



COMDTINST 5350.9  
Dec 13 2011

COMMANDANT INSTRUCTION 5350.9

Subj: COMMANDANT’S LEADERSHIP, EXCELLENCE AND DIVERSITY COUNCIL  
AND LEADERSHIP AND DIVERSITY ADVISORY COUNCILS

Ref: (a) Coast Guard Diversity Strategic Plan  
(b) Coast Guard Leadership Development Program, COMDTINST 5351.1 (series)

1. **PURPOSE.** The purpose of this Instruction is to formally establish the Commandant’s Leadership, Excellence and Diversity (LEAD) Council and a network of Leadership and Diversity Advisory Councils (LDACs).
  - a. The Commandant’s LEAD Council will combine the Commandant’s Leadership Advisory Council (LAC) and the Commandant’s Diversity Advisory Council (DAC). The purpose of the Commandant’s LEAD Council shall be to enhance leadership development skills, support the development of a diverse and inclusive workforce, enhance the workforce environment, and provide the Commandant with awareness of field concerns throughout the Coast Guard.
  - b. LDACs will expand on the legacy Human Relations Council (HRC) functions by advising Deputy Commandants, Area Commanders, District Commanders, and unit Commanding Officers on leadership and diversity management issues that impact the total workforce. LDACs will solicit and evaluate leadership issues that impact command climate, address local issues, and feed issues and best practices with broad applicability up the chain of LDACs and if necessary to the LEAD Council.
2. **ACTION.** All Coast Guard unit commanders, commanding officers, officer-in-charge, deputy/assistant commandants, and chiefs of headquarters staff elements shall comply with the provisions of this Instruction. Internet release is authorized.

DISTRIBUTION – SDL No. 160

	a	b	c	d	e	f	g	h	i	j	k	l	m	n	o	p	q	r	s	t	u	v	w	x	y	z
A	X	X		X	X	X	X	X	X	X		X	X	X	X	X	X		X		X	X				
B	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		X	X	X	X	X	X	X
C	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		X	X	X	X
D	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
E	X	X	X	X	X	X	X	X	X	X	X	X	X	X		X	X	X	X	X	X	X	X	X		
F																	X	X	X							
G		X	X	X	X																					
H	X	X	X	X	X	X	X	X																		

NON-STANDARD DISTRIBUTION:

3. DIRECTIVES AFFECTED. None.

4. DISCUSSION. The Commandant's vision is to make the Coast Guard the "Service of Choice" in the federal government. Creating and fostering a positive workplace culture requires a systems approach to sustain mission excellence through quality leadership and a superior workplace culture that fully engages every member of our workforce.

- a. The creation of the Commandant's LEAD Council and the LDACs establishes an integrated system and communications network. This network links the organizational components of the LDACs and the Commandant's LEAD Council to develop a systems approach to process issues and prepare our workforce for the future. Issues may be communicated through the network of LDACs and/or submitted unfiltered from field personnel to the Commandant's LEAD Council for documentation and discussion semi-annually at the Commandant's LEAD Council meetings.
- b. In support of the Commandant's Direction, the Coast Guard requires, as outlined in references (a) and (b), Deputy Commandant for Mission Support, Deputy Commandant for Operations, Commander Atlantic Area, and Commander Pacific Area (DCMS, DCO, LANTAREA, and PACAREA) to create plans to improve command climate and provide an environment that leads to a workforce that is inclusive. The LDAC framework supports this effort by providing a means for the Commandant and the entire chain of command to be more aware of and quickly resolve command climate issues.

5. COMMANDANT'S LEAD COUNCIL.

- a. The LEAD Council is responsible for making the Commandant aware of best practices of leadership and diversity management, advising the Commandant of issues that impact command climate and workplace culture, and providing the Commandant with potential responses to those issues. The Commandant's LEAD Council charter will further outline responsibilities and reporting requirements.
- b. The Commandant's LEAD Council will be composed of both standing members and nominated members representing various workforce elements. Non-standing members will be selected through a nomination and screening process. Further membership criteria and nomination process details will be outlined in the Commandant's LEAD Council charter.
- c. Every LDAC shall have a link to the Commandant's LEAD Council via the LDAC network. The LDACs for DCMS, DCO, LANTAREA and PACAREA shall be represented as standing members on the Commandant's LEAD Council.
- d. The Commandant's LEAD Council will provide semi-annual briefs to the Commandant.
- e. Primary communication with the Commandant's LEAD Council will be via the local LDAC framework up through the Areas and Deputy Commandant's LDACs. Individuals may also be afforded the opportunity to voice concerns directly to the Commandant's LEAD Council. Issues requiring policy change or of a nature that cannot be resolved at the local level shall be researched and vetted by the Commandant's LEAD Council for further action. Issues found to have a local command focus will be passed down the LDAC network for action at the appropriate level.

- f. The Commandant's LEAD Council shall review issues submitted per paragraph (5.e) and report to the Commandant on actions taken.

