



UNITED STATES COAST GUARD
DIVERSITY STRATEGIC PLAN

RECOGNIZING DIVERSITY AS A MISSION READINESS ISSUE

ACTIVE ★ RESERVE ★ CIVILIAN ★ AUXILIARY



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Mission

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

Vision

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

Values

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

Honor
Respect
Devotion to Duty

FOREWORD

From the Commandant of the U.S. Coast Guard

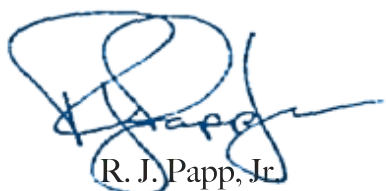
It is my pleasure to present the 2010 revision of the United States Coast Guard Diversity Strategic Plan. My intent in revising the Diversity Strategic Plan is to align the Coast Guard's diversity goals with the four principles that guide my watch as Commandant; "Steady the Service, Honor our Profession, Strengthen our Partnerships, and Respect our Shipmates." In September of 2009, the Coast Guard published the Commandant's first Diversity Strategic Plan to define an ambitious pathway for change in our efforts to make the Coast Guard workforce reflective of American society. In reviewing this living document, we shall monitor our trackline toward inclusion and diversity, take a fix on our current position, and adjust the sails for continued improvement. With this revision, we Steady the Service by emphasizing vital initiatives and leveraging partnerships that are currently in place; we Honor our Profession by providing clear doctrine for building a nurturing environment; we Strengthen our Partnerships with a focus on diversity outreach; and we Respect our Shipmates by enhancing our command climates, drawing strength from the diversity of our nation, and working toward becoming the Service of Choice for Americans of all backgrounds. 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. All of our shipmates (active duty, reserve, civilian, our families, retirees and Auxiliary) are stakeholders in the team effort required to achieve and sustain diversity in our Service.

Realizing diversity requires the creation of an inclusive work environment that respects and values the differences each servicemember and employee brings to the Coast Guard. In preparing for the future, recruiting alone is not enough. I need you – Commanding Officers, supervisors, and every Coast Guardsman – to create command climates that foster retention. 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 missions. A diverse workforce will enable our people to thrive; will result in operational excellence, efficiency, and positive morale; and will allow the Coast Guard to recruit and retain servicemembers and employees of all backgrounds.

We are working to create public awareness of – and access to – the full spectrum of Coast Guard opportunities: 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 legacy that has made the Coast Guard America's lead maritime first responder for more than 200 years.

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

Thank you for your full support and active participation in achieving the goals and objectives defined in our Diversity Strategic Plan. This total force effort requires both organizational and individual commitment...it is an all-hands evolution. Semper Paratus!

A handwritten signature in blue ink, appearing to read "R. J. Papp, Jr.", with a stylized flourish extending to the right.

R. J. Papp, Jr.
Admiral, U.S. Coast Guard



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

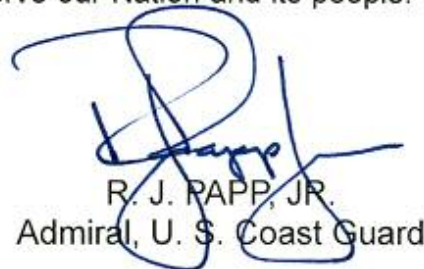
DIVERSITY POLICY STATEMENT

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

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

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

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



R. J. RAPP, JR.
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 culture of our Service to better reflect the diverse fabric of American society and promote retention. Our record of mission excellence, 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 sustain excellence while preparing for the future, it is imperative that we continue to progress toward the strategic goal of attracting and retaining 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 perspectives of diverse individuals, enculturating those influences, and combining them with our proven core values to build our future workforce. In this way, we can achieve our goal of organizational excellence and continue to be the nation's lead maritime first response agency.

The demographics of our country continue to change at an ever-quicken 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 effective leaders of tomorrow will be locally based, nationally deployed and globally connected; and they must focus on leadership, diversity, and positive command climate as a system in order to sustain mission excellence.

