

UNITED STATES COAST GUARD



*Diversity & Inclusion*  
STRATEGIC PLAN  
2015 – 2018



## THE U.S. COAST GUARD'S VISION FOR DIVERSITY & INCLUSION

*The Coast Guard will be distinguished as the  
“Service of Choice” within the federal government  
for recruiting, retaining, and sustaining a ready,  
diverse and highly skilled workforce.*

ACTIVE DUTY ★ RESERVE ★ CIVILIAN ★ AUXILIARY

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## THE COMMANDANT OF THE UNITED STATES COAST GUARD



I am pleased to present our *2015 - 2018 Diversity & Inclusion Strategic Plan*.

I am committed to improving diversity within the Coast Guard. The Coast Guard's strength resides in its people and the different perspectives, talents and abilities they bring to the Service. We gain much from the ideas and viewpoints of a workforce that reflects the richness of American society. Recruiting drives the composition of our workforce but we must do more than just recruit effectively. Retention of a high performing, diverse workforce is paramount to secure our mission success. We must respect those who serve with us. We must leverage diversity and we must be inclusive in order to achieve the highest level of mission excellence.

We will create and sustain a climate where people of different backgrounds are included, valued and respected. We will capitalize on the differences that each brings. A diverse workforce stimulates innovation, new approaches, and fresh perspectives to solve complex organizational challenges. Our Service benefits greatly when we incorporate diversity at all levels of the workforce: active duty, Reserve, civilian, and Auxiliary. Diversity ultimately enables us to better perform our challenging maritime missions.

We must continue to evolve a culture that provides all individuals the opportunity to prosper, advance in their careers, and contribute to Coast Guard missions. Our *Diversity & Inclusion Strategic Plan* will guide our efforts to achieve these goals. I encourage each member of our workforce to become familiar with the plan located on our diversity and inclusion website <http://www.uscg.mil/diversity>.

Join me in my personal commitment to make our Coast Guard the "Service of Choice" for all Americans who seek to serve our Nation.

Thank you for your continued support and collaborative contributions to achieve the goals and objectives defined in this update of our *Diversity & Inclusion Strategic Plan*.

*Semper Paratus.*

A handwritten signature in blue ink, reading "Paul F. Zukunft".

**Admiral Paul F. Zukunft**  
Commandant







# I.

## Executive Summary

There is an operational imperative to recruit, hire, train, and retain a workforce that reflects the diverse fabric of the United States. The *2015 - 2018 United States Coast Guard Diversity & Inclusion Strategic Plan* is the essential next step in the Coast Guard's evolution towards becoming the federal government's "Service of Choice." Our strategic plan coupled with our human capital management system will help us access, recruit, develop, sustain, and retain a talented, diverse, and proficient workforce.

Instilling a diversity-inclusion mindset is a process deeply connected to organizational strategies and every Coast Guard member's personal growth and development. Building a collaborative work environment for all employees is vital, particularly in today's resource climate when organizations are compelled to operate with less money, fewer people, and expanding missions. Our people are our most important investment, and they deserve an organization that serves to engage and retain a best qualified and inclusively diverse workforce. Only then, can the Coast Guard address the globally complex mission support and response challenges of the 21st century.

The Assistant Commandant for Human Resources (CG-1) has been designated as the Coast Guard's Chief of Diversity & Inclusion. This will ensure that clear diversity management policies are implemented and properly resourced with emphasis on roles, responsibilities, authorities, and accountability. CG-1 will incorporate inclusive diversity philosophies, policies, and practices into all human capital planning, including accountability reviews and scorecard measures.

This Strategic Plan intentionally links its philosophy, behavior, and investment approach with the principles of the *2014 Commandant's Direction*, and the *Coast Guard Human Capital Strategy*. It also champions the diversity-inclusion goals of the Department of Homeland Security (DHS), the Military Leadership Diversity Commission, the U.S. Office of Personnel Management's *Government-Wide Diversity and Inclusion Strategic Plan*, and the *President's 2011 Executive Order 13583*. The *2015 - 2018 United States Coast Guard Diversity & Inclusion Strategic Plan* has three performance goals that link these directives and drive us to higher levels of multi-cultural intelligence and inclusivity.

