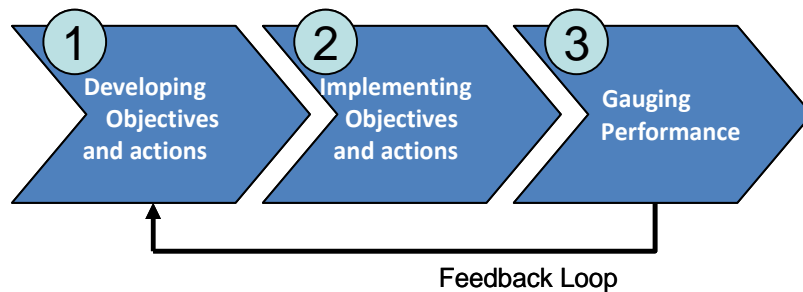
**Exhibit 6. Goal 5 Objectives**

5.1	Ensure highest EEO/EO quality for compliance and responsiveness by improving and measuring key operational processes.
5.2	Identify and develop tools, resources, and activities which can be utilized early in the EO process to effect positive outcomes.
5.3	Facilitate and encourage partnerships with public and private entities to increase participation by groups within the Coast Guard workforce with low participation rates compared to the Civilian Labor Force (CLF).

**7.0 IMPLEMENTING POA 2016**

Implementing POA 2016 is a process that involves all of CRD’s stakeholders. This includes CRD’s headquarters and field offices, the entire CG workforce and leadership, and partnering agencies throughout the U.S. Government. Planning tasks or action plans that fall in line with the objectives will help achieve the plan. A number of external factors could impede the implementation process; however, CRD will seek solutions to overcome those challenges and employ performance measures to gauge progress. Exhibit 7 depicts the process for implementing the strategic objectives.

**Exhibit 7. Phases of Strategic Objective Implementation**



## **7.1 Developing Objectives and Actions**

Moving from the mission to five strategic goals and from five strategic goals to 15 strategic objectives requires further planning at the action level. To accomplish this, CRD has implemented a total of 14 action plans - with a detailed Work Breakdown Structure (WBS) - to achieve its strategic objectives [the development of the 14 action plans is further described in section 7.5]. Like other features in this document, the supporting actions rely on transparency, collaboration, and acceptance by stakeholders. Each strategic objective is composed of subordinate initiatives that CRD will implement or improve in order to meet the goals to which they are committed. Furthermore, the strategic objectives and action plans, as previously mentioned, are not static; they may be revised based on changes in policy, procedures, mission, and vision or unforeseen circumstances. Development of the strategic objectives and action plans is just the first step in reaching the goals of the organization, as these require the full support from internal and external stakeholders.

## **7.2 Implementing Objectives and Actions**

To assure support for the implementation of POA 2016, CRD will vet the *Strategic Implementation Document* both internally and externally. In addition to the actual implementation of the action plans, CRD will collect data from previous years in order to establish realistic benchmarks. Cooperation from internal and external CRD stakeholders is paramount. When the action plans are fully implemented, performance can be measured and analyzed.

## **7.3 Gauging Performance**

Performance measures are vital to analyzing and understanding the achievement of POA 2016. Hence, the *Strategic Benchmark* shown in Appendix B aims to analyze the attainment of CRD's strategic objectives and their corresponding action plans. The accompanying *Data Dictionary* in Appendix C delineates responsibility for data collection and reporting. As Exhibit 7 describes, performance measurement leads back to action planning and metric development. This feedback-loop represents CRD's commitment to constant and consistent improvement over time.

## **7.4 External Factors Affecting Achievement of POA 2016**

Factors outside CRD's control affect its ability to achieve the objectives herein; principally budget, the national economy, demographic changes, available technology, and new regulatory requirements. While unforeseen factors are to be expected, it is worth noting that they have a bearing on future plans.

- **Budget and Resources.** This document assumes a level of funding commensurate with the strategies and priorities delineated, and changes to fiscal assumptions may result in reductions to resources necessary to implement this strategy. However, the Coast Guard continuously reviews available resources and priorities to ensure that appropriate levels of support are programmed to its key functional areas, including CRD.

- Demographic Factors. CRD will continue to work with Coast Guard Human Resources to maintain awareness of demographic changes and their impacts.
- Technology. With new developments comes the ability to interact with employees and applicants in new ways. CRD must be alert to the effects of new technology on compliance and oversight. Additionally, where technology is permissible, the workforce will expect CRD to utilize it in enforcement, education, and outreach activities. Technologies are likely to emerge that will require vetting for appropriateness for civil rights functions and implementation.
- Legal and Regulatory Changes. Because of its enforcement and compliance role, CRD must act and react to new Federal requirements. As new regulations are announced, each must be codified into guidance that will be widely understood by employees and applicants. Each ensuing change must also be incorporated into CRD's education and outreach efforts for the workforce. Such requirements can potentially divert resources from other planned activities.

In view of the foregoing external factors and others not delineated here, CRD will continually assess and prioritize resources so that it may accomplish its mission over the next five years.

## ***7.5 Reorganization of Action Items from Self-study in 2009***

In September of 2008, amid a myriad of organizational challenges, the Director of CRD conducted a functional review and evaluation of the Coast Guard civil rights program. For that purpose, CRD retained Booz Allen and Hamilton (BAH), Inc to assess the current state of the organization and to provide findings and recommendations with the goal of modernizing and professionalizing CRD<sup>1</sup>. Prior program assessments had been conducted in 1999 and 2001 proposing structural and personnel changes, some of which were implemented and some of which were not<sup>2 3</sup>. However as anticipated, the study revealed some areas for improvement and organizational change, and recommended various structural improvements and program enhancements. As a result, CRD memorialized the recommendations and labeled them as the *53 Recommendations*.

During 2010-11, the original *53 Recommendations* were grouped into 29 action plans; and many of these were accomplished with a 2009 reorganization. With considerable project management training, the CRD staff further condensed the 29 action plans to 12 (these conform to the five CRD goals mentioned in Section 6.0). In 2011, CRD added two more action plans. Thus, POA 2016 includes a total of 14 action plans covering all organizational goals and strategic objectives. Appendix D crosswalks the original *53 Recommendations* to the original 12 action plans and 15 strategic objectives. The second table in Appendix D shows the genesis of the final 14 action plans.

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<sup>1</sup> Booz Allen Hamilton. (2009). *U.S. Coast Guard Office of Civil Rights Program Review*. Washington, DC: Author.

