

**SUBJ:** DACOWITS RFI #1B

**FROM:** Office of Diversity and Inclusion (CG-127)

**TO:** Office of Diversity and Inclusion (CG-127)

**CONSCIOUS AND UNCONSCIOUS GENDER BIAS**

The Committee believes the Military Services should be focused on understanding and eliminating conscious and unconscious gender bias. The Committee is aware of some actions that have been or are currently being undertaken in this regard. For example, the Air Force Academy updated the Airmen hymn and the wording at the base of the ramp leading to the cadet area reading “Bring Me Men” with more gender-inclusive wording reflective of their core values. In October 2018, Marine Corps’ leadership publicly stated they will be conducting an internal review of doctrinal publications for language indicative of gender bias to strip unnecessary masculine pronouns and other indicators of gender bias out of its foundational publications within the next 24 months. Additionally, the Committee heard from the Marine Corps that academic research on unconscious bias is being provided to some Marine leadership.

The Committee requests a **Written Response** from the Military Services.

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**DACOWITS:**

The Committee requests a written response from each of the Military Services on what actions have been taken to assess and mitigate conscious and unconscious gender bias and language, to include but not limited to: regulations/policy review; educational and training materials updates; and song/cadence appropriateness. If no assessment/actions have been taken, what is your Service plan to complete a review?

**CG Response:** The Coast Guard is developing a comprehensive approach to mitigating bias. A comprehensive approach involves mitigating bias within individuals and the system as a whole (policy, procedures, practices, etc). These biases can influence our decision making, our behavior and perceptions without us having any awareness. Biases therefore directly impact our everyday actions including, poor decision making, exclusion of people, mission readiness degradation, and limiting innovation in mission execution. CG-127 staff members have been asked to provide Diversity and Inclusion Training to numerous audiences that incorporate unconscious bias and inclusive behaviors as well as addressing the importance of D&I to mission readiness. Audiences include; Midgrade Officers and Civilian Transition Course, Affinity Group Conferences, Officer and Enlisted Personnel Management Assignment Officers/Detailers, Department of Homeland Security, Department of Defense, and Office of Personnel Management Diversity and Inclusion federal partners, Aviation Commanding Officer and Leading Chief courses, Defense Equal Opportunity Management Institute courses, outreach

events, ECLIPSE week at CGA. The below items are initiatives that the Office of Diversity and Inclusion has made significant efforts in which address bias and unconscious bias training in a formal setting.

### **Educational/Training Materials**

#### ***Workforce Inclusion***

Our workforce inclusion goal for the Coast Guard Diversity and Inclusion Strategic Plan of 2015-2018 is to create a culture of respect. We will foster a culture that encourages collaboration, flexibility, and fairness where people of diverse backgrounds are included, valued, and respected. Through the below initiatives, we are creating an environment that empowers all employees and to serve as the model service to complete the Coast Guard's complex maritime missions. These initiatives serve as the first steps to provide education and training to the Coast Guard's Mission Ready Total Workforce.

##### **New IQ Workshop**

Developed a workshop to enable participants to identify inclusive behaviors and develop strategies to influence the inclusive culture at their local units.

##### **Commanding Officer's Diversity Guide**

Developed a job aid to assist unit Commanders and Officers in Charge to establish and maintain an inclusive command climate.

##### **Inclusion Café**

Launched an informal forum for engagement that focused on topics of relevance to maximize collective intelligence and promote open discussions.

##### **CG Inclusive Leadership Index (CGILE)**

Developed a metric system that evaluates inclusive environments through a series of survey questions used to trace trends and areas of improvements.

**New IQ Change Agent Workshop** — Developed the New Inclusion Quotient (IQ) Change Agent Workshop to enhance participants' common understanding of inclusion and diversity. The New IQ refers to inclusive intelligence and is built upon the concept that individual behaviors, repeated over time, form the habits that create inclusive work environments. These behaviors can be categorized into five sub-factors: Fair, Open, Cooperative, Supportive, and Empowering. The workshop focuses on readying participants for diversity and inclusion for the 21st Century through interactive activities, group exercises, respectful language, videos, and group discussions. The target audience for the New IQ Change Agent Workshop was the Leadership Diversity Advisory Council (LDAC) Chairs. Upon completion of the workshop, the LDAC Chairs will serve as "Change Agents" who will be relied on to analyze survey data and develop strategies to improve the inclusive culture/climate at their local units in direct support of the

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Commanding Officers. Following the workshop, monthly virtual check-ins to reinforce behavioral change to cultivate an inclusive environment at respective units.