- » **Workforce Diversity.** *We will attract, recruit, and retain a workforce from all segments of American society creating a high-performing 21st century workforce.*
- » **Workplace Inclusion.** *We will foster a culture of respect that encourages collaboration, flexibility, and fairness where people of diverse backgrounds are included, valued, and respected.*
- » **Sustainability.** *We will develop structures and strategies to prepare leaders to promote diversity, be accountable, measure results, refine approaches on the basis of such data, and institutionalize a culture of inclusive diversity.*

We are committed to creating inclusive and diverse working environments critical to mission excellence. We will continue to promote, engage, grow, and retain our multifaceted 21st century workforce.









## II.

# Introduction

In order to cultivate a high performing organization for the 21st century, the Coast Guard must tap into the rich resources of our Nation and ensure fairness and justice in the workplace. To accomplish this, we define diversity broadly, including, but not limited to, the legally protected categories. Diversity encompasses all that makes us unique, including the diversity of thought and perspective that accompanies our identity. Only then can we realize the full performance potential and harness the innovation that diversity offers. This is more than a legal or moral imperative, it is a cultural necessity, and it is fundamental with our core values.

The current budget environment and the increased demand for innovation and efficiency present challenges for meeting future human resource needs. The Coast Guard can address these challenges with a diverse and inclusive workforce that draws from all corners of America, will create a culture that fosters creativity and benefits from a greater return on investment within the workforce. Moreover, while organizations may have diversity in their midst, employees may not perceive that their social identities are appreciated and included in the workplace. For this reason, building inclusive workplaces ensures that all employees feel included, connected, and engaged.

### **Service to Nation. Duty to people. Commitment to excellence.**

This Strategic Plan builds on our prior efforts and defines a deliberate and proactive path towards a more culturally inclusive organization. Below are our performance goals:

#### **Workforce Diversity**

*We will attract, recruit, and retain a workforce from all segments of American society creating a high-performing 21st century workforce.*

#### **Workplace Inclusion**

*We will foster a culture of respect that encourages collaboration, flexibility, and fairness where people of diverse backgrounds are included, valued, and respected.*

#### **Sustainability**

*We will develop structures and strategies to prepare leaders to promote diversity, be accountable, measure results, refine approaches on the basis of such data, and institutionalize a culture of inclusive diversity.*

Support of Diversity & Inclusion is the job of every active, Reserve, civilian and Auxiliary member of the Coast Guard family. In particular, the Coast Guard leadership team – our flag officers and senior executives; the Master Chief Petty Officer of the Coast Guard and the Chiefs Mess; our Commanding Officers and Officers-in-Charge – are fully vested stakeholders in the effort required to achieve and sustain inclusive diversity throughout our service.

Now is the time to illuminate our mission-essential case for inclusive diversity with a fresh sense of urgency. We serve in an era when the Coast Guard's 21st century workforce must be diverse, inclusive, able to lead, and operate in a complex environment against sophisticated adversaries.





# III.

## Goal 1: Workforce Diversity



We will attract, recruit, and retain a workforce from all segments of American society creating a high-performing 21<sup>st</sup> century workforce. This will be done by recruiting a military, civilian, and an Auxiliary force that is as richly diverse as America itself, and provide an environment that promotes respect for the individual, and encourages sharing of different views and perspectives.

### Objective 1.1:

Develop a targeted recruitment strategy to eliminate barriers and ensure outreach to all segments of society.

#### Performance Outcome

##### 1.1:

Refine strategies to attract diverse applicant pools with opportunities for growth into mission critical and senior-level positions.

#### Performance Outcome

##### 1.1a:

Report metrics from recruiting, hiring inquiries, and applications.

#### Performance Outcome

##### 1.1b:

Track and record application origins to evaluate outreach and recruiting efforts.

#### Performance Outcome

##### 1.1c:

Convene, document, and publicize proceedings and strategic vision of the Leadership, Excellence, and Diversity (LEAD) Council.

### Objective 1.2:

Implement strategies to include formal mentoring and coaching programs, and review policies that impact diversity and inclusion as well as others indicated by analysis, to retain a diverse workforce.

#### Performance Outcome

##### 1.2:

Charge supervisors and employees to use mentoring and coaching training opportunities.