<sup>2</sup> Pricewaterhouse Coopers. (1999). *Top to Bottom Review of the Coast Guard Civil Rights Program*. Washington, DC: Author.

<sup>3</sup> KPMG Consulting. (2001). *Top to Bottom Review of Civil Rights/Equal Employment Opportunity Programs*. Washington, DC: Author.

# APPENDIX A: CRD's Strategic Bird's-eye View Sheet



## U.S. Coast Guard Civil Rights Directorate (CRD) VISION, MISSION, GOALS and OBJECTIVES



FROM THE PLAN OF ACTION (POA) 2016

### VISION

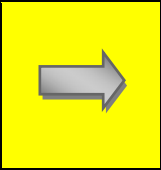
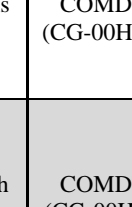
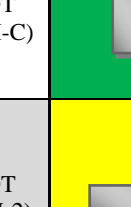
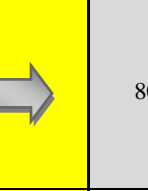
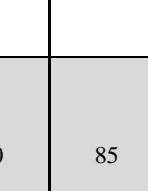
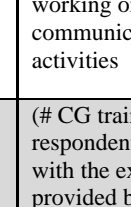
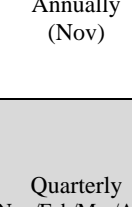
A discrimination-free workplace where every member of, and applicant to the Coast Guard workforce has the opportunity to reach his or her full potential, and believes it is possible to do so without regard to: race; color; religion; sex (including pregnancy); national origin; age; disability; genetic information; sexual orientation; marital status; or for participation in Equal Employment Opportunity (EEO) / Equal Opportunity (EO) activity.

### MISSION

To maximize Coast Guard's overall mission effectiveness by leading programs and facilitating practices which foster a discrimination-free workplace.







Goals		Objectives	
1	<b>Lead.</b> CRD conducts activities to assist and support Coast Guard Commanding Officers (CO)/Officers in Charge (OIC) to foster civil rights leadership. Command leadership is ultimately responsible for the Coast Guard's civil rights outcomes.	1.1	Proactively communicate the mission/vision of CRD to reach the entire Coast Guard workforce.
		1.2	Institutionalize an efficient, customer-focused CRD team through training, developing, and retaining a fully-qualified workforce.
2	<b>Adopt Strategies.</b> CRD facilitates CO/OIC in their efforts to integrate civil rights into the Coast Guard's strategic mission. Command leadership communicates through words and actions, the importance of civil rights to mission effectiveness.	2.1	Ensure an effective organizational structure to carry out the functions of CRD.
		2.2	Increase civil rights awareness and understanding at all levels of the Service so that the workforce can fulfill and comply with their EEO/EO requirements and responsibilities Coast Guard-wide.
		2.3	Secure adequate resources to effectively and efficiently carry out the planning, performance, budgeting, and execution management duties and responsibilities of CRD.
3	<b>Hold All Accountable.</b> CRD conducts activities which uphold CO/OIC accountability for civil rights. All managers and supervisors are responsible for the successful implementation of civil rights program elements.	3.1	Create and foster a collaborative, professional workplace within CRD.
		3.2	Promote the recognition (formal and/or informal) of CO/OIC who exhibit exemplary performance in EEO/EO program management.
		3.3	Implement processes and procedures (reports, training, etc.) which improve quality and timeliness of CRD services.
4	<b>Prevent.</b> CRD conducts activities and develops tools to assist and support CO/OIC to proactively prevent unlawful discrimination.	4.1	Encourage periodic self-assessments of the Coast Guard workplace at all levels consistent with EEOC's MD-715 factors.
		4.2	Develop and promote data management tools which help Coast Guard managers to understand local factors affecting the workforce EO climate.
		4.3	Implement and encourage EEOC MD-715 activities within CRD that exemplify model civil rights program elements.
		4.4	Provide an accessible, single resource for civil rights policy and requirements to the Coast Guard workforce.
5	<b>Efficient, Effective, Fair, Impartial Enforcement of Non-discrimination Laws.</b> CRD identifies and implements efficient practices, aimed at promoting equal opportunity for all. Command leadership embraces opportunities to resolve matters quickly and equitably, at the level closest to the issue/conflict.	5.1	Ensure highest EEO/EO quality for compliance and responsiveness by improving and measuring key operational processes.
		5.2	Identify and implement tools, resources, and activities which can be utilized early in the EO process to effect positive outcomes.
		5.3	Facilitate and encourage partnerships with public and private entities to increase participation by groups within the Coast Guard workforce with low participation rates compared to the Civilian Labor Force (CLF).









## APPENDIX B: SAMPLE Strategic Dashboard (33 Performance Measures)

#	Measure #	Performance Measure Name	Responsible Office	Performance Status <sup>4</sup> (At, Above or Below Target)	Current Actual (FY-11)	Current Target (FY-12)	Formula	Frequency <sup>5</sup>	Notes or Corrective Actions
1	1:1:01	Awareness of CRD's Mission	COMDT (CG-00H-2)		80	85	(# people responding that they are aware of CRD's mission/# People responding to CRA evaluation form)*100	Annually (Nov)	- Units: %
2	1:1:02	Stakeholder Communications	COMDT (CG-00H-C)		38	30	# of CRD communications (articles, internet, brochures, etc.) that mention CRD's mission and vision	Semi-Annually (May/Nov)	-Units: Number
3	1:1:03	Communications Spending	COMDT (CG-00H-C)		9.2	8.0	# FTEs in CRD working on communications activities	Annually (Nov)	-Units: Number
4	1:2:01	CG Workforce Satisfaction with CRD Training Expertise	COMDT (CG-00H-2)		80	85	(# CG training respondents satisfied with the expertise provided by CRD's trainers / # CG training respondents) *100	Quarterly (Nov/Feb/Mar/Aug)	-Units: %
5	1:2:02	EEO Counselor Mandatory Training	COMDT (CG-00H-1)		91.4	100	(# of EEO counselors in CRD who are up-to-date with EEO Counselor training / total # of EEO counselors) * 100	Annually (30 Sep)	-Units: %
6	1:2:03	CRD's Measurable Employee Performance Goals and Meet Expectations	COMDT (CG-00H-1)		100	100	(# CRD employees with measurable performance goals tied to standardized requirements that receive at least "meets expectations" or equivalent/# employees with measurable performance goals tied to standardized requirements)*100	Annually (Nov)	-Units: %
7	2:1:01	CG EEOC MD-715 Compliance	COMDT (CG-00H-1)		100	100	(# of CG compliance with all EEOC MD-715 factors/# of EEOC MD-715 factors)*100	Annually (Nov)	-Units: %







<sup>4</sup> Unless otherwise stated, the color coding legend is as follows: Blue = Two cycles of Target or better, Green = Target or better, Yellow = within 10%, and Red = more than 10% off Target. Arrow icons are utilized to indicate Performance Status: Up = Blue/Green, Level = Yellow, and Down = Red.