**CO's Diversity & Inclusion Guide** — Modernized the Commanding Officer's Inclusion & Diversity Guide to equip field commands with tools and resources to create inclusive and equitable command climates. An additional job-aid "Inclusion & Diversity: Food for Thought" was produced to start the conversation of topics relating to bias, unconscious bias, meaningful interactions, and inclusive leadership. Both documents are posted on the CG-127 portal site for download and are disseminated to participants at various diversity and inclusion training sessions. The CO's Inclusion & Diversity Guide will be included in the toolkit of resources provided to Commands and the LDAC network.

**Inclusion Café** — CG-127 kicked off an inclusive café series at headquarters, facilitating discussions to tackle important topics of interest to the total workforce. A Café Conversation is a creative process for leading collaborative dialogue, sharing knowledge and creating possibilities for action in groups of all sizes; it is a method for engaging people in meaningful conversations. The goals of Inclusion Cafés are to maximize collective intelligence, welcome and listen to diverse viewpoints, encourage full participation and civility, and harvest ideas that propel the conversation forward into action. As a result of these courageous conversations, participants will be empowered to start dialogue concerning diversity and inclusion in their workplace. An implementation plan for the fleet is in development.

**CG Inclusive Leadership Environment Index (CGILE)** — Formulated a standardized way to measure inclusion across the total workforce. The CGILE Index incorporates 26 questions from the Organizational Assessment Survey (OAS) questions that are identical and/or compatible to the 20 questions used in the Federal Employee Viewpoint Survey (FEVS) to track the five inclusive behaviors of the New IQ: Fair, Open, Cooperative, Supportive, and Empowering. The Coast Guard Business Intelligence (CGBI) will enable Commanding Officers to access the CGILE Index results. The easy accessibility to the CGILE Index will greatly raise the awareness of leadership's effectiveness in fostering an inclusive workplace environment at the unit level.

## **REGULATIONS/POLICY REVIEW**

### ***Workforce Sustainability***

Our workforce sustainability goal for the Coast Guard Diversity and Inclusion Strategic Plan of 2015-2018 is to develop structures and strategies that prepare leaders to promote diversity, ensure accountability, and refine approaches to institutionalize inclusive diversity. The below initiatives serve as the first steps to assess current regulations and reviews of policies to mitigate conscious and unconscious gender bias and language in the Coast Guard.

#### **Women's Retention Study & Holistic Analysis**

Conducted a Holistic Analysis to identify barriers that are unique to women, affect the workforce as a whole, and influence retention. Recommendations will be used to inform human capital investment decisions.

#### **Personnel Readiness Task Force (PRTF)**

The Coast Guard has established a **Personnel Readiness Task Force (PRTF)** to address active duty readiness and retention issues related to women and underrepresented minorities along with other top-priority issues impacting the workforce.

#### **Parental Benefits**

Validated personnel concerns, and influenced significant changes to policies to help new parents adjust to family life while maintaining readiness and ensuring successful careers.

#### **Leadership Excellence and Diversity (LEAD) Council**

Reinvigorated the LEAD Council to serve as an authority to gather information from all levels and make recommendations to enhance leadership development practices, and support an inclusive and diverse workforce.

**Women's Retention Study & Holistic Analysis** — CG-127 contracted with the RAND Corporation to conduct a study to identify the root causes of high female attrition in the Coast Guard and develop recommendations that will help mitigate identified barriers to women's retention. The last large scale study on women's issues was conducted 28 years ago. Nearly 200 focus groups were conducted in every district and Headquarters from January to May of 2018 with over 1100 participants. The results of this study are anticipated in February 2019. To prepare for the findings and recommendations, a Personnel Readiness Task Force (PRTF) was formed. Additionally, the PRTF will conduct a holistic review of the talent management policies, practices and systems impacting the total workforce. The PRTF will evaluate and implement recommendations from previous studies and current surveys, to include the Women's Retention Study and Holistic Analysis.

**Personnel Readiness Task Force** - In order to remain *Ready, Relevant, and Responsive*, the Coast Guard must maintain a workforce that is both representative of the public we serve and is adaptive to the dynamic environment in which we operate. Recent and historical trend data

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suggest that the Coast Guard faces an overarching diversity and inclusion challenge, which impacts effective mission execution and readiness. For example, women and minority attrition rates are disproportionately higher at career milestones than their majority peers. If left unaddressed, the Coast Guard could incur unanticipated human capital, financial, and operational costs. The Coast Guard is exploring the option of systematic changes through analytics and diagnostic tools to move beyond generalities to gain a detailed analysis of workforce recruitment and retention drivers.