6. LDAC MEMBERSHIP.

- a. Membership should represent the diversity of the command to include a balance of race, ethnicity, paygrade, age, rating, gender, military, civilian (appropriated and non-appropriated), Reserves, Auxiliary and persons with disabilities. In addition, commands should strive to include representation from all facets of the workplace to include departments, branches and divisions such as operations, engineering, logistics and administration.
- b. Commands should solicit for and approve LDAC members. Each LDAC will establish a Chair, Vice Chair and Secretary. Additional council members will be appointed by the command.
- c. Ideal members are interested in problem solving, leadership development, human relations, and command climate. They should be open minded, tolerant, fair in interpersonal dealings, and possess the confidence to tackle difficult issues.
- d. Each LDAC shall establish a communications link with its parent LDAC (e.g. stations link to Sector, Sector links to District, District links to Area) to ensure communications both up and down the network to create a two-way flow of information between the deck plate and the Commandant. Each LDAC shall be represented by at least one member on the next higher level LDAC to facilitate a two-way communication flow.
- e. When possible, the following subject matter experts should be included as members or advisors to the Districts, LANTAREA, PACAREA, DCO, DCMS, and unit level LDACs:
  - (1) Work Life representative
  - (2) Civil Rights representative
  - (3) Command Staff advisor
  - (4) Command Master Chief
  - (5) Chaplain
  - (6) Ombudsman
  - (7) Auxiliarist
  - (8) Reservist

7. LDAC RESPONSIBILITIES. LDACs are directed to:

- a. Develop and share ideas with the command and up the LDAC network that enhance leadership skill sets and foster a positive workforce climate within the organization.

- b. Solicit input from all personnel within the command on leadership and diversity issues. Provide an open and honest forum for discussion of submitted issues.
- c. Make recommendations to the command concerning leadership and professional development programs throughout their command.
- d. Facilitate the employment of leadership development programs throughout their command.
- e. Facilitate and encourage dialogue throughout the workforce.
- f. Ensure that issues with widespread Coast Guard impact or policy implications are forwarded up the LDAC network for visibility and necessary attention.
- g. Refer all matters pertaining to discrimination or harassment complaints to the Civil Rights Directorate (CG-00H) or a servicing Civil Rights Service Provider. Certain complaint bases, regulated by 29 CFR 1614, require strict processing procedures and timeframes, and shall not be addressed by LDAC members. These bases include Race, National Origin, Color, Sex (Male/Female/Harassment), Sexual Orientation, Religion, Disability, Age, Genetic Information, Marital Status, and Parental Status.

8. PROCEDURES.

- a. Effective as of the date of this instruction, the LAC and DAC shall combine to form the Commandant's LEAD Council, with new members identified and notified by the Assistant Commandant for Human Resources (CG-1). DCMS, DCO, LANTAREA, PACAREA, District Commanders, and Commanding Officers of units with 50 or more personnel shall ensure that LDACs are established in accordance with this instruction and that all other provisions of this instruction are implemented. Units with fewer than 50 personnel shall assign a representative to the LDAC within the unit's chain of command that is geographically closest to them.
- b. LDAC Chair/Vice Chair shall preside over meetings. Meetings shall normally be open forum where unit/staff members will be welcome to attend and speak.
- c. LDAC Secretary shall record all proceedings of the LDAC making meetings minutes available to the command within two weeks and maintaining minutes on file for three years.
- d. LANTAREA, PACAREA, DCO, and DCMS shall semi-annually submit a report containing their LDAC network's top two issues and two best practices to the Commandant's LEAD Council. Reports shall be submitted by 15 February and 15 August.

9. RESOURCES.

- a. Travel for nominated and standing members to attend and participate in semi-annual LEAD Council meetings shall be funded by the Assistant Commandant for Human Resources (CG-1).
- b. There are tools and resources listed on the Coast Guard leadership website (<http://www.uscg.mil/leadership>) and the diversity website

(<http://www.uscg.mil/diversity>). In addition, Organizational Performance Consultants are available through the AREAs.

10. DISCLAIMER. This document is intended to provide operational requirements for Coast Guard personnel and is not intended to nor does it impose legally-binding requirements on any party outside the Coast Guard.
11. RECORDS MANAGEMENT CONSIDERATIONS. This Instruction has been thoroughly reviewed during the directives clearance process, and it has been determined there are no further records scheduling requirements, in accordance with Federal Records Act, 44 U.S.C. 3101 et seq., NARA requirements, and Information and Life Cycle Management Manual, COMDTINST M5212.12 (series). This policy does not have any significant or substantial change to existing records management requirements.
12. ENVIRONMENTAL ASPECT AND IMPACT CONSIDERATIONS. The development of this directive and the general policies contained within it have been thoroughly reviewed by the originating office and are categorically excluded under current USCG categorical exclusion (CE) [#1] from further environmental analysis, in accordance with Section 2.B.2. and Figure 2-1 of the National Environmental Policy Act Implementing Procedures and Policy for Considering Environmental Impacts, COMDTINST M16475.1 (series).
13. FORMS/REPORTS. None.

R. T. Hewitt /s/  
Assistant Commandant for  
Human Resources