

# UNITED STATES COAST GUARD



## *Civil Rights* **STRATEGIC PLAN** 2020 – 2025

*"It's all about solutions."*



## The U.S. Coast Guard's Vision for Civil Rights

*A discrimination-free workplace where every member of, and applicant to the Coast Guard workforce has the opportunity to reach his/her/their full potential, and believes it is possible to do so without regard to: race; color; national origin; religion; sex (including gender identity, sexual harassment, pregnancy, and sexual orientation); age; disability; genetic information; marital status; parental status; political affiliation; engagement in a protected Equal Employment Opportunity (EEO) / Equal Opportunity (EO) activity or any other basis protected by law.*

*Active Duty*



*Reserve*



*Civilian*

# Table of Contents

<b>A Message from the Director</b> .....	2
<b>Introduction</b> .....	4
<b>CRD's Five Strategic Goals</b> .....	6
<b>What CRD Does</b> .....	8
Future .....	8
Vision .....	8
Mission .....	8
<b>CRD's Goals and Objective</b> .....	9
<b>Implementation</b> .....	11
Developing Objectives and Actions .....	12
Implementing Objectives and Actions .....	12
Gauging Performance .....	12
External Factors Affecting Achievement .....	13
Reorganization of Action Items from Self-Study in 2009 .....	14
<b>Addendum:</b> <i>Civil Rights Strategic Plan 2025</i> .....	15
<b>Appendix A:</b> <i>CRD's Strategic Bird's-Eye View</i> .....	18
<b>Appendix B:</b> <i>Data Dictionary</i> <i>(35 Performance Measures)</i> .....	20
<b>Appendix C:</b> <i>Sample Strategic Dashboard</i> <i>(35 Performance Measures)</i> .....	40
<b>Appendix D:</b> <i>Tool Descriptions</i> <i>(35 Performance Measures)</i> .....	43



# A Message from the Director

The *Coast Guard Civil Rights Strategic Plan January 15, 2020 - January 14, 2025* is a framework for achieving the mission of the Civil Rights Directorate (CRD); this plan focuses on the Equal Employment Opportunity Commission's (EEOC) standards of a model EEO Program. In addition to enforcement and compliance of federal law and Coast Guard policies, the plan conveys strategic actions for resolving complaints, preventing unlawful discrimination, and strengthening important partnerships with schools and key communities.

The Coast Guard's approximately 47,000 military and 8,600 civilian personnel directly support and contribute to operational readiness and effective execution of all Coast Guard missions. Consistent with the *Coast Guard Strategic Plan (2018-2022)*, CRD strives to ensure a positive work environment for those employees, so that mission focus is not hindered by discrimination or harassment, which contribute to hostile work environments.

*Strategic Plans of Action 2012, 2016 and 2018* preceded this strategy; these documents mapped out critical activities of CRD consistent with EEOC laws and regulations. They focused attention to improvement areas, successful restructuring to meet statutory obligations, and identification of quantifiable measurements established in 2012. The activities and actions resulted in measurable success. The service's civil rights performance now exceeds the federal average in most factors measured by EEOC and many CRD functions are considered to be Department of Homeland Security "best practices."

In building on CRD's success over the past years, this plan illustrates the Directorate's commitment to continuous process improvement, transparency and accountability, along with ways to facilitate the Coast Guard's civil rights efforts into the future. CRD will continue its:

- ***Commitment to robust attempts at Alternative Dispute (Early) Resolution (mediation);***
- ***Goal of all personnel understanding civil rights and knowing how to access processes;***
- ***Investment of resources to effectively communicate with Coast Guard stakeholders;***
- ***Effort to build a culture of collaboration both internally and externally.***

The process for developing this plan has been highly inclusive and collaborative. Coast Guard subject experts worked jointly to reaffirm or modify original goals, objectives, and action plans. The resulting document provides the basis for ensuring non-discrimination, and the existence of valid processes within which claims of discrimination can be addressed.

With the help of its leaders, managers, staff and partners, and with the successful implementation of the *Coast Guard Civil Rights Strategic Plan 2020-2025*, the Coast Guard affirms its vision of a discrimination-free workplace where every member and applicant has the opportunity to reach his/her/their full potential based on ability and nothing more.



**Dr. Terri A. Dickerson**

Director, Civil Rights Directorate



# Introduction

The *Coast Guard Civil Rights' Strategic Plan 2020-2025* provides the foundation on which the Civil Rights Directorate (CRD) facilitates the continuous improvement and re-scoping of the original plans developed in 2012 and 2016. The Bird's-Eye View, found in Appendix A on page 18, delineates the Civil Rights Program's mission, vision, and the strategic goals and objectives which underlie Coast Guard responsibilities. The CRD's goals conform to the Commandant's Guiding Principles: **Relevant**, **Ready** and **Responsive**. Our members' bias for action must focus inward, protecting against violations of Coast Guard Core Values, including all forms of discrimination and harassment which breach trust, erode unit cohesion, and degrade readiness. These goals also embrace the Department's goal of retaining a highly qualified and diverse workforce that enjoys fairness and equality. For easy reference, CRD's strategic goals are depicted and explained on page 6. These are derived according to Equal Employment Opportunity Commission (EEOC) Management Directive – 715's (MD-715s) expression of six elements of a model civil rights program. The six elements establish standards by which federal agencies may develop and maintain model EEO programs, and set benchmarks to measure their progress. MD-715 standards are utilized throughout government to measure and report on its efforts to become a model employer. As described in MD-715, the six elements of a model EEO organization are:

- ***Demonstrated commitment from agency leadership;***
- ***Integration of EEO into the agency's strategic mission;***
- ***Management and program accountability;***
- ***Proactive prevention of unlawful discrimination;***
- ***Efficiency; and***
- ***Responsiveness and legal compliance***

The EEOC envisions that the service - principally leadership and facilitated by Civil Rights / EEO - carries responsibility in achieving model status. Using MD 715 standards, Exhibit 1 defines each strategic goal and a summary of the actions expected by each entity within the enterprise of the Coast Guard [i.e. "USCG" (strategic-level), "CRD" (operational-level), and respective leaders (e.g. "Commanding Officer (CO)/Officer in Charge (OIC)" (tactical-level)] in attaining a model civil rights environment.

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<sup>1</sup> Civil rights is defined in the Coast Guard Civil Rights Manual, COMDTINST M5350.4(series), as the "Rights belonging to an individual as a matter of law, especially fundamental freedoms and privileges guaranteed by the U.S. Constitution and subsequent acts of Congress, including the rights to equal employment opportunity."





# CRD's Five Strategic Goals

This Strategic Plan delineates the path that CRD intends to follow toward achieving its vision through five strategic goals which are further broken down into 15 objectives. The five strategic goals describe CRD's role vs. the Command's role in achieving the five strategic goals. Each strategic objective has accompanying action plans, which are the steps needed to achieve the objectives. Each strategic objective also is associated with performance measures, which are the means by which progress will be tracked.

## Goal 1: Lead.

*CRD conducts activities to assist and support Coast Guard CO/OIC to foster civil rights leadership.*

**USCG:** Lead

**CRD:** CRD conducts activities to assist and support Coast Guard CO/OIC in Charge to foster civil rights leadership.

**CO/OIC:** Command leadership is ultimately responsible for the Coast Guard's civil rights outcomes.

## Goal 2: Adopt Strategies.

*CRD facilitates CO/OIC in their efforts to integrate civil rights into the Coast Guard's strategic mission.*

**USCG:** Adopt Strategies

**CRD:** CRD facilitates CO/OIC in their efforts to integrate civil rights into the Coast Guard's strategic mission

**CO/OIC:** Command leadership communicates through words and actions, the importance of civil rights to mission effectiveness.

## Goal 3: Hold All Accountable.

*CRD conducts activities which uphold CO/OIC accountability for civil rights.*

**USCG:** Hold All Accountable.

**CRD:** CRD conducts activities which uphold CO/OIC accountability for civil rights.

**CO/OIC:** All managers and supervisors are responsible for the successful implementation of civil rights program elements.

## Goal 4: Prevent.

*CRD conducts activities and develops tools to assist and support CO/OIC to proactively prevent unlawful discrimination.*

**USCG:** Prevent.

**CRD:** CRD conducts activities and develops tools to assist and support CO/OIC to proactively prevent unlawful discrimination.

**CO/OIC:** Proactively prevent unlawful discrimination.

## Goal 5: Efficient, Fair, Impartially Enforce Non-discrimination Laws.

*CRD identifies, implements, and enforces efficient practices, aimed at promoting equal opportunity for all.*

**USCG:** Efficient, Fair, Impartially Enforce Non-discrimination Laws.

**CRD:** CRD identifies and implements efficient practices, aimed at promoting equal opportunity for all.

**CO/OIC:** Command leadership embraces opportunities to resolve matters quickly and equitably, at the level closest to the issue/conflict.



