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22 Nov 06

MEMORANDUM

From: V. D. DeLaurentis, CAPT
Chair, Diversity Advisory Council

Reply to: CG-12B
Attn of: CWO Karen Huyck
202-475-5250

To: CG-00
Thru: (1) CG-12
(2) CG-1
(3) CG-01
(4) CG-09

Subj: FALL 2006 DIVERSITY ADVISORY COUNCIL (DAC) REPORT

1. The Diversity Advisory Council (DAC) convened from 23-27 October 2006 at Coast Guard Headquarters. The Council meeting was held as an open session.

2. RADM Pearson welcomed the council and provided his insights on diversity. Council members also received training from Mr. Mauricio Velasquez of the Diversity Training Group.

3. The council considered all issues brought forward from the field in one of the four DAC subcommittees: Equal Opportunity, Ethnic, Gender and Workforce. Upon conclusion of the subcommittee's breakout sessions, the DAC reconvened as a whole to determine the items for presentation to senior leadership. The topics are listed below and are further described in enclosure (1):

- a) Issue 1: Lack of Career Development for Civilian Employees (Upward Mobility)
- b) Issue 2: Retention of Enlisted Women
- c) Task: Proposed Framework for the Commandant's Diversity Policy Statement
- d) Update: Status of Equal Opportunity Reviews at Operational Units

4. The DAC considered all issues raised by council members. Thirty-two issues were discussed and researched during this session. The complete list of unfiltered issues and the status of each are provided as enclosure (2).

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Enclosures: (1) DAC Issues, Fall 2006
(2) Unfiltered Issues, Fall 2006

Copy: CG-01, CG-00H, CG-00B, CG-1, CG-1B, CG-12, CG-121, CG-13, CG-82, CGPC,
CGRC

[Handwritten signature]

R.J. Rohr RADM 12-4-06

*1A
12/29*

Consistent with other discussions - we need a broad strategy discussion on human capital related to Principals talk first and soon.

retire

e/AD tasting

Current Issues and Recommendations – Fall 2006

* Needs to be part of Human Capital strategy & integrated with competency management, training, etc

Issue 1

Topic: LACK OF CAREER DEVELOPMENT FOR CIVILIAN EMPLOYEES (Upward Mobility)

Action Offices: CG-121; CG-132; CG-133; CG-00B, CG-82

DISCUSSION:

Presently, there is no tracking of career ladder utilization, and limited Command Staff Advisor (CSA) discussions regarding this subject with management and employees. As such, managers may not be fully aware of their option to hire civilian employees at an entry level in the career ladder and then train them to the full performance level. Information regarding career opportunities, tools, and reorganization is not consistently/uniformly reaching civilian employees.

The Career Entry-Level Opportunity Program (CEO) is limited in size. The program currently allows for 20 billets. The majority of these billets have been filled externally (through new hires) instead of with existing civilian staff and have been used for a narrow range of employment specialties.

DAC RECOMMENDATION:

- Release a Flag Voice to highly encourage use of career ladder positions.
- Ensure civilian career development issues are addressed in Leadership Development and Training Center courses; Flag, CO and CMC conferences.
- Educate managers and employees on career development tools through CSAs and ALCGCIV message. For example, monitoring career opportunities within the USAJOBS.gov Internet web site.
- Develop, formalize, and measure career ladder utilization. Assess how many are positions are eligible for, advertised as and filled as career ladder positions.

- Expand Career Entry-Level Opportunities (CEO) Program on three levels: (1) occupational specialties, (2) number of slots, and (3) internal/external opportunities.
- Create a new internal upward mobility program that is broad in scope and encompasses current/future civilian positions.

CG-1 Comments:

Effective communications are at the center of this issue. As such, a Flag Voice will be released encouraging supervisors to utilize career ladder positions, as well as, an ALCOAST to inform employees of the various tools available to monitor career opportunities within the USAJOBS.gov Internet web site.

My staff will maximize the use of CO and CMC conferences, and senior leadership forums (as requested), to communicate civilian career development opportunities and concerns.

My staff will also explore incorporating civilian career development topics in Leadership Development and Training Center courses, methods to formalize and measure career ladder utilization, and the viability (including resource impacts) of expanding present/creating new civilian upward mobility programs.

CG-00 Comments:

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ENCLOSURE(1)

Current Issues and Recommendations – Fall 2006

Issue 2

Topic: RETENTION OF ACTIVE DUTY ENLISTED WOMEN

Action Office: CG-1B, CG-12, CGPC, CGRC

DISCUSSION:

The Coast Guard continues to face a number of challenges with respect to the retention of women in the service. Although female accessions have increased over the years so has female attrition. This trend has resulted in a slow overall growth rate. Women presently comprise only 11.4% of the enlisted workforce. The majority of these women are very junior as 71% of the enlisted women currently in the Coast Guard were recruited in the last three years and coincidental with the implementation of the Strategic Metropolitan Area & Recruiting Territory (SMART) Initiative. As a result of the overall low numbers of enlisted women in the workforce and in senior enlisted ranks, the Coast Guard continues to feel a void of role models at the senior levels. This is not a new issue...concerns raised to either the DAC and the Diversity Staff have included: lack of female mentors at operational units, minimal numbers of enlisted women afloat and in aviation, and low numbers of women in technical fields. Issues addressed by the Gender Policy Subcommittee during this DAC directly correlated to the lack of women in our service.