<sup>5</sup> Unless otherwise noted, measurement is recorded on the 1st day of the month indicated.

#	Measure #	Performance Measure Name	Responsible Office	Performance Status <sup>4</sup> (At, Above or Below Target)	Current Actual (FY-11)	Current Target (FY-12)	Formula	Frequency <sup>5</sup>	Notes or Corrective Actions
8	2:2:01	District EEO/EO Objectives	COMDT (CG-00H-2)		100	100	(# districts including EEO/EO objectives in their strategic documents/# districts)*100	Annually (Nov)	-Units: %
9	2:2:02	CG Workforce Compliance with BOTH CRA and SHP Training	COMDT (CG-00H-1)		75.3	80	(# CG employees compliant w/ BOTH Civil Rights Awareness (CRA) and Sexual Harassment Prevention (SHP) trng/# CG employees)*100	Annually (Nov)	-Units: %
10	2:2:03	CG Workforce in Compliance w/ CRA Training	COMDT (CG-00H-1)		82	90	The lower of the averages of (Level 1) and (Levels 2 through 6) when compared to one another in the CRA training compliance arena.	Semi-annually (May/Nov)	Total # of workforce levels=6 CRA baseline = 82 (G => 91, 80 < Y <= 90, R <= 80)
11	2:2:04	CG Workforce in Compliance w/ SHP Training	COMDT (CG-00H-1)		84	90	The lower of the averages of (Level 1) and (Levels 2 through 6) when compared to one another in the SHP training compliance arena.	Semi-annually (May/Nov)	Total # of workforce levels=6 SHP baseline = 84 (G => 91, 80 < Y <= 90, R <= 80)
12	2:3:01	FOR INTERNAL USE ONLY							
13	2:3:02	FOR INTERNAL USE ONLY							
14	2:3:03	FOR INTERNAL USE ONLY							
15	2:3:04	Financial Record Compliance	COMDT (CG-00H-1)		100	100	(# of CRD regions in compliance with CG financial records/ 4) * 100	Annually (Nov)	-Units: %
16	3:1:01	CRD Workforce Job Satisfaction	COMDT (CG-00H-1)		4.0	3.5	CRD's workforce job satisfaction per DEOCS "Job Satisfaction" rating.	Annually (After DEOCS)	-Units: DEOCS Index - Scale: G => 3.5, 2.99 <= Y < 3.5, R < 2.99

#	Measure #	Performance Measure Name	Responsible Office	Performance Status <sup>4</sup> (At, Above or Below Target)	Current Actual (FY-11)	Current Target (FY-12)	Formula	Frequency <sup>5</sup>	Notes or Corrective Actions
17	3:1:02	CRD Management and Leadership Performance Evaluations	COMDT (CG-00H-1)		100	100	(# CRD managers and leaders who receive at least "meets", or equivalent ratings on the leadership competencies of their annual evaluations / # CRD managers and leaders) *100	Annually (Nov)	-Units: %
18	3:2:01	Award Nominations OF CO/OIC	COMDT (CG-00H-1)		0.2	0.1	(# of COs/OICs nominated by field units / divided by total # of COs/OICs) *100	Annually (Nov)	-Units: %
19	3:2:02	Award Nominations by CO/OIC	COMDT (CG-00H-1)		6.0	2.0	# award nominations made by COs/OICs divided by the total # EEO/EO awards	Annually (Nov)	-Units: Number
20	3:3:01	Major Operations (OPS) Processes with Established SOPs	COMDT (CG-00H-2)		50	100	(# major OPS processes for which an updated SOP is in effect / # major OPS processes)*100	Annually (Nov)	-Units: % -12 Major OPS processes)
21	3:3:02	Major Administrative / Support Functions with a Checklist	COMDT (CG-00H-1)		0	100	(# major admin/support functions that have checklists / # major admin/support functions)*100	Annually (Nov)	-Units: % -10 Admin/Support processes)
22	4:1:01	Command Checklist Compliance	COMDT (CG-00H-2)		83	90	(# of CG commands completing Command Checklists / Total # of CG commands requiring Command Checklist completion) * 100	Annually (Nov)	-Units: %
23	4:1:02	EO Reviews CG-wide	COMDT (CG-00H-2)		15	15	# of EO reviews conducted CG-wide	Annually (Nov)	-Units: Number
24	4:2:01	Units Utilizing DEOCS	COMDT (CG-00H-1)		46	50	(# of CG units utilizing DEOCS / total # of CG units) *100	Annually (Nov)	-Units: %



#	Measure #	Performance Measure Name	Responsible Office	Performance Status <sup>4</sup> (At, Above or Below Target)	Current Actual (FY-11)	Current Target (FY-12)	Formula	Frequency <sup>5</sup>	Notes or Corrective Actions
25	4:2:02	EEO Barrier Correction	COMDT (CG-00H-1)		100	100	(# of identified barriers to EEO for which CRD has made a recommendation for correction / # identified barriers to EEO)*100	Annually (Nov)	-Units: %
26	4:3:01	CRD DEOCS Rating	COMDT (CG-00H-1)		4.06	3.5	The sum of all DEOCS ratings for CRD / # DEOCS factors	Annually (Nov)	-Units: DEOCS Index - Scale: G =>3.5, 2.99 <= Y < 3.5, R < 2.99
27	4:04:01	CR Manual Access Knowledge	COMDT (CG-00H-1)			85	(# people completing CRA training evaluation forms who acknowledge that they know how to access the CR manual / # people completing CRA training evaluation forms)*100	Quarterly (Nov/Feb/Mar/Aug)	-Units: % <b>- Pends intitial measurement at end of FY12</b>
28	4:4:02	CRD Policy Submission Timeliness	COMDT (CG-00H-1)		100	100	(# CRD policies that are developed and submitted for internal USCG clearance on time / # CRD policies developed and submitted)*100	Annually (Nov)	-Units: %
29	5:1:01	Pre-Complaint Counseling Completion	COMDT (CG-00H-2)		100	100	(# pre-complaint counseling opportunities completed within the required timeframe / # pre-complaint counseling opportunities) *100	Annually (Nov)	-Units: %
30	5:1:02	Investigation Completion Timeliness	COMDT (CG-00H-2)		100	100	(# investigations completed within the required timeframe / # investigations completed) *100	Annually (Nov)	-Units: %
31	5:2:01	Resolution Rate	COMDT (CG-00H-2)		47	50	(# of pre-complaints that did not result in a formal complaint / # of complaints initiated) * 100	Annually (Nov)	-Units: % - Scale: G<= 2% Diff, 2 <Y< 5% Diff, R=> 5% Diff
32	5:3:01	PIE Program Satisfaction	COMDT (CG-00H-1)			90	(# schools satisfied with CG PIE Program / # schools with registered PIE programs) * 100	Annually (Nov)	-Units: % <b>- Pends intitial measurement at end of FY12</b>