The Coast Guard has made great strides toward diversity and inclusion by establishing the Diversity Advisory Council and encouraging Affinity Group participation but we must continue to strengthen partnerships and enhance our outreach. Toward this end, we intend to combine the Diversity Advisory Council with the Leadership Advisory Council in order to focus service-wide efforts and augment partnerships between Coast Guard leadership programs and diversity policies. Retention must be improved within the minority workforce, both civilian and military. For example, there continues to be a large gap in minority and female retention at senior levels for officers. Within the officer corps at ranks O-4 and below, minorities comprise 19.3% of officers and women comprise 20.2%. In comparison, the figures fall to 9.5% minority members and 9.2% women at the O-5 and above level. As of 31 August 2010, in a force structure of 388 Captains, there were 26 minorities and 32 women. We demonstrate a similar phenomenon in our enlisted and civilian workforces; we must do better.

This plan directs the Deputy Commandant for Mission Support, 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 objectives.

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 Enhance Diversity Management and Leadership Skill Sets**

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 Coast Guard members. Our strengths include adherence to the 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 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 areas of Coast Guard strength were:

- (a) **Organizational Pride and Job Satisfaction**
- (b) **Social Responsibility**
- (c) **Supervisory Leadership**
- (d) **Work Group Processes**



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 workforce 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.



GOALS & OBJECTIVES

A framework to fulfill diversity goals and achieve vision

This plan directs the Deputy Commandant for Mission Support, 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 and the preferred vision (stated below). For each strategic goal, a general introduction and discussion of related challenges are presented. The goal is then 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 “Service of Choice” in the federal government for recruiting, retaining and sustaining a ready, diverse and highly-skilled Total Workforce. We will foster an environment in which every individual has the opportunity to prosper and contribute to Coast Guard missions.”

Goal 1:

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

In line with my guiding principal of Respecting our Shipmates, the Coast Guard shall 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 for developing initiatives that incorporate the Coast Guard’s diversity management policies into their business and management processes.

- Document percent completion of Diversity Action Plans for all District Commanders in the Leadership Council (LC) Action Plan status reports.

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. affinity group participation, diversity management training, and outreach participation).

Document all strategic communication engagements quarterly.

Performance Measure 1.3:

Develop and sustain robust applicant pools of Under Represented Minorities (URM).

Measure applicant pools demographic data for all accession points (CGRC, CGA & civilian hiring).

Leadership Accountability Goals and Performance Objectives

We must hold leaders at all levels accountable for sustaining a workplace climate of inclusion, building an organization that leverages the Coast Guard’s diverse workforce, and fostering an environment where every individual has the opportunity to prosper and 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 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 keep members informed, gain involvement, and develop ownership 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.

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 that further the Coast Guard's strategic plan for managing and measuring diversity.

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.

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

Knowledge management is a critical capability, and in strategically communicating the Commandant's diversity message to all levels in the Coast Guard, we emphasize the value of effective diversity management in our rapidly evolving organization and its significance in building and sustaining an inclusive workplace environment.

Objective 2.1:

Communicate the Commandant's diversity message 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 and social networking opportunities used to communicate leader diversity messages and measure/estimate audience attendance where possible.

Performance Measure 2.2:

Assess organizational climate factors and trends 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 positive trends on baseline reviews measured in the Executive Outreach Management System (EOMS).

Track the use of social media via PAO to convey the diversity message. (video clips, blogs, etc)

Workforce Climate Goals and Performance Objectives

We communicate the Commandant's diversity message to all levels of the Coast Guard by emphasizing the importance and urgency of diversity management in our rapidly evolving organization.

The Commandant's Diversity Advisory Council (DAC) and Leadership Advisory Council (LAC) meet semi-annually with the Commandant to provide 'truth to power' opportunities and a review of current diversity policies and procedures.

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

Communicating the Commandant's diversity message 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.

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

The Coast Guard developed and implemented a strategic communication plan targeting the total workforce. The strategic communication plan identifies the target audiences; key themes and messages to be conveyed; and the most effective communication vehicles. The effectiveness of these and other efforts to improve total workforce cultural climate will be measured, in part, through the administration of DEOCS and OAS.

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

Identification and use of internet media sources, public affairs venues, and market and broadcast media in support of the strategic communications and marketing plan is necessary to reach the full spectrum of target audiences.