# What the CRD Does

The Civil Rights Directorate advances civil rights imperatives in the Coast Guard by carrying out multiple roles of:

- *Promoting and enforcing civil rights in order to create a discrimination-free workplace for employees and applicants;*
- *Conducting Civil Rights Awareness (CRA), Sexual Harassment Prevention (SHP), and subject related training;*
- *Conducting Equal Opportunity (EO) reviews as needed;*
- *Receiving and investigating complaints and allegations of civil rights violations;*
- *Offering recommendations for improving policies and practices which promote EO in the Coast Guard workplace;*
- *Partnering with stakeholders to review current performance and proactively assess future needs in the civil rights arena; and*
- *Partnering with leadership to manage Partnership-in-Education, Special Observances and Special Emphasis Programs.*

## CRD's FUTURE

The overarching purpose of the Coast Guard Civil Rights Strategic Plan is to state CRD's intent to be a leader in civil rights service delivery and a model of civil rights practices within the Coast Guard and the Department of Homeland Security. Further, the strategic objectives outlined in this document are the initiatives through which CRD continuously pursues model civil rights program status. Both headquarters and field level staff, in their performance and achievement of desired outcomes, are instrumental in this undertaking.

## CRD's VISION

A discrimination-free workplace where every member of and applicant to the Coast Guard has the opportunity to reach his/her/their full potential, and believes it is possible to do so without regard to: race; color; national origin; religion; sex (including gender identity, sexual harassment, pregnancy and sexual orientation); age; disability; genetic information; marital status; parental status; political affiliation; engagement in a protected Equal Employment Opportunity (EEO)/Equal Opportunity (EO) activity or any other basis protected by the law.

## CRD's MISSION

Lead programs and facilitates practices which foster a discrimination-free workplace.

# CRD's GOALS AND OBJECTIVES

The Civil Rights Directorate established five strategic goals and 15 strategic objectives that align with Management Directive 715 (MD-715) model program elements and to bring into line its organizational resources to achieve desired results. The below illustration shows how the objectives (exhibit 2.) are linked to the goals.

## GOAL 1: Lead.

CRD conducts activities to assist and support Coast Guard CO/OIC to foster civil rights leadership. Command leadership is ultimately responsible for the Coast Guard's civil rights outcomes. CRD further identified two strategic objectives for this goal.

This goal models the first EEOC element: *Demonstrated Commitment*.

- 1.1** Proactively communicate the mission/vision of CRD to reach the entire Coast Guard workforce.
- 1.2** Institutionalize an efficient, customer-focused CRD team through training, developing, and retaining a fully-qualified workforce.

## GOAL 2: Adopt Strategies.

CRD facilitates CO/OIC in their efforts to integrate civil rights into the Coast Guard's strategic mission. Command leadership communicates through words and actions, the importance of civil rights to mission effectiveness. CO/OIC incorporates EEO strategies into their strategic mission, which imbues it into the Coast Guard's everyday strategies. This model program element also highlights "structure from the top" and "strategic commitment" as key features. As a result, CRD identified three strategic objectives.

This goal models the second EEOC element: *Making EEO an Integral Part of the Agency's Strategic Mission*.

- 2.1** Ensure an effective organizational structure to carry out the functions of CRD.
- 2.2** Increase civil rights awareness at all levels of the Service so that the workforce can fulfill and comply with their EEO/EO requirements and responsibilities Coast Guard-wide.
- 2.3** Secure adequate resources to effectively and efficiently carry out the planning, performance, budgeting, and execution management duties and responsibilities of CRD.

## GOAL 3: Hold All Accountable.

CRD conducts activities which uphold CO/OIC accountability for civil rights. All managers and supervisors are responsible for the implementation and enforcement of civil rights program elements. There is only one key characteristic in this model element, which is the overall accountability aspect of the EEO program. Therefore, CRD made this an accountability-based goal while identifying three strategic objectives.

This goal models the third EEOC element: *Ensuring Management and Program Accountability*.

- 3.1** Create and foster a collaborative, professional workplace within CRD.
- 3.2** Promote the recognition (formal and/or informal) of CO/OIC who exhibit exemplary performance in EEO/EO program management.
- 3.3** Implement processes and procedures (reports, training, etc.) which improve quality and timeliness of CRD services.

## **GOAL 4: Prevent.**

CRD conducts activities and develops tools to assist and support CO/OIC to proactively prevent unlawful discrimination. This goal rises to a higher level by defining and describing the means of proactive prevention. CRD identified four strategic objectives to promote this goal.

This goal models the fourth EEOC element: *Proactive Prevention*.

- 4.1** Encourage periodic self-assessments of the Coast Guard workplace at all levels consistent with EEOC's MD-715 factors.
- 4.2** Develop and promote data management tools which help Coast Guard managers to understand local factors affecting the workforce EO climate.
- 4.3** Implement and encourage EEOC MD-715 activities within CRD that exemplify model civil rights program elements.
- 4.4** Provide an accessible, single resource for civil rights policy and requirements to the Coast Guard workforce.

## **GOAL 5: Efficient, Fair, Impartially Enforce Non-discrimination Laws.**

CRD identifies, implements, and enforces efficient practices, aimed at promoting equal opportunity for all. Command leadership embraces opportunities to resolve matters quickly and equitably, at the level closest to the issue/conflict. Goal 5 encompasses three strategic objectives.

This goal combines the fifth and sixth EEOC elements: *Efficiency [and] Responsiveness and Legal Compliance*.

- 5.1** Ensure highest EEO/EO quality for compliance and responsiveness by improving and measuring key operational processes.
- 5.2** Identify and develop tools, resources, and activities which can be utilized early in the EO process to affect positive outcomes.
- 5.3** Facilitate and encourage partnerships with public and private entities to increase participation by groups within the Coast Guard workforce with low participation rates compared to the Civilian Labor Force (CLF).



# Implementation

Implementing the Strategic Plan is a process that involves all of CRD's stakeholders. This includes CRD's headquarters and field offices, the entire CG workforce and leadership, and partnering agencies throughout the U.S. Government. Planning tasks or action plans that fall in line with the objectives will help achieve the plan. A number of external factors could impede the implementation process; however, CRD will seek solutions to overcome those challenges and employ performance measures to gauge progress. The graphic below depicts the process for implementing the strategic objectives.

## Phases of Strategic Objective Implementation



## Developing Objectives and Actions

Moving from the mission to five strategic goals and from five strategic goals to 15 strategic objectives requires further planning at the action level. These 15 strategic objectives were reviewed and accepted as still relevant and not requiring changes. Like other features in this document, the supporting actions rely on transparency, collaboration, and acceptance by stakeholders. Each strategic objective is composed of subordinate initiatives that CRD will implement or improve in order to meet the goals to which they are committed. Furthermore, the strategic objectives and action plans, as previously mentioned, are not static; they may be revised based on changes in policy, procedures, mission, and vision or unforeseen circumstances. Development of the strategic objectives and action plans is just the first step in reaching the goals of the organization, as these require the full support from internal and external stakeholders.

## Implementing Objectives and Actions

CRD vetted the Strategic Plan both internally and externally. CRD staff members collected data from previous years in order to establish realistic benchmarks. These benchmarks were re-evaluated and modified to make current measurements more rigorous or appropriate for the various courses of action. Cooperation from internal and external CRD stakeholders is paramount to ensure proper measurements are monitored and achievement metrics are achievable and relevant. Performance will continue to be measured and analyzed periodically based on the nature of each specific measurement.

In 2016, CRD's leadership conducted a complete review of the Directorate's major functions to ensure that staff efforts were still in line with the 15 objectives adopted in 2012. Each staff function was mapped to the appropriate subject matter expert within the Directorate. Additionally, each of the metrics used to assess CRD's performance meeting those objectives were reviewed by stakeholders. CRD conducted this activity again in 2018. The Civil Rights Directorate formed a strategic planning working group comprised of leadership and staff level members. This group: (1) conducted a comprehensive review of earlier strategic plans (2012, 2016 and 2018); (2) reviewed the Directorate's major functions, and (3) created this current plan. The team's work was highly collaborative with all members of the Directorate, both at headquarters and in the field, being offered the opportunity to provide input. At the conclusion of this effort, the working group proposed modifying 21 metrics, adding four new metrics and deleting two obsolete metrics, resulting in a total of 35 metrics to be measured on either an annual or quarterly basis. The modifications, additions and subtractions are illustrated later in this document in Appendix B "Data Dictionary."

## Gauging Performance

Performance measures are vital to analyzing and understanding the achievement of the Strategic Plan. The Data Dictionary represents the formula by which the performance is evaluated. It delineates all aspects of the performance measure, including defining the metric, aligning the metric with goals and objectives, identifying a responsible office/ party and specifying the frequency of the evaluation. Appendix C is a sample of the

Strategic Dashboard with all 35 measures, while Appendix D describes the tools used to quantify those measures. As Exhibit 7 describes, performance measurement leads back to developing and refining objectives and actions. This feedback-loop represents CRD's commitment to constant and consistent improvement over time.

## External Factors Affecting Achievement

Factors outside CRD's control affect its ability to achieve the objectives herein; principally budget, the national economy, demographic changes, available technology, and new regulatory requirements. While unforeseen factors are to be expected, it is worth noting that they have a bearing on future plans.