#	Measure #	Performance Measure Name	Responsible Office	Performance Status <sup>4</sup> (At, Above or Below Target)	Current Actual (FY-11)	Current Target (FY-12)	Formula	Frequency <sup>5</sup>	Notes or Corrective Actions
33	5:3:02	CG Units with PIE Programs	COMDT (CG-00H-1)		132	150	# CG units with registered PIE programs	Annually (Nov)	-Units: Number, -Scale: G=>125, 100 < Y < 125, R <= 100

## APPENDIX C: *Data Dictionary (33 Performance Measures)*

<b>Goal Alignment:</b>	Goal 1	<b>Objective Alignment:</b>	1.1 - Proactively communicate the mission/vision of CRD to reach the entire Coast Guard workforce.
<b>HQ Coordinator:</b>	COMDT (CG-00H-12) Training Officer	<b>Responsible Party:</b>	COMDT (CG-00H-2D)
<b>Data Source:</b>	Civil Rights Awareness (CRA) Training Evaluation Forms		
<b>Performance Measure Name:</b>	<b>1:1:01 – Awareness of CRD’s Mission</b>		
<b>Definition:</b>	The percentage of people responding to the CRA evaluation form that they are aware of the CRD mission (interrelated to measures 1:2:01, 4:4:01).		
<b>Formula:</b>	(# of people responding that they aware of the CRD mission / # of people responding to the CRA evaluation form)*100		
<b>Frequency:</b>	Annually	<b>Unit Type:</b>	Percentage

<b>Goal Alignment:</b>	Goal 1	<b>Objective Alignment:</b>	1.1 - Proactively communicate the mission/vision of CRD to reach the entire Coast Guard workforce.
<b>HQ Coordinator:</b>	COMDT (CG-00H-C)	<b>Responsible Party:</b>	COMDT (CG-00H-C)
<b>Data Source:</b>	Communications Inventory Spreadsheet, Communications Spending Spreadsheet		
<b>Performance Measure Name:</b>	<b>1:1:02 – Stakeholder Communications</b>		
<b>Definition:</b>	The number of CRD communications (articles, internet, brochures, etc.) that mention CRD's mission & vision on a semi-annual basis.		
<b>Formula:</b>	The # of CRD communications (articles, internet, brochures, etc.) that mention CRD's mission and vision semi-annually.		
<b>Frequency:</b>	Semi-Annually	<b>Unit Type:</b>	Number

<b>Goal Alignment:</b>	Goal 1	<b>Objective Alignment:</b>	1.1 - Proactively communicate the mission/vision of CRD to reach the entire Coast Guard workforce.
<b>HQ Coordinator:</b>	COMDT (CG-00H-C)	<b>Responsible Party:</b>	COMDT (CG-00H-C)
<b>Data Source:</b>	Communications Spending Spreadsheet		
<b>Performance Measure Name:</b>	<b>1:1:03 – Communications Spending</b>		
<b>Definition:</b>	The number of FTEs in CRD working on communications activities or products on an annual basis.		
<b>Formula:</b>	The # of FTEs in CRD working on communications activities or products on an annual basis.		
<b>Frequency:</b>	Annually	<b>Unit Type:</b>	Number

<b>Goal Alignment:</b>	<b>Goal 1</b>	<b>Objective Alignment:</b>	1.2 – Institutionalize an efficient, customer-focused CRD team through training, developing, and retaining a fully-qualified workforce.
<b>HQ Coordinator:</b>	COMDT (CG-00H-12) Training Officer	<b>Responsible Party:</b>	COMDT (CG-00H-2D)
<b>Data Source:</b>	Civil Rights Awareness (CRA) Training Evaluation Forms, Training Data Tool		
<b>Performance Measure Name:</b>	<b>1:2:01 – CG Workforce Job Satisfaction with CRD Training Expertise</b>		
<b>Definition:</b>	The percentage of the CG workforce that is satisfied with the expertise provided by CRD’s trainers as reported on CRA training evaluation forms (interrelated to measures 1:1:01, 4:4:01).		
<b>Formula:</b>	$(\# \text{ of CRA training respondents satisfied with the expertise provided by CRD's trainers} / \text{Total \# of CRA training respondents}) * 100$		
<b>Frequency:</b>	Quarterly	<b>Unit Type:</b>	Percentage

<b>Goal Alignment:</b>	<b>Goal 1</b>	<b>Objective Alignment:</b>	1.2 – Institutionalize an efficient, customer-focused CRD team through training, developing, and retaining a fully-qualified workforce.
<b>HQ Coordinator:</b>	COMDT (CG-00H-12) Training Officer	<b>Responsible Party:</b>	COMDT (CG-00H-12)
<b>Data Source:</b>	Professional Development Tracking Sheet		
<b>Performance Measure Name:</b>	<b>1:2:02 – EEO Counselor Mandatory Training</b>		
<b>Definition:</b>	The percentage of EEO counselors in CRD that are up-to-date with EEO Counselor training.		
<b>Formula:</b>	$(\# \text{ of EEO counselors in CRD who are up-to-date with EEO Counselor training} / \text{total \# of EEO counselors}) * 100$		
<b>Frequency:</b>	Annually	<b>Unit Type:</b>	Percentage

<b>Goal Alignment:</b>	<b>Goal 1</b>	<b>Objective Alignment:</b>	1.2 – Institutionalize an efficient, customer-focused CRD team through training, developing, and retaining a fully-qualified workforce.
<b>HQ Coordinator:</b>	COMDT (CG-00H-1) Training Officer	<b>Responsible Party:</b>	COMDT (CG-00H-1)
<b>Data Source:</b>	Performance Evaluations Assessment Matrix		
<b>Performance Measure Name:</b>	<b>1:2:03 – CRD’s Measurable Employee Performance Goals and Meet Expectations</b>		
<b>Definition:</b>	The percentage of employees with measurable performance goals that receive at least “meets expectations” on annual performance evaluations.		
<b>Formula:</b>	$(\# \text{ of CRD employees with measurable performance goals tied to standardized requirements that receive at least "meets expectations"} / \# \text{ of employees with measurable performance goals tied to standardized requirements}) * 100$		
<b>Frequency:</b>	Annually	<b>Unit Type:</b>	Percentage