Goal 3:

Expand Outreach to Achieve Access Opportunity for Underrepresented Populations

Strengthen our partnerships with the public and private sector as a force-multiplier for the Coast Guard. As we capitalize on agency relationships to achieve results, we will expand our coordinated efforts with external stakeholders through outreach activities. It is through these activities that we will spread awareness of Coast Guard opportunities and reach as many people as possible from diverse backgrounds and cultures.

Objective 3.1:

Involve leaders at all levels with affinity groups to maximize opportunities for developing relationships and maintaining executive outreach partnerships.

Objective 3.2:

Maintain the Coast Guard Executive Outreach Management System to track strategic outreach engagements.

Performance Measure 3.1:

Results of Coast Guard participation in affinity group conferences, outreach activities, and executive outreach partnerships.

Document statistics from recruiting, hiring inquiries, and applications.

Performance Measure 3.2:

Track all senior level outreach engagements in the management tracking system and results achieved to include percent change in inquiries from Under Represented Minorities (URM).



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 increase awareness of all of our opportunities. We must also engage leaders within the community, government, academia, and industry in order to leverage their influence.

3.1: Involve leaders at all levels with affinity groups to maximize opportunities for developing relationships and maintaining executive outreach partnerships.

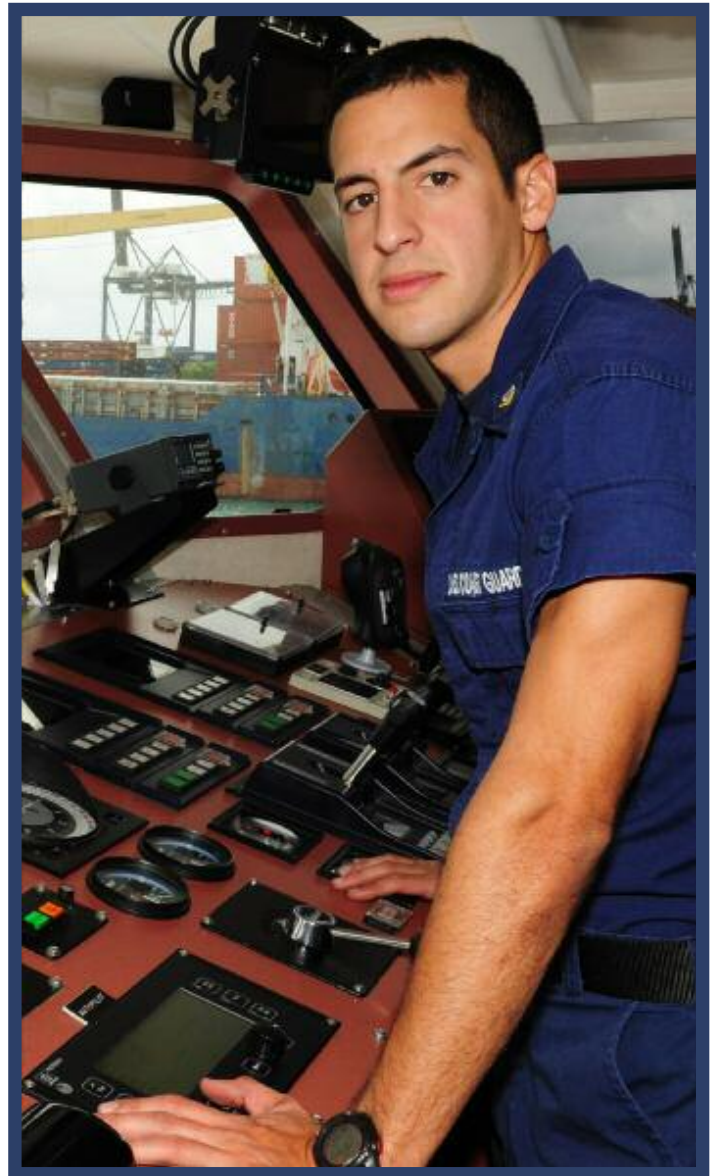
In order to increase awareness of the Coast Guard, we must cultivate an outreach program that identifies and prioritizes target audiences and partners with external elements (affinity groups, government, industry, and academia).

