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21 Apr 2006

MEMORANDUM

From: *Jean M Butler*
Jean M. Butler, CAPT
Chair, Diversity Advisory Council

Reply to: CG-12B
Attn of: CDR Nicholson
202-267-0109

To: Commandant
Thru: (1) CG-12 *McRochon 4/28/06*
(2) CG-1 *Veruto 5/10/06*

Subj: SPRING 2006 DIVERSITY ADVISORY COUNCIL REPORT

1. The Diversity Advisory Council met from 20-24 March 2006 at Coast Guard Headquarters. The Council meeting was held as an open session.
2. The Council received the following updates and training:
 - a) Introduction and welcome DAC Chair CAPT Butler, (CG-12B).
 - b) Mr. Oliver C. Allen Jr. presented Diversity training "Diversity 101 in the workplace."
 - c) Insight on Diversity: RADM Rochon, (CG-12)
 - d) CAPT Butler updated the council on the status of past DAC Reports.
3. The Council members met to consider all issues raised for the DAC's consideration. They then worked identifying issues, in one of four subcommittees: Equal Opportunity, Ethnic, Gender and Workforce. Upon conclusion of the subcommittee work, the council reconvened to prioritize issues and prepare the out-brief. The top three issues, described in enclosure (1), presented here in descending order are:
 - a) Career development and mentoring for civilian employees
 - b) Training availability for Reserves
 - c) Diversity training in LDC courses
4. The Council considered all issues brought forth by committee members. There were twenty-eight issues discussed during this meeting of the Council. The complete list of unfiltered issues and the status of each are in enclosure (2).

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Enclosures: (1) Top Three DAC Issues, Spring 2006
(2) Unfiltered issues, Spring 2006

Copy: G-CCS, CG-1, CG-12, G-CR

Current Issues and Recommendations – Spring 2006

Issue 1

Topic: THERE IS A PERCEIVED LACK OF CAREER DEVELOPMENT AND MENTORING OPPORTUNITIES FOR CG CIVILIAN EMPLOYEES

Open: Spring 2006

Action Office: CG-1, CG-12 & CG-13

DISCUSSION:

On average, 850 new civilian employees are hired annually, but only 60 quotas are available for LDC's resident civilian orientation course. The CD-based civilian orientation program although excellent, is not meant to replace the resident course.

Approximately 61% of new civilian employees received the CD civilian orientation program and 97% of those receiving the CD submitted the program completion certificate.

Each year, civilian quotas to the Senior Leadership Principles and Skills course are released to military attendees because not enough civilian employees apply for the course. Many employees do not get the word about opportunities for training or mentoring. Since there is no systemic imperative like the military's "up or out" system to drive continuous professional development, supervisors don't always emphasize mentoring and career development to civilian employees.

Although there are over 800 vacant civilian positions in the Coast Guard – some vacant for considerable time, there is no effort to review those positions as possible career ladder opportunities to allow them to be filled at the mid level. This could provide more upward mobility for our current workforce.

RECOMMENDATION:

- Improve advertisement of civilian training courses. Hold chains of command responsible for ensuring career development and mentoring opportunities are emphasized with civilian employees and their supervisors.
- Add Civilian mentoring and leadership discussion at all CO conferences.

- Recommend increasing the number of resident civilian orientation training quotas. Consider exporting the curriculum so the class can be taught at other locations throughout the Coast Guard.
- Review vacant civilian positions for conversion to career-ladder positions.
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CG-1 Comments: In response to this issue and the discussion at the DAC out-brief, I have issued Flag Voice 289 emphasizing importance of the civilian orientation course CD and encouraging supervisors to provide opportunities for familiarizations visits to other Coast Guard units. I believe that thorough use of the civilian orientation CD coupled with increased unit-level familiarization trips to Coast Guard operational units is more effective than increased quotas for the resident orientation course. To supplement that, I will encourage use of the exported curriculum from the resident course to allow local courses in other locations. The funding for the new E-mentoring program will be continued to support professional development training. A Flag Voice will also be developed to encourage supervisors to make widest use of career ladders for civilian positions.