<b>Goal Alignment:</b>	<b>Goal 2</b>	<b>Objective Alignment:</b>	2.1 – Ensure an effective organizational structure to carry out the functions of CRD.
<b>HQ Coordinator:</b>	COMDT (CG-00H-11) MD-715 Program Manager	<b>Responsible Party:</b>	COMDT (CG-00H-1)
<b>Data Source:</b>	EEOC MD-715 Annual Report		
<b>Performance Measure Name:</b>	<b>2:1:01 – CG EEOC MD-715 Compliance</b>		
<b>Definition:</b>	The rate of CG compliance with all EEOC MD-715 factors.		
<b>Formula:</b>	$(\# \text{ of CG compliance with EEOC MD-715 factors} / \# \text{ of all EEOC MD-715 factors}) * 100$		
<b>Frequency:</b>	Annually	<b>Unit Type:</b>	Percentage

<b>Goal Alignment:</b>	<b>Goal 2</b>	<b>Objective Alignment:</b>	2.2 - Increase civil rights awareness and understanding at all levels of the Service so that the workforce can fulfill and comply with their EEO/EO requirements and responsibilities Coast Guard-wide.
<b>HQ Coordinator:</b>	COMDT (CG-00H-2D)	<b>Responsible Party:</b>	COMDT (CG-00H-2)
<b>Data Source:</b>	Command Checklist		
<b>Performance Measure Name:</b>	<b>2:2:01 – District EEO/EO Objectives</b>		
<b>Definition:</b>	The percentage of Districts that include EEO/EO objectives in their strategic documents.		
<b>Formula:</b>	$(\# \text{ of Districts including EEO/EO objectives in their strategic documents} / \# \text{ of Districts}) * 100$		
<b>Frequency:</b>	Annually	<b>Unit Type:</b>	Percentage

<b>Goal Alignment:</b>	<b>Goal 2</b>	<b>Objective Alignment:</b>	2.2 - Increase civil rights awareness and understanding at all levels of the Service so that the workforce can fulfill and comply with their EEO/EO requirements and responsibilities Coast Guard-wide.
<b>HQ Coordinator:</b>	COMDT (CG-00H-12) Training Officer	<b>Responsible Party:</b>	COMDT (CG-00H-12)
<b>Data Source:</b>	TMT / CGBI		
<b>Performance Measure Name:</b>	<b>2:2:02 – CG Workforce Compliance with BOTH Civil Rights Awareness (CRA) and Sexual Harassment Prevention (SHP) Training</b>		
<b>Definition:</b>	Percentage of CG workforce compliant with BOTH CRA and SHP training.		
<b>Formula:</b>	$(\# \text{ of CG employees compliant with BOTH CRA and SHP training} / \# \text{ of CG employees}) * 100$		
<b>Frequency:</b>	Annually	<b>Unit Type:</b>	Percentage

<b>Goal Alignment:</b>	<b>Goal 2</b>	<b>Objective Alignment:</b>	2.2 - Increase civil rights awareness and understanding at all levels of the Service so that the workforce can fulfill and comply with their EEO/EO requirements and responsibilities Coast Guard-wide.
<b>HQ Coordinator:</b>	COMDT (CG-00H-12) Training Officer	<b>Responsible Party:</b>	COMDT (CG-00H-12)
<b>Data Source:</b>	TMT		
<b>Performance Measure Name:</b>	<b>2:2:03 –CG Workforce Compliance w/ CRA Training</b>		
<b>Definition:</b>	The CG’s workforce compliance w/ CRA training in a semiannual basis.		
<b>Formula:</b>	The lower of the averages of (Level 1) and (Levels 2 through 6) when compared to one another in the CRA training compliance arena.		
<b>Frequency:</b>	Semi-annually	<b>Unit Type:</b>	Number

<b>Goal Alignment:</b>	<b>Goal 2</b>	<b>Objective Alignment:</b>	2.2 - Increase civil rights awareness and understanding at all levels of the Service so that the workforce can fulfill and comply with their EEO/EO requirements and responsibilities Coast Guard-wide.
<b>HQ Coordinator:</b>	COMDT (CG-00H-12) Training Officer	<b>Responsible Party:</b>	COMDT (CG-00H-12)
<b>Data Source:</b>	TMT		
<b>Performance Measure Name:</b>	<b>2:2:04 –CG Workforce in Compliance w/ SHP Training</b>		
<b>Definition:</b>	The CG’s workforce compliance w/ SHP training in a semiannual basis.		
<b>Formula:</b>	The lower of the averages of (Level 1) and (Levels 2 through 6) when compared to one another in the SHP training compliance arena.		
<b>Frequency:</b>	Semi-annually	<b>Unit Type:</b>	Number

<b>Goal Alignment:</b>	<b>Goal 2</b>	<b>Objective Alignment:</b>	
<b>HQ Coordinator:</b>		<b>Responsible Party:</b>	
<b>Data Source:</b>			
<b>Performance Measure Name:</b>	<b>2:3:01 – FOR INTERNAL USE ONLY</b>		
<b>Definition:</b>			
<b>Formula:</b>			
<b>Frequency:</b>		<b>Unit Type:</b>	

<b>Goal Alignment:</b>	Goal 2	<b>Objective Alignment:</b>	
<b>HQ Coordinator:</b>		<b>Responsible Party:</b>	
<b>Data Source:</b>			
<b>Performance Measure Name:</b>	<b>2:3:02 – FOR INTERNAL USE ONLY</b>		
<b>Definition:</b>			
<b>Formula:</b>			
<b>Frequency:</b>		<b>Unit Type:</b>	

<b>Goal Alignment:</b>	Goal 2	<b>Objective Alignment:</b>	
<b>HQ Coordinator:</b>		<b>Responsible Party:</b>	
<b>Data Source:</b>			
<b>Performance Measure Name:</b>	<b>2:3:03 – FOR INTERNAL USE ONLY</b>		
<b>Definition:</b>			
<b>Formula:</b>			
<b>Frequency:</b>		<b>Unit Type:</b>	