- **Budget and Resources.** This document assumes a level of funding commensurate with the strategies and priorities delineated, and changes to fiscal assumptions may result in reductions to resources necessary to implement this strategy. However, the Coast Guard continuously reviews available resources and priorities to ensure that appropriate levels of support are programmed to its key functional areas, including CRD.
- **Demographic Factors.** CRD will continue to work with Coast Guard Human Resources to maintain awareness of demographic changes and their impacts.
- **Technology.** With new developments comes the ability to interact with employees and applicants in new ways. CRD must be alert to the effects of new technology on compliance and oversight. Additionally, where technology is permissible, the workforce will expect CRD to utilize it in enforcement, education, and outreach activities. Technologies are likely to emerge that will require vetting for appropriateness for civil rights functions and implementation.
- **Legal and Regulatory Changes.** Because of its enforcement and compliance role, CRD must act and react to new Federal requirements. As new regulations are announced, each must be codified into guidance that will be widely understood by employees and applicants. Each ensuing change must also be incorporated into CRD's education and outreach efforts for the workforce. Such requirements can potentially divert resources from other planned activities.

In view of the foregoing external factors and others not delineated here, CRD will continually assess and prioritize resources to best meet mission requirements.

## Reorganization of Action Items from Self-study in 2009

In September of 2008, amid myriad organizational challenges, the Director of CRD conducted a functional review and evaluation of the Coast Guard civil rights program.





For that purpose, CRD retained Booz-Allen and Hamilton (BAH), Inc. to assess the current state of the organization and to provide findings and recommendations with the goal of modernizing and professionalizing CRD. Prior program assessments had been conducted in 1999 and 2001 proposing structural and personnel changes, some of which were implemented and some of which were not., However, as anticipated, the study revealed some areas for improvement and organizational change, and recommended various structural improvements and program enhancements. As a result, CRD memorialized the recommendations and labeled them as the 53 Recommendations.

During 2010-11, the original 53 Recommendations were grouped into 29 action plans; and many of these were accomplished with the 2009 reorganization. With considerable project management training, the CRD staff further condensed the 29 action plans to 12 (these conform to the five CRD goals mentioned on page 6). In 2011, CRD added two more action plans, resulting in a total of 14 action plans covering all organizational goals and strategic objectives. These 14 action plans have been completed or were incorporated into the Strategic Plan, and are part of a recurring review process conducted by the CRD senior staff throughout each year.

<sup>2</sup> Booz-Allen Hamilton. (2009). *U.S. Coast Guard Office of Civil Rights Program Review*. Washington, DC: Author.

<sup>3</sup> Pricewaterhouse Coopers. (1999). *Top to Bottom Review of the Coast Guard Civil Rights Program*. Washington, DC: Author.

<sup>4</sup> KPMG Consulting. (2001). *Top to Bottom Review of Civil Rights/Equal Employment Opportunity Programs*. Washington, DC: Author.



# Appendix A: CRD's Strategic Bird's-eye View Sheet

## U.S. Coast Guard Civil Rights Directorate (CRD) VISION, MISSION, GOALS and OBJECTIVES

### Vision

A discrimination-free workplace where every member of, and applicant to the Coast Guard workforce has the opportunity to reach his/her/their full potential, and believes it is possible to do so without regard to: race; color; national origin; religion; sex (including gender identity, sexual harassment, pregnancy, and sexual orientation); age; disability; genetic information; marital status; parental status; political affiliation; engagement in a protected Equal Employment Opportunity (EEO) / Equal Opportunity (EO) activity or any other basis protected by law.

### Mission

Lead programs and facilitate practices which foster a discrimination-free, mission-ready workplace.

Goals		Objectives	
1	<b>Lead.</b> CRD conducts activities to assist and support Coast Guard Commanding Officers (CO)/Officers in Charge (OIC) to foster civil rights leadership. Command leadership is ultimately responsible for the Coast Guard's civil rights outcomes.	1.1	Proactively communicate the mission/vision of CRD to reach the entire Coast Guard workforce.
		1.2	Institutionalize an efficient, customer-focused CRD team through training, developing, and retaining a fully-qualified workforce.
2	<b>Adopt Strategies.</b> CRD facilitates CO/OIC in their efforts to integrate civil rights into the Coast Guard's strategic mission. Command leadership communicates through words and actions, the importance of civil rights to mission effectiveness.	2.1	Ensure an effective program to carry out the functions of CRD.
		2.2	Continue to ensure civil rights awareness and understanding at all levels of the Service so that the workforce can fulfill and comply with their EEO/EO requirements and responsibilities Coast Guard-wide.
		2.3	Secure adequate resources to effectively and efficiently carry out the planning, performance, budgeting, and execution management duties and responsibilities of CRD.

<b>3</b>	<b>Hold All Accountable.</b> CRD conducts activities which uphold CO/OIC accountability for civil rights. All managers and supervisors are responsible for the successful implementation of civil rights program elements.	<b>3.1</b>	Create and foster a collaborative, professional workplace within CRD.
		<b>3.2</b>	Promote the recognition (formal and/or informal) of CO/OIC who exhibit exemplary performance in EEO/EO program management.
		<b>3.3</b>	Implement processes and procedures (reports, training, etc.) which improve quality and timeliness of CRD services.
<b>4</b>	<b>Prevent.</b> CRD conducts activities and develops tools to assist and support CO/OIC to proactively prevent unlawful discrimination.	<b>4.1</b>	Encourage periodic self-assessments of the Coast Guard workplace at all levels consistent with EEOC's MD-715 factors.
		<b>4.2</b>	Develop and promote data and tools which help managers to understand local factors affecting the workforce EEO/EO climate.
		<b>4.3</b>	Implement and encourage EEOC MD-715 activities within CRD that exemplify model civil rights program elements.
		<b>4.4</b>	Provide an accessible, single resource for civil rights policy and requirements to the Coast Guard workforce.
<b>5</b>	<b>Efficient, Effective, Fair, Impartial Enforcement of Non-discrimination Laws.</b> CRD identifies and implements efficient practices, aimed at promoting equal opportunity for all. Command leadership embraces opportunities to resolve matters quickly and equitably, at the level closest to the issue/conflict.	<b>5.1</b>	Ensure highest EEO/EO quality for compliance and responsiveness by improving and measuring key operational processes.
		<b>5.2</b>	Identify and implement tools, resources, and activities which can be utilized early in the EEO/EO process to affect positive outcomes.
		<b>5.3</b>	Facilitate and encourage partnerships with public and private entities to increase participation by groups within the Coast Guard workforce with low participation rates compared to the Civilian Labor Force (CLF).

# Appendix B: Data Dictionary (35 Performance Measures)

**\*\* Updates/Changes are Highlighted in Red \*\***

<b>Goal Alignment:</b>	<b>Goal 1</b>	<b>Objective Alignment:</b>	<b>1.1</b> - Proactively communicate the mission/vision of CRD to reach the entire Coast Guard workforce.
<b>HQ Coordinator:</b>	COMDT (CG-00H-12) Training Program Manager	<b>Responsible Party:</b>	COMDT (CG-00H-2)
<b>Data Source:</b>	Civil Rights Awareness (CRA) Training Evaluation Forms (Regional Roll-up Reports)		
<b>Performance Measure Name:</b>	<b>1.1.01</b>	<b>Awareness of CRD's Mission</b>	
<b>Definition:</b>	The percentage of people responding to the CRA evaluation form who are aware of the CRD mission (interrelated to measures 1.02.01 and 4.04.01).		
<b>Formula:</b>	(# of people responding that they aware of the CRD mission)/ (# of people responding to the CRA evaluation form)*100. Tool 2C.		
<b>Frequency:</b>	Quarterly	<b>Unit Type:</b>	Percentage ( <i>Updated Target Value from 85% to 95%</i> )

<b>Goal Alignment:</b>	<b>Goal 1</b>	<b>Objective Alignment:</b>	<b>1.1</b> - Proactively communicate the mission/vision of CRD to reach the entire Coast Guard workforce.
<b>HQ Coordinator:</b>	COMDT (CG-00H-C)	<b>Responsible Party:</b>	COMDT (CG-00H-1)
<b>Data Source:</b>	Website Review Form		
<b>Performance Measure Name:</b>	<b>1.1.02</b>	<b>Stakeholder Communications</b>	
<b>Definition:</b>	Consistent and regular reviews of the Directorate's website.		
<b>Formula:</b>	The number of reviews and updates to the Directorate's website (on a quarterly basis). Tool 17.		
<b>Frequency:</b>	Quarterly	<b>Unit Type:</b>	Number ( <i>at least 1/quarter</i> )

*This measure was retired on 7 JUN 2017*

<b>Goal Alignment:</b>	<b>Goal 1</b>	<b>Objective Alignment:</b>	<b>1.1</b> - Proactively communicate the mission/vision of CRD to reach the entire Coast Guard workforce.
<b>HQ Coordinator:</b>	COMDT (CG-00H-C) Training Program Manager	<b>Responsible Party:</b>	COMDT (CG-00H-C)
<b>Data Source:</b>	Communications Resources Spreadsheet		
<b>Performance Measure Name:</b>	<b>1.1.03</b>	<b>Communications Resources</b>	
<b>Definition:</b>	The number of FTEs in CRD working on communications activities or products on an annual basis.		
<b>Formula:</b>	The # of FTEs in CRD working on communications activities or products on an annual basis.		
<b>Frequency:</b>	Annually	<b>Unit Type:</b>	Number