#### Performance Outcome

##### 1.2a:

Review current Individual Development Planning process/policy for coaching and mentoring techniques relative to Diversity and Inclusion goals.

#### Performance Outcome

##### 1.2b:

Review Mid-grade Officer Career Transition Course coaching model and consider adoption as a "best practice" in formal diversity and other training courses.

#### Performance Outcome

##### 1.2c:

Analyze human resource policies to determine impact on diversity and retention.







# IV.

## Goal 2: Workforce Inclusion

We will foster a culture of respect that encourages collaboration, flexibility, and fairness where people of diverse backgrounds are included, valued, and respected. This will be done by fostering a fair, inclusive, and collaborative environment that respects, values, and empowers all employees and is recognized as a model workplace where employees are fully engaged in Coast Guard missions. Attract and retain knowledgeable, skilled professionals who form a diverse workforce dedicated to excellence.

### Objective 2.1:

Develop a uniform communications strategy to message, promote ownership, and develop performance solutions that improve the workplace climate.

#### Performance Outcome 2.1:

Collaborate with affinity groups and professional development organizations to assist in communicating the Coast Guard's strategy of recruiting and retaining a diverse and talented workforce.

#### Performance Outcome 2.1a:

Continue to expand the Minority Serving Institution/Affinity Group Flag/SES Executive Champion program.

#### Performance Outcome 2.1b:

Build the Diversity & Inclusion professional competence of the Diversity & Inclusion staff.

#### Performance Outcome 2.1c:

Develop a standardized Diversity & Inclusion curriculum; evaluate the training and measure the results.

### Objective 2.2:

Provide a Diversity & Inclusion Trainer certification course for Diversity staff and designated members in the field, to enhance competencies and skills as qualified Diversity & Inclusion instructors.

#### Performance Outcome 2.2:

Provide standardized Diversity & Inclusion unit-level training resources throughout the workforce and measure results.

### Objective 2.3:

Promote diversity and inclusion in leadership courses, as well as other courses when possible.

#### Performance Outcome 2.3:

Integrate Diversity & Inclusion concepts into appropriate leadership courses.







# V.

## Goal 3: Sustainability

We will develop structures and strategies to prepare leaders to promote diversity, be accountable, measure results, refine approaches on the basis of such data, and institutionalize a culture of inclusive diversity. This will be done by utilizing leaders at all levels throughout the Coast Guard as force multipliers in promoting the importance of and application in best practices of diversity to achieve both a positive organizational climate and mission performance excellence.

### Objective 3.1:

Utilize active, Reserve, civilian, and Auxiliary leaders at all levels throughout the Coast Guard as force multipliers in promoting the importance of diversity in organizational climate.

#### Performance Outcome 3.1:

Assess organizational climate factors and trends using the Defense Equal Opportunity Climate Survey (DEOCS), Organizational Assessment Survey (OAS) the Federal Employee Viewpoint Survey (FEVS) and U.S. Office of Personnel Management's *New IQ* Initiative.

### Objective 3.2:

Develop methods to ensure leader accountability for implementing diversity initiatives and programs at all Coast Guard commands.

#### Performance Outcome 3.2:

Measure organizational compliance for developing initiatives that incorporate diversity management policies in business and management processes.

#### Performance Outcome: 3.2a:

Assess lessons learned, develop best diversity practices collected from field units and publish findings.

#### Performance Outcome 3.2b:

Document and report the statistical data and talent acquisition practices used to recruit, develop, and retain Coast Guard civilian talent for the *Federal Equal Opportunity Recruitment Plan (FEORP)*.







## VI. Conclusion

The *2015 - 2018 Diversity & Inclusion Strategic Plan* defines a clear vision, which is articulated in three achievable goals. These goals will allow us to move forward as the public sector's "Service of Choice" for attracting, recruiting, retaining, and sustaining a ready, diverse, and highly skilled 21st century workforce.

In the very near-term, the Office of Diversity & Inclusion will lead us in the implementation of this Strategic Plan and a long-term follow-on comprehensive action plan. This action plan will assist us in identifying, assessing, prioritizing, and monitoring the progress of initiatives impacting Diversity & Inclusion in our workforce. The strategy and action plans will guide us in the incredibly important goal of cultivating a respectful and supportive workplace that attracts, engages and retains a mission focused, performance-driven workforce.