<b>Goal Alignment:</b>	Goal 2	<b>Objective Alignment:</b>	2.3 – Secure adequate resources to effectively and efficiently carry out the planning, performance, budgeting, and execution management duties and responsibilities of CRD.
<b>HQ Coordinator:</b>	COMDT (CG-00H-12)	<b>Responsible Party:</b>	COMDT (CG-00H-1)
<b>Data Source:</b>	CRD Budget Analysis Matrix		
<b>Performance Measure Name:</b>	<b>2:3:04 – Financial Record Compliance</b>		
<b>Definition:</b>	The financial record compliance of the CRD Regions IAW CG standards.		
<b>Formula:</b>	(# of CRD regions in compliance with CG financial records/ 4) * 100		
<b>Frequency:</b>	Annually	<b>Unit Type:</b>	Percentage

<b>Goal Alignment:</b>	<b>Goal 3</b>	<b>Objective Alignment:</b>	3.1 - Create and foster a collaborative, professional workplace within CRD.
<b>HQ Coordinator:</b>	COMDT (CG-00H-12) Training Officer	<b>Responsible Party:</b>	COMDT (CG-00H-1)
<b>Data Source:</b>	CRD DEOCS Results		
<b>Performance Measure Name:</b>	<b>3:1:01 – CRD Workforce Job Satisfaction</b>		
<b>Definition:</b>	CRD’s workforce job satisfaction per DEOCS “Job Satisfaction” rating.		
<b>Formula:</b>	CRD’s workforce job satisfaction per DEOCS “Job Satisfaction” rating.		
<b>Frequency:</b>	Annually	<b>Unit Type:</b>	Defense Equal Opportunity Survey (DEOCS) Index

<b>Goal Alignment:</b>	<b>Goal 3</b>	<b>Objective Alignment:</b>	3.1 - Create and foster a collaborative, professional workplace within CRD.
<b>HQ Coordinator:</b>	COMDT (CG-00H-1)	<b>Responsible Party:</b>	COMDT (CG-00H-1)
<b>Data Source:</b>	Performance Evaluations Assessment Matrix		
<b>Performance Measure Name:</b>	<b>3:1:02 – CRD Management and Leadership Performance Evaluations</b>		
<b>Definition:</b>	The percentage of regional, zone, and headquarters CRD management and leadership that receive at least "meets" ratings on the leadership competencies of their annual evaluations.		
<b>Formula:</b>	$(\# \text{ of CRD managers and leaders who receive at least "meets" ratings on the leadership competencies of their annual evaluations} / \# \text{ of CRD managers and leaders}) * 100$		
<b>Frequency:</b>	Annually	<b>Unit Type:</b>	Percentage

<b>Goal Alignment:</b>	<b>Goal 3</b>	<b>Objective Alignment:</b>	3.2 - Promote the recognition (formal and informal) of CO/OIC who exhibit exemplary performance in EEO/EO program management.
<b>HQ Coordinator:</b>	COMDT (CG-00H-11) Awards Manager	<b>Responsible Party:</b>	COMDT (CG-00H-11)
<b>Data Source:</b>	CRD Awards and Recognition Report (Awards Manager Binder)		
<b>Performance Measure Name:</b>	<b>3:2:01 – Award Nominations <u>OF</u> CO/OIC</b>		
<b>Definition:</b>	The number of COs and OICs nominated by field units for their EEO related activities.		
<b>Formula:</b>	$(\# \text{ of COs/OICs nominated by field units} / \text{total } \# \text{ of COs/OICs}) * 100$		
<b>Frequency:</b>	Annually	<b>Unit Type:</b>	Percentage



<b>Goal Alignment:</b>	<b>Goal 3</b>	<b>Objective Alignment:</b>	3.2 - Promote the recognition (formal and informal) of CO/OIC who exhibit exemplary performance in EEO/EO program management.
<b>HQ Coordinator:</b>	COMDT (CG-00H-11) Awards Manager	<b>Responsible Party:</b>	COMDT (CG-00H-11)
<b>Data Source:</b>	CRD Awards and Recognition Report (Awards Manager Binder)		
<b>Performance Measure Name:</b>	<b>3:2:02 –Award Nominations <u>BY</u> CO/OIC</b>		
<b>Definition:</b>	The total number of award nominations made by COs/OICs divided by the total number of EEO/EO Awards.		
<b>Formula:</b>	# of award nominations made by COs/OICs / total # of awards		
<b>Frequency:</b>	Annually	<b>Unit Type:</b>	Number

<b>Goal Alignment:</b>	<b>Goal 3</b>	<b>Objective Alignment:</b>	3.3 - Implement processes and procedures (reports, training, etc.) which improve quality and timeliness of CRD services.
<b>HQ Coordinator:</b>	COMDT (CG-00H-2D)	<b>Responsible Party:</b>	COMDT (CG-00H-2)
<b>Data Source:</b>	Major OPS Processes Spreadsheet		
<b>Performance Measure Name:</b>	<b>3:3:01 – Major Operations (OPS) Processes with Established SOPs</b>		
<b>Definition:</b>	The percentage of major OPS processes for which an updated SOP is in effect.		
<b>Formula:</b>	(# of major OPS processes for which an updated SOP is in effect / # of major OPS processes) * 100		
<b>Frequency:</b>	Annually	<b>Unit Type:</b>	Percentage

<b>Goal Alignment:</b>	<b>Goal 3</b>	<b>Objective Alignment:</b>	3.3 - Implement processes and procedures (reports, training, etc.) which improve quality and timeliness of CRD services.
<b>HQ Coordinator:</b>	COMDT (CG-00H-12)	<b>Responsible Party:</b>	COMDT (CG-00H-1)
<b>Data Source:</b>	Major Administrative/Support Processes Spreadsheet		
<b>Performance Measure Name:</b>	<b>3:3:02 – Major Administrative/Support Functions with a Checklist</b>		
<b>Definition:</b>	The percentage of major administrative/support functions that have checklists so as to meet timeframes and improve quality.		
<b>Formula:</b>	(# of major admin/support functions that have checklists / # of admin/support functions) * 100		
<b>Frequency:</b>	Annually	<b>Unit Type:</b>	Percentage