*New measure 1.01.03 adopted on 7 JUN 2017*

<b>Goal Alignment:</b>	<b>Goal 1</b>	<b>Objective Alignment:</b>	<b>1.2</b> - Institutionalize an efficient, customer-focused CRD team through training, developing, and retaining a fully-qualified workforce.
<b>HQ Coordinator:</b>	COMDT (CG-00H-12) Training Program Manager	<b>Responsible Party:</b>	COMDT (CG-00H-2)
<b>Data Source:</b>	Civil Rights Awareness (CRA) Training Evaluation Forms (Roll-up) Training Data Tool		
<b>Performance Measure Name:</b>	<b>1.2.01</b>	<b>CG Workforce Job Satisfaction with CRD Training Expertise</b>	
<b>Definition:</b>	The percentage of the CG workforce that is satisfied with the expertise provided by CRD's trainers on CRA training evaluation forms (interrelated to measures 1.01.01 and 4.04.01).		
<b>Formula:</b>	$\left( \frac{\text{\# of CRA training respondents checking "Good" or "Excellent" on Question 5 of the training evaluation questionnaire (Regional Roll-up Report)}}{\text{Total \# of CRA training respondents}} \right) * 100.$ Tool 2A.		
<b>Frequency:</b>	Quarterly	<b>Unit Type:</b>	Percentage ( <i>Updated Target Value from 85% to 95%</i> )



<b>Goal Alignment:</b>	<b>Goal 1</b>	<b>Objective Alignment:</b>	<b>1.2</b> – Institutionalize an efficient, customer-focused CRD team through training, developing, and retaining a fully-qualified workforce.
<b>HQ Coordinator:</b>	COMDT (CG-00H-12) Training Program Manager	<b>Responsible Party:</b>	COMDT (CG-00H-2)
<b>Data Source:</b>	Professional Development Tracking Sheet		
<b>Performance Measure Name:</b>	<b>1.2.02</b>	<b>EEO Counselor Mandatory Training</b>	
<b>Definition:</b>	The percentage of EEO counselors in CRD who are up-to-date with EEO Counselor training.		
<b>Formula:</b>	$\left( \frac{\text{\# of EEO counselors in CRD with documentation of up-to-date 32-hour \& 8-hour EEO Counselor training}}{\text{total \# of EEO counselors}} \right) * 100$ ;         new employees have 90 days to obtain required training. Data is compiled monthly; average of monthly values is annual value. Tool 3.		
<b>Frequency:</b>	Annually	<b>Unit Type:</b>	Percentage

<b>Goal Alignment:</b>	<b>Goal 1</b>	<b>Objective Alignment:</b>	<b>1.2</b> – Institutionalize an efficient, customer-focused CRD team through training, developing, and retaining a fully-qualified workforce.
<b>HQ Coordinator:</b>	COMDT (CG-00H-1/2) CRD CRC	<b>Responsible Party:</b>	COMDT (CG-00H-1/2)
<b>Data Source:</b>	Office Chiefs' Employee Performance Records		
<b>Performance Measure Name:</b>	<b>1.2.03</b>	<b>CRD's Measurable Employee Performance Goals and Meet Expectations</b>	
<b>Definition:</b>	The percentage of CRD civilian employees with measurable performance goals who receive at least "meets expectations" on annual performance evaluations.		
<b>Formula:</b>	$(\# \text{ of CRD employees with measurable performance goals tied to standardized requirements that receive at least "meets expectations" } / \# \text{ of employees with measurable performance goals tied to standardized requirements}) * 100.$ Tool 5A.		
<b>Frequency:</b>	Annually	<b>Unit Type:</b>	Percentage





<b>Goal Alignment:</b>	<b>Goal 2</b>	<b>Objective Alignment:</b>	<b>2.1</b> - Ensure an effective organizational program to carry out the functions of CRD.
<b>HQ Coordinator:</b>	COMDT (CG-00H-11) MD-715 Program Manager	<b>Responsible Party:</b>	COMDT (CG-00H-1/2)
<b>Data Source:</b>	Communications Resources Spreadsheet		
<b>Performance Measure Name:</b>	<b>2.1.01</b>	<b>CG EEOC MD-715 Compliance</b>	
<b>Definition:</b>	The rate of CG compliance with all EEOC MD-715 factors.		
<b>Formula:</b>	$(\# \text{ of EEOC MD-715 factors CG is in compliance with} / \# \text{ of EEOC MD-715 factors}) * 100$ . Tool 19.		
<b>Frequency:</b>	Annually	<b>Unit Type:</b>	Percentage

<b>Goal Alignment:</b>	<b>Goal 2</b>	<b>Objective Alignment:</b>	<b>2.2</b> - <i>Continue to ensure</i> civil rights awareness and understanding at all levels of the Service so that the workforce can fulfill and comply with their EEO/EO requirements and responsibilities.
<b>HQ Coordinator:</b>	COMDT (CG-00H-2S)	<b>Responsible Party:</b>	COMDT (CG-00H-2)
<b>Data Source:</b>	Command Checklist Tracking Sheet		
<b>Performance Measure Name:</b>	<b>2.2.01</b>	<b>Units with EEO/EO Objectives</b>	
<b>Definition:</b>	The percentage of units that include EEO/EO objectives in their strategic documents.		
<b>Formula:</b>	$(\# \text{ Units with 50 or more personnel assigned, per CG PAL, including reserves, who answer "Yes" to question on Command Checklist re EEO objectives in strategic plans/documents}) / (\# \text{ Units with 50 or more personnel assigned}) * 100$ . Tool 13B.		
<b>Frequency:</b>	Annually <i>(Updated to Jan)</i>	<b>Unit Type:</b>	Percentage

<b>Goal Alignment:</b>	<b>Goal 2</b>	<b>Objective Alignment:</b>	<b>2.2 – Continue to ensure</b> civil rights awareness and understanding at all levels of the Service so that the workforce can fulfill and comply with their EEO/EO requirements and responsibilities.
<b>HQ Coordinator:</b>	COMDT (CG-00H-12) Training Program Manager	<b>Responsible Party:</b>	COMDT (CG-00H-2)
<b>Data Source:</b>	CGBI Tracking Sheet		
<b>Performance Measure Name:</b>	<b>2.2.02</b>	<b>CG Workforce Compliance with BOTH Civil Rights Awareness (CRA) and Sexual Harassment Prevention (SHP) Training</b>	
<b>Definition:</b>	Percentage of CG workforce compliant with BOTH CRA and SHP training.		
<b>Formula:</b>	$(\# \text{ of CG employees compliant with BOTH CRA and SHP training} / \# \text{ of CG employees}) * 100$ . Tool 4D.		
<b>Frequency:</b>	Annually	<b>Unit Type:</b>	Percentage

<b>Goal Alignment:</b>	<b>Goal 2</b>	<b>Objective Alignment:</b>	<b>2.2 – Continue to ensure</b> civil rights awareness and understanding at all levels of the Service so that the workforce can fulfill and comply with their EEO/EO requirements and responsibilities.
<b>HQ Coordinator:</b>	COMDT (CG-00H-12) Training Program Manager	<b>Responsible Party:</b>	COMDT (CG-00H-2)
<b>Data Source:</b>	CRA Training evaluation forms (Regional Roll-up Reports)		
<b>Performance Measure Name:</b>	<b>2.2.03</b>	<b>CRA Training Provided by CRD</b>	
<b>Definition:</b>	Percentage of overall workforce who has received CRA training, computed quarterly.		
<b>Formula:</b>	$\text{Number of CG personnel that received CRA training} / \text{total population of the CG workforce (roughly 58,000 in FY2018)}$ . Tool 4B.		
<b>Frequency:</b>	Quarterly	<b>Unit Type:</b>	Percentage <i>(Updated target from 8.5% to 9%)</i>

<b>Goal Alignment:</b>	<b>Goal 2</b>	<b>Objective Alignment:</b>	<b>2.2 – Continue to ensure</b> civil rights awareness and understanding at all levels of the Service so that the workforce can fulfill and comply with their EEO/EO requirements and responsibilities.
<b>HQ Coordinator:</b>	COMDT (CG-00H-12) Training Program Manager	<b>Responsible Party:</b>	COMDT (CG-00H-2)
<b>Data Source:</b>	Sexual Harassment Prevention Training Tracking Sheet		
<b>Performance Measure Name:</b>	<b>2.2.04</b>	<b>Sexual Harassment Prevention Training Completed</b>	
<b>Definition:</b>	The percentage of CG personnel who take SHP training within the prior FY.		
<b>Formula:</b>	(Number of CG personnel who took SHP training in the prior FY, according to CGBI MT-A report / the total number of personnel) * 100. Tool 4E.		
<b>Frequency:</b>	Annually	<b>Unit Type:</b>	Percent

<b>Goal Alignment:</b>	<b>Goal 2</b>	<b>Objective Alignment:</b>	<b>2.2 – Continue to ensure</b> civil rights awareness and understanding at all levels of the Service so that the workforce can fulfill and comply with their EEO/EO requirements and responsibilities.
<b>HQ Coordinator:</b>	COMDT (CG-00H-12) SELEOS Program Manager	<b>Responsible Party:</b>	COMDT (CG-00H-1)
<b>Data Source:</b>	Senior Executive Leadership Equal Opportunity Seminar (SELEOS) Tracking Tool		
<b>Performance Measure Name:</b>	<b>2.2.05</b>	<b>CG Executive Staff who have attended SELEOS</b>	
<b>Definition:</b>	Percentage of current CG Executive Staff (Flag/SES/CMCs) who have attended SELEOS.		
<b>Formula:</b>	# of CG Executive Staff who have completed SELEOS / total number of current Executive staff * 100. Tool 4F.		
<b>Frequency:</b>	Annually (Measured in Nov)	<b>Unit Type:</b>	Percentage (Target of 85%)