Leaders at all levels are directed to participate in affinity groups such as the National Naval Officers Association (NNOA), the Association of Naval Service Officers (ANSO), the Sea Service Leadership Association (SSLA) Joint Women's Leadership Symposium (JWLS), AcademyWomen, Blacks in Government (BIG), Federally Employed Women (FEW), Women in Aviation International (WAI), and the Federal Asian/Pacific American Council (FAPAC) in order to increase awareness of the diversity of missions, people, and careers 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 national-level affinity group conference.

3.2: Maintain the Coast Guard Executive Outreach Management System to track strategic outreach engagements.

We have developed and are in the process of implementing an Executive Outreach Management System to measure the effectiveness of all outreach initiatives.



Goal 4:

Ensure Equitable Hiring and Career Opportunity for All Employees

With an over-the-horizon focus, we must prepare for the future by providing the keys to success to all members of the organization through timely career counseling, professional development, and mentoring 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:

Implement mentoring introduction modules into leadership trainings so all members (active duty, reserve, and civilian) receive guidance while navigating their careers.

Objective 4.3:

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

Performance Measure 4.1:

- Assess promotion/advancement for all members.
- Assess employee satisfaction in training and advancement opportunities via the Organizational Assessment Survey (OAS).
- Measure, via the OAS, 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:

Determine number of Coast Guard leadership courses that include a Diversity Leadership module.

Performance Measure 4.3:

Assess opportunities for CG members along the following measurements:

- Track applicant pool data for key precommand billets.
- Track MD 715 dashboard results.
- Measure IDP completion rate
- Measure the percent of members who have been mentored; track results via CG OAS questions.

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, are responsible for advising and encouraging all members in their chain of command to enhance their skills and abilities. Increased skill

levels benefit the Coast Guard by improving morale and reducing stress in the workplace. The keys to successful career development are timely career counseling, professional development, and mentoring to all members of the organization. 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, cadets, and officer candidates see increasing amounts of leaders who 'look like them'.

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

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.

4.2: Implement mentoring introduction modules into leadership trainings so all members receive guidance while navigating their careers.

Mentoring is a crucial element in career development. It improves staff retention, prepares staff for increased responsibility, and helps personnel understand diversity issues. 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 Coast Guard missions. We must provide every member the resources necessary to reach their full potential. Our efforts must incorporate actions that influence retention decisions including recruiting support, benefit programs, effective training and professional development, quality of life and well-being programs, and resolution of leadership and diversity issues.



Goal 5:

Optimize Training and Education to Enhance Diversity Management and Leadership Skill Sets.

In line with my guiding principal of Honoring our Profession, we must ensure members at all levels are provided the tools to enhance their diversity management and leadership skill sets 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) on the benefits of a diverse workforce.

Performance Measure 5.1:

Track number of service members and employees trained in leading a diverse workforce.

Performance Measure 5.2:

Percentage of all members trained in diversity management.

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 persons. 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. Diversity training must be made available to employees at all levels based on the roles 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 leaders understand diversity and develop skills to communicate and increase productivity. It will also teach employees about the importance of the Coast Guard's diversity goals.

Institutionalized diversity management is essential for developing and maintaining expertise in middle and senior level managers through continuous learning. Training and education provide the means to ensure that all personnel understand and involve themselves in diversity



management as a process. It explains why diversity management is important to the Coast Guard and demonstrates that the Coast Guard values each of its people and respects their differences.

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

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.



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 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 employment opportunities. Every American should know that these opportunities exist if they are inclined to pursue them as future members of our workforce.

The Coast Guard Diversity Strategic Plan defines a distinct vision "to be recognized as the 'Service of

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

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 requires

subordinate echelons of field commands to develop localized diversity plans.

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 fosters an environment that sustains top levels of knowledge, talent, and an attitude of success, leading to successful recruitment, retention, and sustainment efforts.



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.

Diversity Through Opportunity:

Recruit and sustain a military, civilian, and Auxiliary 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 diverse Coast Guard workforce with the skills necessary to achieve its missions.



The background of the entire page is a dark blue color with a large, faint, light blue watermark of the United States Coast Guard Seal. The seal features a shield with a scale of justice, a sword, and a lifebuoy, surrounded by the words "UNITED STATES COAST GUARD" and the date "1790".

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HONOR ★ RESPECT ★ DEVOTION TO DUTY