In preliminary research conducted by the DAC, the following statistics were determined:

- Enlisted female workforce has grown by 1.6% since 2001.
- Female Recruiting: 11.8% in 2001, 16.7% in 2006
- Female Attrition: 12.2% in 2001, 14.1% in 2006.
- Women leave the Coast Guard on average with less time in service than men (since 2004, average TIS for women is 5.6 years and 7.6 years for men).

- Senior Enlisted Women comprise 6.3% of E7s, 5% of E8s, and 4.2% of E9s.
- 3 of 38 Gold Badge CMCs are women (2/27 Active Duty and 1/11 Reserve).
- 1 female applied for the 31 available gold badge positions in 2006.
- 69% of afloat billets available to women are filled.
- 7% of remote duty assignments are filled by women...this percentage decreases to 3% if SK rating is removed from the data.

A study conducted by Future Force in 2006 of discharges that occurred in 2004 revealed that a higher percentage of females were being involuntarily discharged when compared to their male counterparts. As part of this study, 100 phone calls to involuntarily discharged women yielded 80 assertions that they wanted to leave the Coast Guard and took deliberate actions to do so. These actions included drug use, refusal to have required immunizations, intentional weight gain, repeated inappropriate behavior, and intentional DUI. While not all women go to these extremes nor do they desire discharge from the Coast Guard, the implications were startling.

agree

Need some more research on this.

DAC RECOMMENDATION:

- Continue with the success of the SMART initiative.
- Conduct a follow-on analysis to the Future Force study to identify root causes for attrition.
- Develop a strategy to increase retention of females in the workforce.

CG-1 Comments:

As stated in the DAC's comments, female accessions in the enlisted workforce are on the rise, however, unfortunately so are losses. This has resulted in a slow growth rate, a more junior workforce, a lack of females in senior enlisted leadership positions, and a loss on our investment in development and experience.

My staff will analyze the information gathered by Future Force and other pertinent studies/agencies; research the root causes for higher attrition rates amongst women; develop strategies to mitigate female attrition; and continue with recruiting initiatives such as SMART to increase the presence of females in the active duty workforce.

CG-00 Comments:

*All DAC/LAC recommendations should inform CIAD on HR
Need to identify critical gaps and target each.*

DAC Initiative – Fall 2006

Task

Topic: COMMANDANT'S DIVERSITY POLICY STATEMENT

Action Office: CG-12B

DISCUSSION:

The DAC began drafting the Commandant's Diversity Policy Statement. Collectively, the DAC feels "inclusion, equity, and respect" are key elements of diversity and are essential to CG mission execution. The DAC envisions a diversity statement that contains the Commandant's personal commitment to diversity, vision of diversity, direction for implementation, and expectations of the fleet.

The Commandant's Diversity Policy Statement should clearly convey a personal and professional commitment to promoting a culture of inclusion, equity, and respect which values, embraces, and promotes diversity within the Coast Guard.

The Commandant's vision should include key elements to create a positive work environment, establish and maintain a diverse workforce, remove barriers that hinder progress, and provide leadership that empowers all people to reach their full potential while contributing to Coast Guard mission execution.

The direction should establish a general concept on how to achieve the Commandant's vision through recognizing and developing the way we work, our working environment and a respect for all people and their ideas.

The expectation should challenge every member of "Team Coast Guard" to make an individual commitment to promoting diversity.

DAC RECOMMENDATION:

Recommend the DAC, in coordination with CG-12B, continue to develop the Diversity Policy Statement and submit to the Commandant for his review.

CG-1 Comments:

A proposed Diversity Policy Statement based on the DAC's recommendations is in routing for approval and signature. Recommend that once signed, an ALCOAST be released announcing the Diversity Policy Statement to the field. ✓

CG-00 Comments:

I have commented on draft we need to meet & discuss

Update Issue – Fall 2006

Issue 4

Topic: UPDATE ON STATUS OF EQUAL OPPORTUNITY REVIEWS AT OPERATIONAL UNITS (April 2005)

Action Office: CG-00H, CG-12B

DISCUSSION:

Prior to the DAC's recommendation in Spring 2005 to expand the EO Review program, CG-00H conducted an average of 4.4 equal opportunity reviews per year. In FY06, CG-00H with assistance from the Diversity Staff, conducted twenty-four such reviews, eleven of which were at operational units and thirteen at support units. This increase in coverage provided the civil rights staff with a more complete picture of the Coast Guard's civil rights posture while providing commanding officers with a view of their units that they might not otherwise have seen. Equal opportunity reviews at operational units continue to provide valuable information to CG-00H, unit commanding officers, and the Diversity Advisory Council. This information is vital to CG-00H in the development of policies, effective planning, and training needs.

RECOMMENDATION:

The DAC recommends that CG-00H, with assistance from the Diversity Staff, continue to conduct equal opportunity reviews at operational units to obtain a better measurement of EO climate and EO programs at Coast Guard units.

CG-1 Comments:

Members from the CG-12B staff augment CG-00H staff members with EO Reviews. I am encouraged by the increase in the number of EO Reviews conducted in FY06, and I will continue to make my staff available to support this program.

CG-00 Comments:

Concur