G-C Comments:

*Concur with
CG-1 comments
and approach to
this issue*

Current Issues and Recommendations – Spring 2006

Issue 2

Topic: RESERVE TRAINING SUPPORT

Opened: Spring 2006

Action Office: CG -1, CG-13, & Operational Commanders

DISCUSSION:

- Reserve training support is not consistent, lags behind active duty training, and lacks measurable goals to support the readiness capability of the Reserve component.
- With the implementation of Sectors, the role of individual Reservists in the new organization is not always clear and training support to develop new Response and Prevention skills lags behind that for active duty personnel.
- Lack of Reserve specific mentoring and professional development support hinders full capacity readiness. In order to maximize the full potential reserve forces, the senior leadership should provide specific guidance to field Commanders and put accountability at the unit level.
- CG-13 is partnering with CGRC to invest time and money on the Mobilization Readiness Training Tool (MRTT) - a tracking tool to align the CPRL and RPAL. This will identify skills sets per billet and support reserve training for mobilization.

RECOMMENDATION:

Define specific Reserve competency readiness goals per Reserve billets and implement adequate support and appropriate metrics.

CG-1 Comments:

The Reserve Policy Statement and follow-on Flag Voice provide operational commands with clear intent on the use and training of Reserves.

The Touchdown project that addresses many Reserve issues was briefed to G-C on 13 April 2006. The project developed a decision support system that gives us boundary conditions and a reference point to the appropriate size and structure of the Reserve Component. Knowing where we want to employ reservists and what competencies they need for that employment is the key to addressing the specifics of this DAC recommendation. Follow-on effort is planned that will focus on connecting contingency personnel competency requirements to Reserve positions on the PAL. This effort will build a framework that will help us make the right decisions about training and development opportunities we provide to reservists. ✓

G-C Comments:

Please move out aggressively on the competency requirements work.

Current Issues and Recommendations – Spring 2006

Issue 3

Topic: PRACTICAL LEADERSHIP SKILLS IN AREAS OF DIVERSITY AND INTERPERSONAL BEHAVIOR NEED TO BE EMPHASIZED IN LEADERSHIP COURSES.

Opened: Spring 2006

Action Office: CG-1, CG-13 & CG-12B

DISCUSSION:

- Data demonstrates that our workplace climate is not as welcoming to our women and minority members as it is for male majority members.
 - The 2002 Armed Forces Sexual Harassment Survey reported that 56% of CG women surveyed experienced sexist behavior in the workplace and follow on CG Focus Groups supported that finding
 - The 2004 OAS revealed a significant disparity between various elements of our workforce: African Americans, Native Americans/Alaska Natives, Hawaiian/Pacific Islanders, Civilians, and Women all scored lower than the average Coast Guard scores in Diversity items
 - EO Reviews have noted problems with inappropriate behavior and jokes in the workplace
 - Frequently a factor in relief for cause
- Inappropriate behavior erodes our core value of Respect
- The LDC has requested assistance from CG-13/12B in developing affective training modules on diversity for their courses.
- LAMS and Senior Leadership Principles and Skills courses do not have diversity modules
- Inappropriate behavior is defined in mandatory annual sexual harassment prevention training and triennial human relations training, so the workforce is aware of what is appropriate and what isn't.
- Leadership at all levels must understand their role in holding personnel accountable for proper behavior in the workplace.

RECOMMENDATION:

Effective training modules be developed and integrated into LDC courses to address key elements of diversity, sexual harassment prevention, and human relations.

CG-1 Comments:

I am chartering a team led by CG-133 to comprehensively review/develop recommendations about how to infuse training of Respect in the Workplace in all our training and to develop a module for the LAMS/SLPS courses. ✓✓

A review of leadership training in "A" school is already underway. The ultimate goal is to weave the concepts of our core value of respect into all Coast Guard training. ✓✓

G-C Comments:

Yes, concern with your game plan. Timeline?