<b>Goal Alignment:</b>	<b>Goal 1</b>	<b>Objective Alignment:</b>	<b>2.2 – Continue to ensure</b> civil rights awareness and understanding at all levels of the Service so that the workforce can fulfill and comply with their EEO/EO requirements and responsibilities.
<b>HQ Coordinator:</b>	COMDT (CG-00H-12) Training Program Manager	<b>Responsible Party:</b>	COMDT (CG-00H-1)
<b>Data Source:</b>	NO FEAR Act Training Completion Form		
<b>Performance Measure Name:</b>	<b>2.2.06</b>	<b>NO FEAR Act Training Completion Rate</b>	
<b>Definition:</b>	The percentage of supervisors of civilians who have completed NO FEAR Act training.		
<b>Formula:</b>	# of supervisors of civilians in the CGBI database who have completed NO FEAR Act training / total # of supervisors of civilians CG-wide. Tool 18.		
<b>Frequency:</b>	Annually (Measured in Nov)	<b>Unit Type:</b>	Percentage (Target of 90%)

*This measure was adopted on 7 JUN 2017*

<b>Goal Alignment:</b>	<b>Goal 2</b>	<b>Objective Alignment:</b>	<b>2.3 – Secure adequate resources</b> to effectively and efficiently carry out the planning, performance, budgeting, and execution management duties and responsibilities of CRD.
<b>HQ Coordinator:</b>	COMDT (CG-00H-12) Budget Manager	<b>Responsible Party:</b>	COMDT (CG-00H-1)
<b>Data Source:</b>	FPD Database Budget Tracker		
<b>Performance Measure Name:</b>	<b>2.3.01</b>	<b>Expended Budget</b>	
<b>Definition:</b>	Percentage of funding expended per FY.		
<b>Formula:</b>	(\$ expended / \$ initial budget allocation from CG-8) * 100 Include FY start and end \$ amounts within Dashboard. Tool 9B.		
<b>Frequency:</b>	Annually	<b>Unit Type:</b>	Percentage (Updated target from 98% to 100%)

<b>Goal Alignment:</b>	<b>Goal 2</b>	<b>Objective Alignment:</b>	<b>2.3</b> – Secure adequate resources to effectively and efficiently carry out the planning, performance, budgeting, and execution management duties and responsibilities of CRD.
<b>HQ Coordinator:</b>	COMDT (CG-00H-12) Budget Manager	<b>Responsible Party:</b>	COMDT (CG-00H-1)
<b>Data Source:</b>	Web Budget Model Report		
<b>Performance Measure Name:</b>	<b>2.3.02</b>	<b>Budget Adequacy</b>	
<b>Definition:</b>	Percentage of requested annual funding approved/received from CG-8.		
<b>Formula:</b>	(funds received / funds requested by CG-00H Budget Manager during annual budget development) * 100. Tool 9A.		
<b>Frequency:</b>	Annually	<b>Unit Type:</b>	Percentage

<b>Goal Alignment:</b>	<b>Goal 2</b>	<b>Objective Alignment:</b>	<b>2.3</b> – Secure adequate resources to effectively and efficiently carry out the planning, performance, budgeting, and execution management duties and responsibilities of CRD.
<b>HQ Coordinator:</b>	COMDT (CG-00H-12) Budget Manager	<b>Responsible Party:</b>	COMDT (CG-00H-1)
<b>Data Source:</b>	FPD Database Budget Tracker		
<b>Performance Measure Name:</b>	<b>2.3.03</b>	<b>Submission of Resource Proposals to RMO</b>	
<b>Definition:</b>	Participation in CG-8's annual RP process.		
<b>Formula:</b>	RP(s) submitted – yes/no. Tool 9C.		
<b>Frequency:</b>	Annually (Target is Feb)	<b>Unit Type:</b>	Y/N

<b>Goal Alignment:</b>	<b>Goal 2</b>	<b>Objective Alignment:</b>	<b>2.3</b> – Secure adequate resources to effectively and efficiently carry out the planning, performance, budgeting, and execution management duties and responsibilities of CRD.
<b>HQ Coordinator:</b>	COMDT (CG-00H-12) Training Program Manager	<b>Responsible Party:</b>	COMDT (CG-00H-1)
<b>Data Source:</b>	Financial Manager’s Monthly Budget Tracker		
<b>Performance Measure Name:</b>	<b>2.3.04</b>	<b>Financial Record Compliance</b>	
<b>Definition:</b>	The timely financial record submissions made by CRD directors.		
<b>Formula:</b>	(# of CRD regions that submit monthly financial reports/4) * 100; computed monthly, compiled annually. Annual measure is average of monthly averages. Tool 10.		
<b>Frequency:</b>	Annually	<b>Unit Type:</b>	Percentage

*This measure was adopted on 21 SEP 2018*

<b>Goal Alignment:</b>	<b>Goal 2</b>	<b>Objective Alignment:</b>	<b>2.3</b> – Secure adequate resources to effectively and efficiently carry out the planning, performance, budgeting, and execution management duties and responsibilities of CRD.
<b>HQ Coordinator:</b>	COMDT (CG-00H-12) Budget Manager	<b>Responsible Party:</b>	COMDT (CG-00H-1)
<b>Data Source:</b>	Web Budget Model Report		
<b>Performance Measure Name:</b>	<b>2.3.05</b>	<b>Annual Budget Comparison</b>	
<b>Definition:</b>	Percentage of change in FY budget received from CG-8.		
<b>Formula:</b>	(Current FY budget received / previous FY budget received) * 100 <i>Include FY funding per year within Dashboard. 9D.</i>		
<b>Frequency:</b>	Annually (Target is Nov)	<b>Unit Type:</b>	Percentage

<b>Goal Alignment:</b>	<b>Goal 3</b>	<b>Objective Alignment:</b>	<b>3.1</b> – Create and foster a collaborative, professional workplace within CRD.
<b>HQ Coordinator:</b>	COMDT (CG-00H-12) Training Program Manager	<b>Responsible Party:</b>	COMDT (CG-00H-1)
<b>Data Source:</b>	CRD Defense Equal Opportunity Climate Survey (DEOCS) Roll-up Report		
<b>Performance Measure Name:</b>	<b>3.1.01</b>	<b>CRD Workforce Job Satisfaction</b>	
<b>Definition:</b>	CRD’s workforce job satisfaction per DEOCS “Job Satisfaction” rating.		
<b>Formula:</b>	CRD’s workforce job satisfaction per DEOCS “Job Satisfaction” rating. <i>Note: Updated target measure to align with new DEOCS scale (G=&gt;3; 2.5&lt;=Y&lt;3; R&lt;2.5) Tool 7.</i>		
<b>Frequency:</b>	Annually	<b>Unit Type:</b>	Defense Equal Opportunity Survey (DEOCS) Index ( <i>Updated Target to 3</i> )

<b>Goal Alignment:</b>	<b>Goal 3</b>	<b>Objective Alignment:</b>	<b>3.1</b> – Create and foster a collaborative, professional workplace within CRD.
<b>HQ Coordinator:</b>	COMDT (CG-00H-1/2) CRD CRC	<b>Responsible Party:</b>	COMDT (CG-00H-1/2)
<b>Data Source:</b>	Office Chiefs’ Employee Performance Records		
<b>Performance Measure Name:</b>	<b>3.1.02</b>	<b>CRD Supervisor Performance Evaluations</b>	
<b>Definition:</b>	Regional, zone, and headquarters CRD civilian supervisors who meet performance standards.		
<b>Formula:</b>	(#of CRD civilian supervisors who receive at least “meets” ratings on the leadership competencies of their annual evaluations / # of CRD supervisors) * 100. Tool 5B.		
<b>Frequency:</b>	Annually	<b>Unit Type:</b>	Percentage

<b>Goal Alignment:</b>	<b>Goal 3</b>	<b>Objective Alignment:</b>	<b>3.2</b> – Promote the recognition (formal and informal) of CO/OIC who exhibit exemplary performance in EEO/EO program management.
<b>HQ Coordinator:</b>	COMDT (CG-00H-11) Awards Manager	<b>Responsible Party:</b>	COMDT (CG-00H-1)
<b>Data Source:</b>	Award Submissions Report from Annual Solicitation		
<b>Performance Measure Name:</b>	<b>3.2.01</b>	<b>Award Nominations of CG Leadership</b>	
<b>Definition:</b>	Recognition of positive EEO leadership.		
<b>Formula:</b>	The number of leaders nominated for positive recognition of their EEO related activities. Tool 20.		
<b>Frequency:</b>	Annually	<b>Unit Type:</b>	Number