<b>Goal Alignment:</b>	<b>Goal 4</b>	<b>Objective Alignment:</b>	4.1 - Encourage periodic self-assessments of the Coast Guard workplace at all levels consistent with EEOC's MD-715 factors.
<b>HQ Coordinator:</b>	COMDT (CG-00H-2S)	<b>Responsible Party:</b>	COMDT (CG-00H-2D)
<b>Data Source:</b>	Command Checklist Compliance Matrix		
<b>Performance Measure Name:</b>	<b>4:1:01 – Command Checklist Compliance</b>		
<b>Definition:</b>	The rate of Command Checklist compliance CG-wide on an annual basis.		
<b>Formula:</b>	$(\# \text{ of CG commands completing Command Checklists} / \text{total} \# \text{ of CG commands requiring Command Checklist completion}) * 100$		
<b>Frequency:</b>	Annually	<b>Unit Type:</b>	Percentage

<b>Goal Alignment:</b>	<b>Goal 4</b>	<b>Objective Alignment:</b>	4.1 - Encourage periodic self-assessments of the Coast Guard workplace at all levels consistent with EEOC's MD-715 factors.
<b>HQ Coordinator:</b>	COMDT (CG-00H-2S)	<b>Responsible Party:</b>	COMDT (CG-00H-2D)
<b>Data Source:</b>	Command Checklist Compliance Matrix		
<b>Performance Measure Name:</b>	<b>4:1:02 – EO Reviews CG-wide</b>		
<b>Definition:</b>	The number of EO reviews conducted CG-wide		
<b>Formula:</b>	# of EO reviews conducted CG-wide		
<b>Frequency:</b>	Annually	<b>Unit Type:</b>	Number

<b>Goal Alignment:</b>	<b>Goal 4</b>	<b>Objective Alignment:</b>	4.2 - Develop and promote data management tools which help Coast Guard managers to understand local factors affecting the workforce EO climate.
<b>HQ Coordinator:</b>	COMDT (CG-00H-12) Training Officer	<b>Responsible Party:</b>	COMDT (CG-00H-12)
<b>Data Source:</b>	DEOMI DEOCS Database		
<b>Performance Measure Name:</b>	<b>4:2:01 – Units Utilizing DEOCS</b>		
<b>Definition:</b>	The percentage of CG units utilizing DEOCS.		
<b>Formula:</b>	$(\# \text{ of CG units utilizing DEOCS} / \text{total} \# \text{ of CG units}) * 100$		
<b>Frequency:</b>	Annually	<b>Unit Type:</b>	Percentage

<b>Goal Alignment:</b>	<b>Goal 4</b>	<b>Objective Alignment:</b>	4.2 - Develop and promote data management tools which help Coast Guard managers to understand local factors affecting the workforce EO climate.
<b>HQ Coordinator:</b>	COMDT (CG-00H-11) MD-715 Program Manager	<b>Responsible Party:</b>	COMDT (CG-00H-1)
<b>Data Source:</b>	EEOC MD-715 Annual Reports		
<b>Performance Measure Name:</b>	<b>4:2:02 – EEO Barrier Correction</b>		
<b>Definition:</b>	The percentage of identified barriers to EEO for which CRD has made a recommendation for correction.		
<b>Formula:</b>	$(\text{Number of identified barriers to EEO for which CRD has made a recommendation for correction} / \text{Number of identified barriers to EEO}) * 100$		
<b>Frequency:</b>	Annually	<b>Unit Type:</b>	Percentage

<b>Goal Alignment:</b>	<b>Goal 4</b>	<b>Objective Alignment:</b>	4.3 - Implement and encourage EEOC MD-715 activities within CRD that exemplify model civil rights program elements.
<b>HQ Coordinator:</b>	COMDT (CG-00H-12) Training Officer	<b>Responsible Party:</b>	COMDT (CG-00H-12)
<b>Data Source:</b>	Defense Equal Opportunity Climate Survey		
<b>Performance Measure Name:</b>	<b>4:3:01 – CRD DEOCS Rating</b>		
<b>Definition:</b>	The average DEOCS rating for CRD.		
<b>Formula:</b>	$\text{The sum of all DEOCS ratings for CRD} / \text{\# of DEOCS factors}$		
<b>Frequency:</b>	Annually	<b>Unit Type:</b>	Number

<b>Goal Alignment:</b>	<b>Goal 4</b>	<b>Objective Alignment:</b>	4.4 - Provide an accessible, single resource for civil rights policy and requirements to the Coast Guard workforce.
<b>HQ Coordinator:</b>	COMDT (CG-00H-12) Training Officer	<b>Responsible Party:</b>	COMDT (CG-00H-12)
<b>Data Source:</b>	Civil Rights Training Effectiveness Matrix		
<b>Performance Measure Name:</b>	<b>4:4:01 – CR Manual Access Knowledge</b>		
<b>Definition:</b>	The percentage of people completing Civil Rights Awareness (CRA) training evaluation forms who acknowledge that they know how to access the CR Manual (interrelated to measures 1:1:01 and 1:02:01).		
<b>Formula:</b>	$(\text{\# of people completing CRA Training Evaluation forms who acknowledge that they know how to access the CR Manual} / \text{\# of people completing CRA Training Evaluation forms}) * 100$		
<b>Frequency:</b>	Quarterly	<b>Unit Type:</b>	Percentage

<b>Goal Alignment:</b>	<b>Goal 4</b>	<b>Objective Alignment:</b>	4.4 - Provide an accessible, single resource for civil rights policy and requirements to the Coast Guard workforce.
<b>HQ Coordinator:</b>	COMDT (CG-00H-11)	<b>Responsible Party:</b>	COMDT (CG-00H-1)
<b>Data Source:</b>	Policy Implementation Tracker		
<b>Performance Measure Name:</b>	<b>4:4:02 – CRD Policy Submission Timeliness</b>		
<b>Definition:</b>	The percentage of CRD policies developed and submitted for internal CG clearance on or before their due dates.		
<b>Formula:</b>	The number of CRD policies that are developed and submitted for internal CG clearance on time / total number of CRD policies developed and submitted on an annual basis.		
<b>Frequency:</b>	Annually	<b>Unit Type:</b>	Percentage

<b>Goal Alignment:</b>	<b>Goal 5</b>	<b>Objective Alignment:</b>	5.1 - Ensure highest EEO/EO quality for compliance and responsiveness by improving and measuring key operational processes.
<b>HQ Coordinator:</b>	COMDT (CG-00H-2S)	<b>Responsible Party:</b>	COMDT (CG-00H-2D)
<b>Data Source:</b>	Solutions and Complaints Data Matrix		
<b>Performance Measure Name:</b>	<b>5:1:01 – Pre-complaint Counseling Completion</b>		
<b>Definition:</b>	The percentage of pre-complaint counseling completed within the required timeframe.		
<b>Formula:</b>	$(\# \text{ of pre-complaint counseling opportunities completed within the required timeframe} / \# \text{ of pre-complaint counseling opportunities}) * 100$		
<b>Frequency:</b>	Annually	<b>Unit Type:</b>	Percentage