The Personnel Readiness Task Force will to address a number of broad-based challenges affecting the total mission-ready workforce. The best talent management system is closely aligned with the Coast Guard's strategic plan and paramount for mission success. The PRTF will conduct a holistic review of the talent management system for the total workforce. Additionally, members will evaluate and implement recommendations from studies and current surveys; to include the Women's Retention Study and Holistic Analysis and the upcoming Study on Underrepresented Minorities. To implement a level of both cultural and systematic change within the organization, the ability to anticipate opportunities ahead of competitors is essential for strategic talent management – being proactive vs. reactive.

The Coast Guard's overarching goal is to employ new ways of thinking and innovative action-based solutions to ensure a mission-ready total workforce to meet the dynamic and complex needs of the nation.

**Parental Benefits** — An assessment of the changes to the Maternity Leave Policy implemented in February of 2016 was completed to determine the impact of the policy on the Coast Guard. CG-127 conducted qualitative interviews with 58 Coast Guard mothers to assess the impact of the new maternity leave policy on the member, and determine how the Coast Guard can further support new parents, to include fathers, adopting parents, and same sex couples, to adjust to family life while maintaining successful careers. Mothers/expectant mothers have a positive reception of the new maternity leave policy and are supportive of the increase in non-chargeable leave from 42 days to 84 days. The additional leave time increases readiness to return to work. Other significant changes include the increase of secondary caregiver leave to 21 days, a weight abeyance for members undergoing fertility treatments, extension of postpartum weight standards up to 12-months from date of delivery for nursing mothers, and the option for members to delay TDY orders for up to 12-months from the date of delivery.

**LEAD Council** — The LEAD Council's overarching goal is to employ new ways of thinking and innovative action-based solutions to ensure a mission-ready total workforce to meet the dynamic and complex needs of the nation. CG-127 reinvigorated the Leadership Excellence and Diversity (LEAD) Council to better serve as an authority to gather information from all levels and make recommendations to enhance leadership development practices, and support an inclusive and diverse workforce while bringing challenges and potential solutions to the highest level of Coast Guard leadership. The LEAD Council implemented a portal-based forum for members to submit best practice(s) or issue(s) directly from the field. As a result, the LEAD Council reviewed and evaluated 26 submissions and briefed respective programs on their

recommendations. The LEAD Council recommended the establishment of a task group to validate and implement recommendations from the Women's Retention Study and Holistic Analysis. Subsequently, the Commandant requested the creation of a Personnel Readiness Task Force (PRTF) to address readiness and retention issues related to women and underrepresented minorities as well as addressing a number of broad-based challenges affecting the total workforce.

**Future Focus:**

The Coast Guard is committed to inclusive diversity and strives to achieve a workforce that reflects the American public we serve. Diversity is the outcome of inclusion, and for it to become a reality, it must be deeply woven into the organizational DNA. This means, Inclusion and Diversity must become operational in every aspect of workforce readiness - from accessions to retirement.

Building on the lessons learned from the 2015 – 2018 Diversity & Inclusion Strategic Plan, our new path ahead is in alignment with our Commandant's Guiding Principles, the Coast Guard Core Values, and the strategic direction and guidance from the U.S. Office of Personnel Management and the Department of Homeland Security. The 2019 – 2022 Inclusion & Diversity Strategic Plan will carry forward several of the objectives from the previous strategic plan and we will expand our efforts in uncharted territory. Focus areas will include: the creation of accountability mechanisms to measure leadership commitment and involvement; the completion of a standardized inclusion and diversity assessments; the development of the Coast Guard Framework for Inclusion, Equity and Diversity; education and training programs to increase the inclusion and diversity competency level of the total workforce; increasing outreach and partnerships with minority serving institutions, affinity groups, private industry, and other external stakeholders; evolving mentoring and coaching strategies; continued improvement of integration of inclusion and diversity into recruitment, development, advancement, and retention; implementing organizational assessments focused on the identification and removal of bias from existing processes and policies; and working with the Personnel Readiness Task Force to partner and collaborate with program directorates to drive the recommendations obtained through the Women's Retention Study and Holistic Analysis and the forthcoming Holistic Study and Analysis for Recruiting and Retention of Underrepresented Minorities.

The goal is to become the inclusion and diversity leader in the military services by mastering current best practices and serving as an example to other organizations. By embedding inclusion and diversity into our Coast Guard culture, we will recruit and retain a Ready, Relevant, and Responsive total workforce.