<b>Goal Alignment:</b>	<b>Goal 3</b>	<b>Objective Alignment:</b>	<b>3.2</b> – Promote the recognition (formal and informal) of CO/OIC who exhibit exemplary performance in EEO/EO program management.
<b>HQ Coordinator:</b>	COMDT (CG-00H-11) Awards Manager	<b>Responsible Party:</b>	COMDT (CG-00H-1)
<b>Data Source:</b>	CRD Awards and Recognition Report		
<b>Performance Measure Name:</b>	<b>3.2.02</b>	<b>Award Nominations by CO/OIC</b>	
<b>Definition:</b>	CO/OIC participation in EEO/EO Awards.		
<b>Formula:</b>	$\frac{(\# \text{ award nominations made by CO/OIC during the FY for outreach awards sponsored by the DOD Office of Diversity Management \& Equal Opportunity (ODMEO)})}{(\text{total \# awardees})}$ Tool 6.		
<b>Frequency:</b>	Annually	<b>Unit Type:</b>	Number



<b>Goal Alignment:</b>	<b>Goal 3</b>	<b>Objective Alignment:</b>	<b>3.3</b> – Implement processes and procedures (reports, training, etc.) which improve quality and timeliness of CRD services.
<b>HQ Coordinator:</b>	COMDT (CG-00H-E)	<b>Responsible Party:</b>	COMDT (CG-00H-E)
<b>Data Source:</b>	CRD EA SOP Library Checklist		
<b>Performance Measure Name:</b>	<b>3.3.01</b>	<b>CRD Processes with Established SOPs</b>	
<b>Definition:</b>	The percentage of CRD processes for which an updated SOP is in effect.		
<b>Formula:</b>	(# of major CRD processes for which an updated SOP is in effect / # of major CRD processes) * 100. Tool 12.		
<b>Frequency:</b>	Annually (Updated to Jan)	<b>Unit Type:</b>	Percentage

*This measure was retired on 7 JUN 2017*

<b>Goal Alignment:</b>	<b>Goal 3</b>	<b>Objective Alignment:</b>	<b>3.3</b> – Implement processes and procedures (reports, training, etc.) which improve quality and timeliness of CRD services.
<b>HQ Coordinator:</b>	COMDT (CG-00H-12)	<b>Responsible Party:</b>	COMDT (CG-00H-1)
<b>Data Source:</b>	Major Administrative/Support Processes Spreadsheet		
<b>Performance Measure Name:</b>	<b>3.3.02</b>	<b>Major Administrative/Support Functions with a Checklist</b>	
<b>Definition:</b>	The percentage of major administrative/support functions that have checklists.		
<b>Formula:</b>	(# of major admin/support functions that have checklists / # of admin/support functions) * 100		
<b>Frequency:</b>	Annually	<b>Unit Type:</b>	Percentage

<b>Goal Alignment:</b>	<b>Goal 4</b>	<b>Objective Alignment:</b>	<b>4.1</b> – Encourage periodic self-assessments of the Coast Guard workplace at all levels consistent with EEOC’s MD-715 factors.
<b>HQ Coordinator:</b>	COMDT (CG-00H-2) Senior Technical Advisor	<b>Responsible Party:</b>	COMDT (CG-00H-2)
<b>Data Source:</b>	Command Checklist Compliance Matrix		
<b>Performance Measure Name:</b>	<b>4.1.01</b>	<b>Command Checklist Compliance</b>	
<b>Definition:</b>	Command Checklist compliance CG-wide.		
<b>Formula:</b>	$(\# \text{ of Units completing Command Checklists}) / (\text{Total \# of CG units with 50 or more personnel assigned, per CG PAL, including reserves}) * 100.$ Tool 13A.		
<b>Frequency:</b>	Annually <i>(Updated to Jan)</i>	<b>Unit Type:</b>	Percentage <i>(Increased from 90% to 100%)</i>

<b>Goal Alignment:</b>	<b>Goal 4</b>	<b>Objective Alignment:</b>	<b>4.1</b> – Encourage periodic self-assessments of the Coast Guard workplace at all levels consistent with EEOC’s MD-715 factors.
<b>HQ Coordinator:</b>	COMDT (CG-00H-2) Senior Technical Advisor	<b>Responsible Party:</b>	COMDT (CG-00H-2)
<b>Data Source:</b>	Command Checklist Compliance Matrix		
<b>Performance Measure Name:</b>	<b>4.1.02</b>	<b>EO Reviews CG-wide</b>	
<b>Definition:</b>	The number of EO reviews conducted CG-wide.		
<b>Formula:</b>	# of EO reviews conducted CG-wide. Tool 14A.		
<b>Frequency:</b>	Annually	<b>Unit Type:</b>	Number



<b>Goal Alignment:</b>	<b>Goal 4</b>	<b>Objective Alignment:</b>	<b>4.2 – Develop and promote data management tools which help Coast Guard managers to understand local factors affecting the workforce EO climate.</b>
<b>HQ Coordinator:</b>	COMDT (CG-00H-E) DEOMI Liaison	<b>Responsible Party:</b>	COMDT (CG-00H-E)
<b>Data Source:</b>	DEOMI DEOCS Database		
<b>Performance Measure Name:</b>	<b>4.2.01</b>	<b>Units Utilizing DEOCS</b>	
<b>Definition:</b>	The percentage of CG units utilizing the Defense Equal Opportunity Climate Survey (DEOCS).		
<b>Formula:</b>	$(\# \text{ of CG units utilizing DEOCS} / \text{total} \# \text{ of CG units required to conduct DEOCS}) * 100$ . Tool 21.		
<b>Frequency:</b>	Annually	<b>Unit Type:</b>	Percentage <i>(Increased target from 50% to 90%)</i>

<b>Goal Alignment:</b>	<b>Goal 4</b>	<b>Objective Alignment:</b>	<b>4.2</b> – Develop and promote data management tools which help Coast Guard managers to understand local factors affecting the workforce EO climate.
<b>HQ Coordinator:</b>	COMDT (CG-00H-11) MD-715 Program Manager	<b>Responsible Party:</b>	COMDT (CG-00H-1)
<b>Data Source:</b>	Part I of CG EEOC MD-715 Annual Report		
<b>Performance Measure Name:</b>	<b>4.2.02</b>	<b>EEO Barrier Correction</b>	
<b>Definition:</b>	The percentage of identified barriers to EEO for which CRD/Barrier Analysis Team has made a recommendation for correction.		
<b>Formula:</b>	(Number of identified barriers to EEO for which a corrective action has been taken / Number of identified barriers) * 100; if no barriers have been identified, measurement value = 100 percent. Tool 24.		
<b>Frequency:</b>	Annually	<b>Unit Type:</b>	Percentage ( <i>Decreased target from 100% to 90%</i> )

<b>Goal Alignment:</b>	<b>Goal 4</b>	<b>Objective Alignment:</b>	<b>4.3</b> – Implement and encourage EEOC MD-715 activities within CRD that exemplify model civil rights program elements.
<b>HQ Coordinator:</b>	COMDT (CG-00H-12) Training Program Manager	<b>Responsible Party:</b>	COMDT (CG-00H-1)
<b>Data Source:</b>	Defense Equal Opportunity Climate Survey Roll-up Report		
<b>Performance Measure Name:</b>	<b>4.3.01</b>	<b>CRD DEOCS Rating</b>	
<b>Definition:</b>	The average DEOCS rating for CRD.		
<b>Formula:</b>	The sum of all DEOCS ratings for CRD / # of DEOCS factors. <i>Note: Updated target measure to align with new DEOCS scale (G=&gt;3; 2.5&lt;=Y&lt;3; R&lt;2.5). Tool 22.</i>		
<b>Frequency:</b>	Annually ( <i>Updated to Feb</i> )	<b>Unit Type:</b>	Defense Equal Opportunity Survey (DEOCS) Index ( <i>Updated target to 3</i> )

<b>Goal Alignment:</b>	<b>Goal 4</b>	<b>Objective Alignment:</b>	<b>4.4</b> – Provide an accessible, single resource for civil rights policy and requirements to the Coast Guard workforce.
<b>HQ Coordinator:</b>	COMDT (CG-00H-12) Training Program Manger	<b>Responsible Party:</b>	COMDT (CG-00H-2)
<b>Data Source:</b>	Civil Rights Training Effectiveness Matrix		
<b>Performance Measure Name:</b>	<b>4.4.01</b>	<b>CR Manual Access Knowledge</b>	
<b>Definition:</b>	The percentage of people completing Civil Rights Awareness (CRA) training evaluation forms who acknowledge that they know how to access the CR Manual (interrelated to measures 1.01.01 and 1.02.01).		
<b>Formula:</b>	(# of people completing CRA Training Evaluation forms (Regional Roll-up Reports) who acknowledge how to access the CR Manual / # of people completing CRA Training Eval forms) * 100; data provided quarterly by region; measure is average of regional input. Tool 2B.		
<b>Frequency:</b>	Quarterly	<b>Unit Type:</b>	Percentage <i>(Increased target from 85% to 95%)</i>

<b>Goal Alignment:</b>	<b>Goal 4</b>	<b>Objective Alignment:</b>	<b>4.4</b> – Provide an accessible, single resource for civil rights policy and requirements to the Coast Guard workforce.
<b>HQ Coordinator:</b>	COMDT (CG-00H-11) CRD Policy Program Manger	<b>Responsible Party:</b>	COMDT (CG-00H-1)
<b>Data Source:</b>	Policy Implementation Tracker		
<b>Performance Measure Name:</b>	<b>4.4.02</b>	<b>CRD Policy/Manual Review</b>	
<b>Definition:</b>	CRD policy statements/CRD Manual submitted for internal CRD review..		
<b>Formula:</b>	Notation of whether or not CRD policy statements and/or the CRD Manual have been submitted for annual, internal CRD review. Tool 23.		
<b>Frequency:</b>	Annually <i>(Updated to Feb)</i>	<b>Unit Type:</b>	Binary Yes or No

