

## Current Issues and Recommendations – Fall 2005

### Issue 1

Topic: IMPROVE THE RECRUITMENT AND RETENTION OF ENLISTED WOMEN

Opened: Fall 2005

Action Office: CG-1

### DISCUSSION:

The enlisted force of today is composed of just 11.5% women, lagging behind the civilian workforce and most of our sister services. Despite recruitment and retention efforts, over the past 6 years the percentage of enlisted women in the workforce has only increased by 0.9%. The growth of women in the Enlisted Workforce has been hindered in part by attrition rates that are historically higher for women than men; for the past 15 years averaging +4% or greater since 1990. Particularly concerning is the discharge rate of women prior to completing their first tour.

Over the past two years, the Diversity Advisory Council (DAC) has looked into several concerns regarding the lack of enlisted women in operational communities and in special assignments, such as Company Commander, Recruiters, Silver and Gold Badges, and Instructors. We see this as a systemic issue that is impacted by a variety of factors far beyond just CGRC, CGPC-epm, or the leadership at the local units. Until we are able to increase the number of women we recruit and retain in the enlisted workforce, we will continue to face the challenges the Service has faced over the past several years.

### RECOMMENDATION:

Fast track a formal in-depth analysis to identify the gaps and recommend actions for recruiting and retaining enlisted women.

### CG-1 Comments:

The Human Resources Directorate has been engaged in analysis of accession, retention, and survey (e.g. OAS, DMDC) data to identify areas affecting the recruitment and retention of women in the Coast Guard. The analysis has lead to more in depth looks at several problem areas such as the focus groups and presentation on Sexist Behavior in the workplace and a focus group on retention of enlisted women, the results of which are still being analyzed. The Recruiting Command has also shared best practices on recruiting women with all recruiters to improve our success at recruiting women nationwide. These efforts are being undertaken within existing resources by managing the base.

### G-C Comments:

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*plan to address the issue*  
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## Current Issues and Recommendations – Fall 2005

### Issue 2

**Topic: OPTIMAL EMPLOYMENT AND DIVERSITY OF THE RESERVE**

**Opened: Fall 2005**

**Action Office: CG-13, CG-12, CGRC, CG-12B**

### **DISCUSSION:**

The draft plan is under review by CG-1. CG-131 is also partnering with CG-12 and CGRC. Several items in the Reserve Diversity Plan relate directly to the Reserve Strategic Assessment Team (RSAT) initiatives. As stated in the Diversity Plan, "In America, our highly visible changing demographics are increasingly the focus of media, academic, and corporate attention." Thus making this Diversity Plan even more of an invaluable tool, CG-131 intends to have the final Plan approved by 01 Jan 2006. This Reserve Diversity Plan will serve as an example and catalyst to other communities of the Coast Guard.

### **G-C Comments:**

*The Plan is approved*

### **RECOMMENDATION:**

The DAC recommends timely approval and implementation of the Reserve Diversity Plan. The DAC will request status in Nov 2005 and will partner with CG-131 through the approval and implementation stages.

### **CG-1 Comments:**

The Reserve Diversity Strategic Plan has been carefully reviewed and coordinated among the affected programs. It will be approved prior to the Spring 2006 DAC meeting.

## Current Issues and Recommendations – Fall 2005

### Issue 3

**Topic: RE-RECRUIT SHIPMATES FROM TEMPORARY SEPARATION**

**Opened: Fall 2005**

**Action Office: CGPC, CGRC**

### DISCUSSION:

Since 2003, an average of 40 officers and 36 enlisted members take advantage of the Temporary Separation policy annually. Military members who separate from the service are of equal numbers between male and females. Each year approximately 5 officers choose to return to active duty. Each of the members who choose to return to service had to reach out to the Coast Guard to return to the Service. Currently there is no formal process at this time to track and re-recruit those members who have taken advantage of the Temporary Separation program.

Recent literature shows that 66% of highly qualified women in the civilian work force wish to return to work after a career break. If the desire to return to the workforce is similar for Coast Guard members then the numbers suggest that a re-recruitment effort could significantly increase the number of temporarily separated Coast Guard personnel returning to active duty. This in turn will bring back experience and diversity to the workforce.