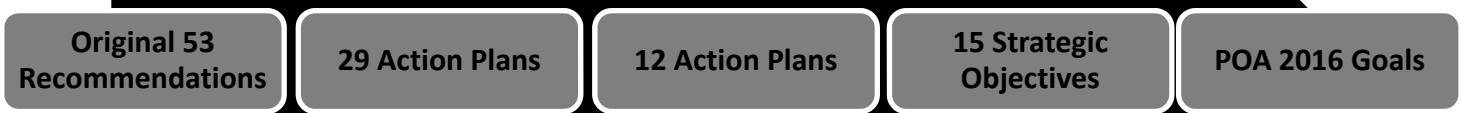
<b>Goal Alignment:</b>	<b>Goal 5</b>	<b>Objective Alignment:</b>	5.1 - Ensure highest EEO/EO quality for compliance and responsiveness by improving and measuring key operational processes.
<b>HQ Coordinator:</b>	COMDT (CG-00H-2S)	<b>Responsible Party:</b>	COMDT (CG-00H-2D)
<b>Data Source:</b>	Solutions and Complaints Data Matrix		
<b>Performance Measure Name:</b>	<b>5:1:02 – Investigation Completion Timeliness</b>		
<b>Definition:</b>	The percentage of investigations completed within the required timeframe.		
<b>Formula:</b>	$(\# \text{ of investigations completed within the required timeframe} / \# \text{ of investigations completed}) * 100$		
<b>Frequency:</b>	Annually	<b>Unit Type:</b>	Percentage

<b>Goal Alignment:</b>	<b>Goal 5</b>	<b>Objective Alignment:</b>	5.2 - Identify and implement tools, resources, and activities which can be utilized early in the EO process to effect positive outcomes
<b>HQ Coordinator:</b>	COMDT (CG-00H-2S)	<b>Responsible Party:</b>	COMDT (CG-00H-2D)
<b>Data Source:</b>	Solutions and Complaints Data Matrix		
<b>Performance Measure Name:</b>	<b>5:2:01 – Resolution Rate</b>		
<b>Definition:</b>	The percentage of complaints that did not result in a formal complaint.		
<b>Formula:</b>	$(\# \text{ of pre-complaints that did not result in a formal complaint} / \# \text{ of complaints initiated}) * 100$		
<b>Frequency:</b>	Annually	<b>Unit Type:</b>	Percentage

<b>Goal Alignment:</b>	<b>Goal 5</b>	<b>Objective Alignment:</b>	5.3 - Facilitate and encourage partnerships with public and private entities to increase participation by groups within the Coast Guard workforce with low participation rates compared to the Civilian Labor Force (CLF).
<b>HQ Coordinator:</b>	COMDT (CG-00H-11) PIE Program Manager	<b>Responsible Party:</b>	COMDT (CG-00H-11)
<b>Data Source:</b>	PIE Analysis Matrix		
<b>Performance Measure Name:</b>	<b>5:3:01 – PIE Program Satisfaction</b>		
<b>Definition:</b>	The percentage of schools satisfied with the Coast Guard PIE Program.		
<b>Formula:</b>	$(\# \text{ of schools satisfied with CG PIE Program} / \# \text{ of schools with registered PIE programs}) * 100$		
<b>Frequency:</b>	Annually	<b>Unit Type:</b>	Percentage

<b>Goal Alignment:</b>	<b>Goal 5</b>	<b>Objective Alignment:</b>	5.3 - Facilitate and encourage partnerships with public and private entities to increase participation by groups within the Coast Guard workforce with low participation rates compared to the Civilian Labor Force (CLF).
<b>HQ Coordinator:</b>	COMDT (CG-00H-11) PIE Program Manager	<b>Responsible Party:</b>	COMDT (CG-00H-11)
<b>Data Source:</b>	PIE Analysis Matrix		
<b>Performance Measure Name:</b>	<b>5:3:02 – CG Units with PIE Programs</b>		
<b>Definition:</b>	Total number of CG units with registered PIE programs.		
<b>Formula:</b>	#of CG units with registered PIE programs		
<b>Frequency:</b>	Annually	<b>Unit Type:</b>	Number

## APPENDIX D: CRD's Crosswalk of the Original 53 Recommendations



Functional Recommendations Identified in Self-study of 2009 (# of 53)										Original Reduction to 29 Action Plans (Similar action plans may support multiple recommendations)					Original POA 2016 Action Plans (# of 12)	Revised POA 2016 Objectives (15 total) <sup>6</sup>	POA 2016 Goals (# of 5) <sup>7</sup>		
13	14	26	46	48						2	10	24				1	2.2	1	
6	49	50	51	53						6	25	26	27	28		2	1.1	1	
40	42									3	19					3	3.3	2	
3	5	12	34	37	38	44				5	9	11	12	13	14	15	4	2.2	2
7	19	52								6	16						5	3.1	2
4	16	17	18	21	25	43	47	42		17	18	19	20	22	24		6	2.1	2
23	30	45								20	21	23					7	5.1	2
2	27	39								1	4						8	4.4	3
20	28	31	32	33						2	3	9					9	3.3, 5.1	4
1	11	15	29	35	36					8	20						10	4.1	5
8	9	10	41							7	8	22	23				11	1.2	5
53										29							12	3.1	5

<sup>6</sup> Objectives 3.2, 4.2, 4.3, 5.2, and 5.3 are the new objectives added to POA 2016. These are not shown in cross-walk analysis.

<sup>7</sup> Goals 1 through 4 represent Elements 1 through 4 of Model EEO Program (per MD-715). Goal 5 is an aggregate of Elements 5 and 6 of Model EEO Program.

**APPENDIX D (cont): CRD's Crosswalk of the Original 53 Recommendations**

<b>Genesis of New Action Plans under POA 2016 Goals (# of 14)</b>	
<b>Goals (# of 5)</b>	<b>Action Plans<sup>8</sup> (# of 14)</b>
<b>1</b>	<b>1, 8, 12, 13</b>
<b>2</b>	<b>9, 10, 13</b>
<b>3</b>	<b>1, 7, 11, 13</b>
<b>4</b>	<b>2, 7, 10, 11, 13, 14</b>
<b>5</b>	<b>3, 4, 5, 6, 7, 11, 13</b>

<sup>8</sup> POA 2016's new action plans (14 total) - not included in this document.