Leaders throughout the Coast Guard will drive positive change and evolve the organizational culture by reinforcing practices that help us achieve our diversity and inclusion goals. The Coast Guard will emphasize leadership, diversity, and a positive command climate as a system to sustain mission excellence. Leaders will lead the charge to overhaul outdated policies and restyle human resources systems. Our recruitment and retention efforts as well as our engagement in such initiatives as the Commandant's Leadership, Excellence, and Diversity (LEAD) Council, and the Office of Personnel Management's *The New IQ* Initiative have already taught us that our processes must be far more multi-dimensional, integrative, and multi-culturally focused. We are grateful for our enduring partners in this important effort -- the many affinity groups, such as the National Naval Officers Association (NNOA), the Association of Naval Service Officers (ANSO), the Sea Service Leadership Association (SSLA), and the numerous civilian employee resource groups (ERGs).

One fact remains undeniable: Our people are our greatest strength. As America's Coast Guard, we are ethically obligated to capitalize on that fact. We will attract, retain, and invest in a multi-culturally inclusive work environment that respects and values the perspectives of all individuals. As a result, we will achieve our goal of institutionalized inclusive diversity; we will sustain organizational excellence and continue to be the Nation's principal maritime first response agency.

***Service to Nation. Duty to People. Commitment to Excellence.***

Together, we will effect positive change.

In this way, we will remain Semper Paratus.

***Always Ready!***







# VII.

## Appendix

### Key Definitions

**Diversity:** Diversity is all the different characteristics and attributes of individuals that are consistent with the Coast Guard's core values, integral to overall readiness and mission accomplishment, and reflective of the Nation we serve.

*(This definition mirrors DoD's definition of diversity and was adopted as directed by the MLDC report to Congress.)*

**Federal Employee Viewpoint Survey (FEVS):** The Federal Employee Viewpoint Survey (FEVS) Government-wide Management Report is administered by OPM and provides agencies with insights to help them better understand employee trends. The survey illuminates employees' opinions about their jobs, working conditions, their supervisors and their leadership.

**Government-Wide Diversity and Inclusion Strategic Plan 2011:** Published by the U.S. Office of Personnel Management, Office of Diversity & Inclusion and it outlines the implementation of the *President's Executive Order 13583* and incorporates recommendations from stakeholders with expertise in the areas of diversity and inclusion, equal employment opportunity, and organizational change.

**Inclusion:** A culture that connects each employee to the organization; encourages collaboration, flexibility, and fairness; and leverages diversity throughout the organization so that all individuals are able to participate and contribute to their full potential.

**Military Leadership Diversity Commission (MLDC):** Congress mandated the creation of the MLDC through the *FY09 National Defense Authorization Act* (NDAA) to "conduct a comprehensive evaluation and assessment of

*policies that provide opportunities for the promotion and advancement of minority members of the Armed Forces, including minority members who are senior officers".* The MLDC proposed 20 recommendations that would help build a foundation for change by ensuring leadership commitment to diversity and the development of future leaders through strong implementation strategies.

**President's Executive Order 13583:** Establishing a coordinated government-wide initiative to promote Diversity & Inclusion in the Federal Workforce directed executive departments and agencies to develop and implement a more comprehensive, integrated, and strategic focus on diversity and inclusion as a key component of their human resources strategies.

**The New Inclusion Quotient (New IQ):** *The New IQ* is a new index, which is comprised of 20 items from the yearly Federal Employee Viewpoint Survey (FEVS). *The New IQ* is built on the concept that individual behaviors, repeated over time, form the habits that create the essential building blocks of an inclusive environment. Workplace inclusion is a contributing factor to employee engagement and organizational performance.

**Workforce Diversity:** A collection of individual attributes that together help agencies pursue organizational objectives efficiently and effectively. These include, but are not limited to, characteristics such as national origin, language, race, color, disability, ethnicity, gender, age, religion, sexual orientation, gender identity, socioeconomic status, veteran status, and family structures. The concept also encompasses differences among people concerning where they are from and where they have lived and their differences of thought and life experiences.



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[www.uscg.mil/diversity](http://www.uscg.mil/diversity)