<b>Goal Alignment:</b>	<b>Goal 5</b>	<b>Objective Alignment:</b>	<b>5.1</b> – Ensure highest EEO/EO quality for compliance and responsiveness by improving and measuring key operational processes.
<b>HQ Coordinator:</b>	COMDT (CG-00H-2S)	<b>Responsible Party:</b>	COMDT (CG-00H-2)
<b>Data Source:</b>	Solutions and Complaints Data Matrix		
<b>Performance Measure Name:</b>	<b>5.1.01</b>	<b>Pre-complaint Counseling Completion</b>	
<b>Definition:</b>	The percentage of pre-complaint counseling activities completed by CG-00H within the required timeframe.		
<b>Formula:</b>	$(\# \text{ of pre-complaint counseling opportunities completed by CG-00H within the required timeframe} / \# \text{ of pre-complaint counseling opportunities}) * 100$ . Tool 14B.		
<b>Frequency:</b>	Annually	<b>Unit Type:</b>	Percentage

<b>Goal Alignment:</b>	<b>Goal 5</b>	<b>Objective Alignment:</b>	<b>5.1</b> – Ensure highest EEO/EO quality for compliance and responsiveness by improving and measuring key operational processes.
<b>HQ Coordinator:</b>	COMDT (CG-00H-2S)	<b>Responsible Party:</b>	COMDT (CG-00H-2)
<b>Data Source:</b>	Solutions and Complaints Data Matrix		
<b>Performance Measure Name:</b>	<b>5.1.02</b>	<b>Investigation Completion Timeliness</b>	
<b>Definition:</b>	The percentage of investigations completed by CG-00H within the required timeframe.		
<b>Formula:</b>	$(\# \text{ of investigations completed by CG-00H within the required timeframe} / \# \text{ of investigations completed}) * 100$ . Tool 14C.		
<b>Frequency:</b>	Annually	<b>Unit Type:</b>	Percentage

<b>Goal Alignment:</b>	<b>Goal 5</b>	<b>Objective Alignment:</b>	<b>5.2</b> – Identify and implement tools, resources, and activities which can be utilized early in the EO process to effect positive outcomes.
<b>HQ Coordinator:</b>	COMDT (CG-00H-2S)	<b>Responsible Party:</b>	COMDT (CG-00H-2)
<b>Data Source:</b>	Solutions and Complaints Data Matrix		
<b>Performance Measure Name:</b>	<b>5.2.01</b>	<b>Resolution Rate</b>	
<b>Definition:</b>	The percentage of complaints processed by CG-00H that did not result in a formal complaint.		
<b>Formula:</b>	$(\# \text{ of pre-complaints processed by CG-00H that did not result in a formal complaint} / \# \text{ of complaints initiated}) * 100$ . Tool 14D.		
<b>Frequency:</b>	Annually	<b>Unit Type:</b>	Percentage

<b>Goal Alignment:</b>	<b>Goal 5</b>	<b>Objective Alignment:</b>	<b>5.3</b> – Facilitate and encourage partnerships with public and private entities to increase participation by groups within the Coast Guard workforce with low participation rates compared to the Civilian Labor Force (CLF).
<b>HQ Coordinator:</b>	COMDT (CG-00H-11) PIE Program Manager	<b>Responsible Party:</b>	COMDT (CG-00H-1)
<b>Data Source:</b>	PIE Program Satisfaction Survey Report		
<b>Performance Measure Name:</b>	<b>5.3.01</b>	<b>PIE Program Satisfaction</b>	
<b>Definition:</b>	The percentage of schools satisfied with the Coast Guard PIE Program.		
<b>Formula:</b>	$(\# \text{ of registered PIE schools satisfied with CG PIE Program} / \# \text{ of schools who participate in survey}) * 100$ . Tool 25.		
<b>Frequency:</b>	Annually	<b>Unit Type:</b>	Percentage

<b>Goal Alignment:</b>	<b>Goal 5</b>	<b>Objective Alignment:</b>	<b>5.3</b> – Facilitate and encourage partnerships with public and private entities to increase participation by groups within the Coast Guard workforce with low participation rates compared to the Civilian Labor Force (CLF).
<b>HQ Coordinator:</b>	COMDT (CG-00H-11) PIE Program Manager	<b>Responsible Party:</b>	COMDT (CG-00H-1)
<b>Data Source:</b>	PIE Program Satisfaction Survey Report		
<b>Performance Measure Name:</b>	<b>5.3.02</b>	<b>CG Units with PIE Programs</b>	
<b>Definition:</b>	Total number of CG units with registered PIE programs.		
<b>Formula:</b>	#of CG units with registered PIE programs on 1 July (i.e. at the end of the school year); registration begins annually on 1 Aug (beginning of school year). Tool 11.		
<b>Frequency:</b>	Annually	<b>Unit Type:</b>	Number <i>(Increased target from 125 to 160)</i>





# Addendum: **Civil Rights Strategic Plan 2025** (Additional actions as of 1 June 2025)

The following additional actions fall within CRSP-2025, specifically **Goal 2 Adopt Strategies;**  
**Objective 2.3** *Continue to ensure civil rights awareness and understanding at all levels of the Service so that the workforce can fulfill and comply with their EEO/EO requirements and responsibilities Coast Guard-wide.* Specifically, the following activities will be added.

## **Objective 2.02.06** **Stronger Together Listening Sessions - NEW**

Racism continues to threaten pillars of justice and equality on which our nation stands. Its presence in our workforce threatens readiness. We must accept the difficult truth that members of society, and our workforce continue to feel un-heard, under-valued, and less than fully accepted members of the overall Coast Guard community.

Listening sessions are indicated with the goal of understanding what African American workforce members experience in society and elsewhere, and to have others recognize ways in which they can be attentive to this problem. In a learning sense, listening allows the total workforce to demonstrate that they are paying attention to thoughts, feelings and needs of African American employees (seeing the world through their eyes). This is crucial to establishing and maintaining productive relationships. Some of what we are experiencing as a nation has roots in failure to creating spaces for listening, and being able to express grief, frustration, anger and fear before it becomes unbearable. CRD will reach out to other appropriate entities to conduct activities collaboratively, for example Employee Assistance Programs, HSWL, and the Chaplain network.

**Target:** 5 Sessions

**Measure:** CRD will evaluate comments from members who participate.

## **Objective 2.02.07** **Employee Resource Page - NEW**

It is not enough to acknowledge, condemn, or passively disapprove systemic inequity. We can also provide opportunities to continue the journey into learning and putting that learning into action. To that end, an employee resource page with books, DVDs, movie titles, podcasts, links, museum displays will help employees to take this journey.

**Target:** 1 Employee Resource Page

**Measure:** Publication of page



### **Objective 2.02.08**

#### ***Professional Development for African American Aspiring Executives (Focus is attendance by Low-Participation Groups, however everyone in the workforce is welcome) - NEW***

Employees also must believe and experience that they can succeed as far as their talent and ambition take them. For this reason, a session on senior executive leadership be offered through affinity groups to target particularly under-participating work groups. Though everyone may not aspire to leadership in the public sector, either as a civilian member or for others post-military service, it is nonetheless important that the Coast Guard support activities which de-mystify the process, and to invite workforce members at all levels to understand and begin to develop and document their performance of the competences proven to curate effective Federal leadership.

**Target:** 2 Sessions

**Measure:** Number of sessions held

### **Objective 2.02.09**

#### ***Conflict Resolution Conversations - NEW***

The Civil Rights Directorate will be hosting conversations using a collaborative platform aimed at expanding workforce members' knowledge of resolving workplace conflict. During periodic 1-hour sessions, guest and speakers, experts will discuss leading practices. Speakers will be sought for traditional topics such as Alternative Dispute Resolution, and settling claims focused on the EEO protected classes: race, color, religion, creed, gender, sex (including pregnancy), sexual orientation, gender identity or expression, national origin, ancestry, age, and marital status.