Furthermore, approximately 50% of personnel on Temporary Separation are experienced women – a group highly desired to fill vacancies in afloat, command cadre, and special assignment positions.

An effort to re-recruit this group of trained professionals would take a relatively small investment and it has the potential to reap significant rewards. An example of the potential return on investment for re-recruiting members back from Temporary

Separation would be: an E-6 with 8 years time in service costs approximately \$75,000 and a LT with 6 years experience costs approximately \$225,000 to grow. If we re-recruited one Lieutenant and one E-5/6 back from Temporary Separation each year, the Coast Guard could easily recoup the cost of establishing a re-recruitment.

### **RECOMMENDATION:**

Establish a process to re-recruit separated members approaching the end of their temporary separation (prior to the 18<sup>th</sup> month mark), and track reentry numbers to measure success.

### **CG-1 Comments:**

This program which has been informally conducted by CGPC-opm will be formally implemented for both officers and enlisted members.

### **G-C Comments:**

*Agreed. Please have to provide to -*

- Need to quantify the problem to see the scope of the issue; TRACEN Cape May will provide the data

24. Concern about recruits that do not have a high enough ASVAB score to qualify for any A-school. (didn't fall anywhere, but assigned to Ethnic subcommittee to review)

- Very few cases; members can study/retake the ASVAB for try for better scores
- CGRC will document that these recruits are counseled on their limitations if they don't improve their scores

25. Need for a rape victim support group for military women. (Gender)

- Need to investigate the issue

26. Important policies that affect only/mostly women, like the pregnancy policy, are not read/adhered to by unit leadership, forcing women to have to bring policies to their supervisor's/command's attention. This frequently involves a junior woman having to correct her supervisor/command about work assignments, putting her in a bad position. (Gender)

- This is a leadership issue

27. High attrition rate of junior women from the Coast Guard. (including those that are discharged prior to completing their enlistment) (Gender)

- Will be raised as an issue in the DAC report

23. Concern about the graduation rate from recruit training of recruits for whom English is their second language. (Ethnic)

- Small numbers available for assignment
- focus groups may be able to find out why don't apply for more of these special assignments

22. Lower representation of minorities in special assignments – particularly recruit company commanders. (Ethnic)

- Deferred; will review OAS results and continue to monitor

21. Future workforce policy issues due to cultural changes in the workforce. (Ethnic)

- DAC will continue to monitor
- Program manager is working on increasing the diversity of civilian hires, need to allow time to show progress
- Does the civilian personnel system inhibit hiring a diverse workforce? (For example, delays in the hiring process lead to unit need for a body asap. A retiring military person can start work asap, while a civilian needs to provide notice and relocate, and the retiring military workforce is less diverse than the general population.) (Equal Opportunity)
- Program manager is working on increasing the diversity of civilian hires, need to allow time to show progress

19. Are people on Temporary Separation being "re-recruited" to return to the Coast Guard? (Gender)

- Will be raised as an issue in the DAC report

18. There is a perception that prior military personnel have an unfair advantage when applying for Coast Guard civilian positions. (Workforce)

- Data does not support this perception

17. Status of the racial/ethnic identifiers in Direct-Access (correcting data errors). (Ethnic)

- Program manager is working on this issue, need to allow time to show progress

16. Why aren't there more career ladder positions so that people can advance in their civilian careers in the Coast Guard? (Workforce)

- Program manager is working on this issue, need to allow time to show progress
- DAC will continue to monitor

15. Update on Reserve Tricare issue raised at last DAC meeting. (Workforce)

- The particular issue that led to this question at the spring DAC has been addressed

14. Why are so few minority officers in command cadre positions afloat? (Ethnic)

- Because few go to sea as junior officers
- CG-12's planned Officer Succession Management Team should look into this
- DAC will continue to monitor

Selected questions in the OAS that may inform on this question do not show a significant difference, although African American data is slightly worse than other groups

*Handwritten notes:*  
The way I look at it is...  
I would look at the numbers in the leadership part...  
not necessarily comment on it