# Appendix C: Sample Strategic Dashboard (35 Performance Measures)

	Measure #	Tool #	Performance Measure Name	Responsible Office	DD MM YY Update	Target	Formula	Frequency
					Actual			
1	1:01:01	2C	Awareness of CRD's Mission	CG-00H-1	98.13	95	(# people responding that they are aware of CRD's mission/# People responding to CRA evaluation form)*100	Quarterly (Nov/Feb/May/Aug)
2	1:01:02	17	...	CG-00H-C	N/A	1	# of updates and/or review of the Directorate's website. Goal is at least once per quarter.	Quarterly (Nov/Feb/May/Aug)
3	1:01:03	18	No FEAR Act Training Completion Rate	CG-00H-1	N/A	90.0	#of supervisors of civilians who have completed NO FEAR Act training / total # of supervisors of civilians CG-wide	Annually (Nov)
4	1:02:01	2A	CG Workforce Satisfaction with CRD Training Expertise	CG-00H-1	100.0	95	(# CG training respondents marking "Good" or "Excellent" on Question 5 of Roll-up Report) / (# CG training respondents) *100; data provided quarterly by region; measure is avg of region inputs.	Quarterly (Nov/Feb/May/Aug)
5	1:02:02	3	EEO Counselor Mandatory Training	CG-00H-1	100	100	(# of counselors with 32&8-hr training)/(# counselors who require it)*100; computed monthly; beginning Jan 2013, annual measure is avg of monthlies. New employees have 90 days to get training before adding them to the equation.	Annually (Nov)
6	1:02:03	5A	CRD's Measurable Employee Performance Goals & Meet Expectations	CG-00H-1&2	100	100	(# CRD employees with measurable performance goals tied to standardized requirements that receive at least "meets expectations" or equivalent/# employees with measurable performance goals tied to standardized requirements)*100	Annually (May)
7	1:02:04	3B	CRSPs with Basic Mediation Training	CG-00H-1	N/A	90.0	(# of CRSPs who have completed Basic Mediation training / total # of CRSPs with > 180 days in the CRSP position)	Annually (Nov)
8	2:01:01	19	CG EEOC MD-715 Compliance	CG-00H-1	99.0	100	(# of EEOC MD-715 Part G factors CG is in compliance with/# of EEOC MD-715 Part G factors)*100	Annually (Feb)
9	2:02:01	13B	Units with EEO/EO Objectives	CG-00H-2	92.5	100	(# Units with 50 or more personnel assigned, per CG PAL, including reserves, who answer "Yes" to question on Command Checklist re: EEO objectives in strategic plans/documents)/(# Units with 50 or more personnel assigned)*100	Annually (Jan)

10	2:02:02	4D	CG Workforce Compliance with BOTH CRA and SHP Training	CG-00H-1	77	90	(# CG employees compliant w/ BOTH Civil Rights Awareness (CRA) and Sexual Harassment Prevention (SHP) trng/# CG employees)*100	Annually (Nov)
11	2:02:03	4B	CRA Training Provided By CRD	CG-00H-1	7.50	9	Percent of overall workforce that receives CRA training, computed quarterly. Figures from consolidated data from Regional Roll-up Reports submitted to Training Officer, and results divided by total CG workforce (~60K in FY12).	Quarterly (Nov/Feb/May/Aug)
12	2:02:04	4E	Sexual Harassment Prevention Training Sessions Completed	CG-00H-1	75.4	90	Number of CG personnel who took SHP training in the preceding 365 days, according to CGBI MT-A report, divided by the total number of personnel.	Annually (Nov)
13	2:03:01	9B					Intentionally Blank	
14	2:03:02	9A					Intentionally Blank	
15	2:03:03	9C					Intentionally Blank	
16	2:03:04	10					Intentionally Blank	
17	2:03:05	9D					Intentionally Blank	
18	3:01:01	7	CRD Workforce Job Satisfaction	CG-00H-1	N/A	3	CRD's workforce job satisfaction per DEOCS "Job Satisfaction" rating. Note: Update target measure to align with new DEOCS scale (G=>3, Y=>2.5; R<2.5)	Annually (Nov)
19	3:01:02	5B	CRD Management and Leadership Performance Evaluations	CG-00H-1&2	100	100	(# CRD supervisors who receive at least "meets", or equivalent ratings on the leadership competencies of their annual evaluations / # CRD supervisors) *100	Annually (May)
20	3:02:01	20	Award Nominations of CG Leadership	CG-00H-1	N/A	1	(# of leaders nominated for recognition for civil rights efforts or accomplishments.	Annually (Nov)
21	3:02:02	6& C25	Award Nominations by COs/OICs	CG-00H-1	2.7	2	(# award nominations made by COs/OICs during the FY for outreach awards sponsored by the DOD Office of Diversity Management & Equal Opportunity (ODMEO) ) / (total # awardees)	Annually (Nov)
22	3:03:01	12	CRD Processes with Established SOPs	CG-00H-E	69	100	(# of major CRD processes for which an updated SOP is in effect / # of major CRD processes) * 100	Annually (Jan)

23	4:01:01	13A	Command Checklist Compliance	CG-00H-2	100	100	(# Units with 50 or more personnel assigned, per CG PAL, including reserves, who complete Command Checklist re: EEO objectives in strategic plans/ documents))/(# Units with 50 or more personnel assigned)*100	Annually (Jan)
24	4:01:02	14A	EO Reviews CG-wide	CG-00H-2	22	15	# of EO reviews conducted CG-wide	Annually (Nov)
25	4:02:01	21	Units Utilizing DEOCS	CG-00H-E	N/A	90	(# of CG units utilizing DEOCS / total # of CG units required to conduct DEOCS) *100	Annually (Nov)
26	4:02:02	24	EEO Barrier Correction	CG-00H-1	100	90	(Number of identified barriers to EEO for which a corrective action has been taken / Number of identified barriers) * 100; if no barriers have been identified, measurement value = 100 percent.	Annually (Feb)
27	4:03:01	22	CRD DEOCS Rating	CG-00H-1	N/A	3	The sum of all DEOCS ratings for CRD / # of DEOCS factors. Note: Updated target measure to align with new DEOCS scale (G=>3; 2.5<=Y<3; R<2.5	Annually (Feb)
28	4:04:01	2B	CR Manual Access Knowledge	CG-00H-2	95	95	(# people completing CRA training eval forms who check that they know how to access CR manual / # people completing CRA training eval forms)*100; data provided quarterly by region; measure is average of region inputs.	Quarterly (Nov/Feb/ May/Aug)
29	4:04:02	23	CRD Policy/ Manual Review	CG-00H-1	100	Y/N	CRD policies/manual developed and submitted for internal CG clearance on an annual basis.	Annually (Feb)
30	5:01:01	14B	Pre-Complaint Counseling Completion Timeliness	CG-00H-2	100	100	(# pre-complaint counseling opportunities completed within the required time frame / # pre-complaint counseling opportunities) *100	Annually (Nov)
31	5:01:02	14C	Investigation Completion Timeliness	CG-00H-2	89	100	(# investigations completed within the required time frame / # investigations completed) *100	Annually (Nov)
32	5:02:01	14D	Resolution Rate	CG-00H-2	55	50	(# of pre-complaints that did not result in a formal complaint / # of complaints initiated) * 100	Annually (Nov)
33	5:03:01	25	PIE Program Satisfaction	CG-00H-1	98	90	(# registered PIE schools satisfied with CG PIE Program / # schools responding to satisfaction survey) *100	Annually (Nov)
34	5:03:02	11	CG Units with PIE Programs	CG-00H-1	190	160	# CG units with registered PIE programs on 1 July (end of academic year); new year measures begin 1 Aug;	Annually (Nov)
35	2:02:05	4F	CG Executive Staff that attended SELEOS	CG-00H-1	N/A	85	(# of CG Executive Staff who have completed SELEOS / total number of current Executive staff * 100)	Annually (Nov)

# Appendix D: Tool Descriptions (35 Performance Measures)

<b>Tool</b>	<b>Tool Description</b>	<b>Responsible Office</b>
2A	CG Workforce Satisfaction with CRD Training Expertise	CG-00H-2
2B	CR Manual Access Knowledge	CG-00H-1
2C	Awareness of CRD's Mission	CG-00H-2
3	EEO Counselor Mandatory Training	CG-00H-1
3B	CRSPs with Basic Mediation Training	CG-00H-1
4B	CRA Training Provided By CRD	CG-00H-2
4D	CG Workforce Compliance with BOTH CRA and SHP Training	CG-00H-1
4E	Sexual Harassment Prevention Training Sessions Completed	CG-00H-1
4F	CG Executive Staff that attended SELEOS	CG-00H-1
5A	CRD's Measurable Employee Performance Goals & Meet Expectations	CG-00H-1
5B	CRD Management and Leadership Performance Evaluations	CG-00H-1
6	Award Nominations by COs/OICs	CG-00H-1
7	CRD Workforce Job Satisfaction	CG-00H-1
9A	Budget Adequacy	CG-00H-1
9B	Expended Budget	CG-00H-1
9C	Unfunded Programs	CG-00H-1
9D	Annual Budget Comparison	CG-00H-1
10	Financial Record Compliance	CG-00H-1
11	CG Units with PIE Programs	CG-00H-1
12	Major Operations (OPS) Processes with Established SOPs	CG-00H-2
13A	Command Checklist Compliance	CG-00H-2

13B	Units with EEO/EO Objectives	CG-00H-2
14A	EO Reviews CG-wide	CG-00H-2
14B	Pre-Complaint Counseling Completion Timeliness	CG-00H-2
14C	Investigation Completion Timeliness	CG-00H-2
14D	Resolution Rate	CG-00H-2
17	Stakeholder Communications	CG-00H-C
18	Communications Resources	CG-00H-C
19	CG EEOC MD-715 Compliance	CG-00H-1
20	Award Nominations of CG Leadership	CG-00H-1
21	Units Utilizing DEOCS	CG-00H-1
22	CRD DEOCS Rating	CG-00H-1
23	CRD Policy Submission Timeliness	CG-00H-1
24	EEO Barrier Correction	CG-00H-1
25	PIE Program Satisfaction	CG-00H-1





**SEPTEMBER 2020**

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COMMANDANT (CG-00H)  
WASHINGTON, D.C.

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