

CHARTING THE COURSE: CREATING AN INCLUSIVE ENVIRONMENT FOR WOMEN IN THE U.S. COAST GUARD

Commander Patti Tutalo and Commander Erin Williams





Who We Represent



Office of Diversity & Inclusion

- Develops strategy
- Policy Advisors
- Gender Policy Advisor position started in 1992
- Leadership Excellence Diversity Advisory Council Lead
- Affinity Group Council Lead

CG Women's Leadership Initiative

- Grassroots effort
- Started in 2012
- Funded by Endowment
- Volunteer run
- 25 nation-wide chapters
- Major symposiums

What do these numbers represent?

Women are **300%** more likely to be discharged from the U.S. Coast Guard than men for non-compliance with weight standards.

Yet women comprise less than **15%** of the workforce.

But what's the *REAL* issue – obesity, policy, bias, discrimination, procedures?

A QUICK HISTORY

From 1990 to present, many issues remain unresolved.

Diversity

Inclusion

1976

'90

'92

'94

2014-18

2019

7.5%

14.7%

Women Fully Integrated

CORE VALUES Introduced
Honor - Respect - Devotion to duty

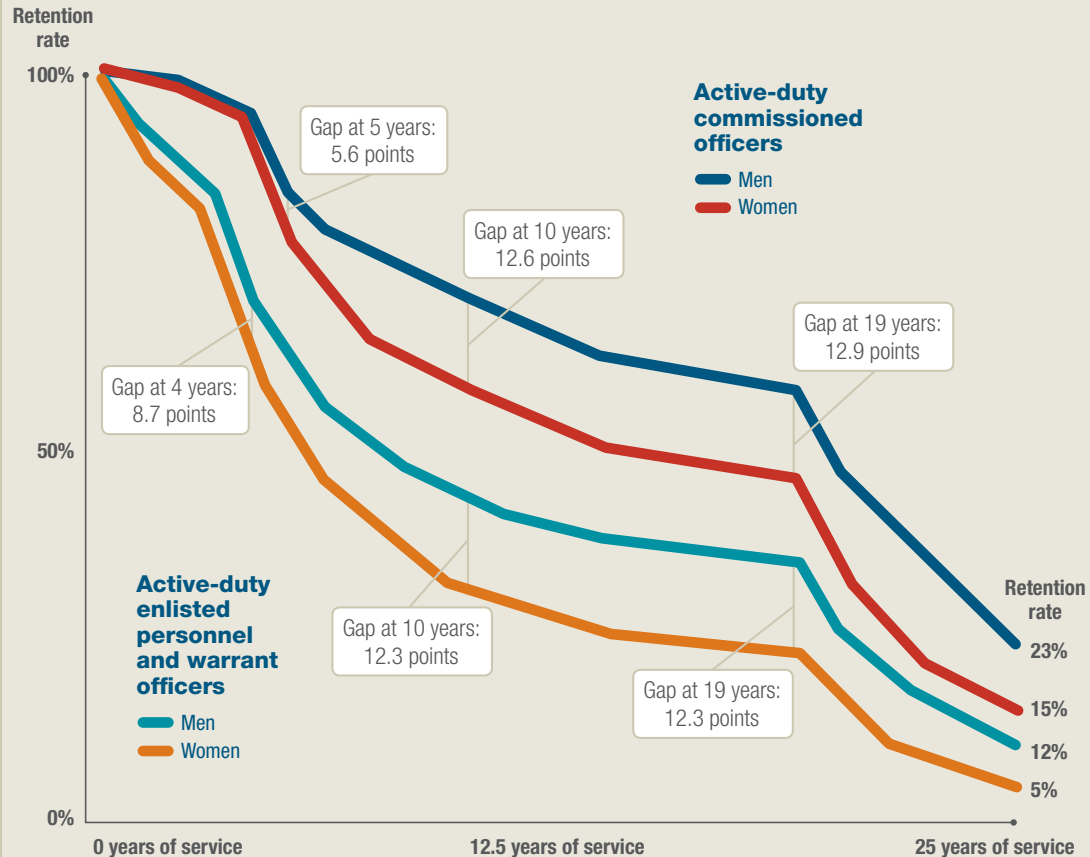
HOLISTIC ANALYSIS

CG Academy
Climate
Assessment

First Study of
Women in the CG

- Female Afloat Assignment Optimization
- The CG as 21st Century Employer of Choice: Impacting the Retention of Women in the Service (WLI)
- Breastfeeding and Work-Related Travel
- Duty to People: Retaining CG Women
- Career Intentions Survey
- Blended Retirement System Impact on Gender Retention
- CG Temporary Separations Talent Retention Program
- Women's Retention Challenge (CG Innovation Program)

The Coast Guard retains women at a lower rate than men (fiscal years 2005 to 2016)



Women are leaving the Coast Guard at a significantly greater rate than men.

Women's Retention Study and Holistic Analysis



Improving Gender Diversity in the U.S. Coast Guard

Identifying Barriers to Female Retention

KIMBERLY CURRY HALL, KIRSTEN M. KELLER, DAVID SCHULKER, SARAH WEILANT, KATHERINE L. KIDDER, NELSON LIM

- Identify the root causes of female attrition in the Coast Guard
- Develop recommendations to help mitigate identified barriers to Coast Guard women's retention.

<https://www.rand.org/topics/united-states-coast-guard.html>

Findings

WORK ENVIRONMENT

- Leadership
- Gender bias and discrimination
- Sex harassment and assault
- Workload and resource issues
- Weight standards

CAREER

- Advancement
- Assignments
- Civilian opportunities

FAMILY / PERSONAL

- Balancing family and career
- Civilian spouse
- Active-duty spouse
- Children
- Pregnancy and breastfeeding

Findings from the HSOAC Study	Studies Specific to the Coast Guard					
	Study of Women in the Coast Guard (1990)	The Coast Guard as a 21st-Century Employer of Choice (2016)	Duty to People: Retaining Coast Guard Women (2017)	Career Intentions Survey (CIS) (2017)	Women's Retention Crowd-sourcing Report (2018)	Breastfeeding and Work-Related Travel Memorandum (2016)
Work environment						
Leadership	✓	✓	✓	✓	✓	
Gender bias and discrimination	✓	✓	✓	✓	✓	
Sex harassment and assault	✓		✓	✓	✓	
Workload and resource issues			✓			
Weight standards	✓				✓	
Career						
Advancement	✓	✓	✓	✓	✓	
Assignments	✓	✓	✓	✓	✓	✓
Civilian opportunities		✓	✓			
Family/Personal						
Balancing family and career	✓	✓	✓	✓	✓	✓
Civilian spouse	✓		✓			
Active-duty spouse	✓	✓	✓			
Children	✓		✓			
Pregnancy and breastfeeding	✓	✓	✓			✓

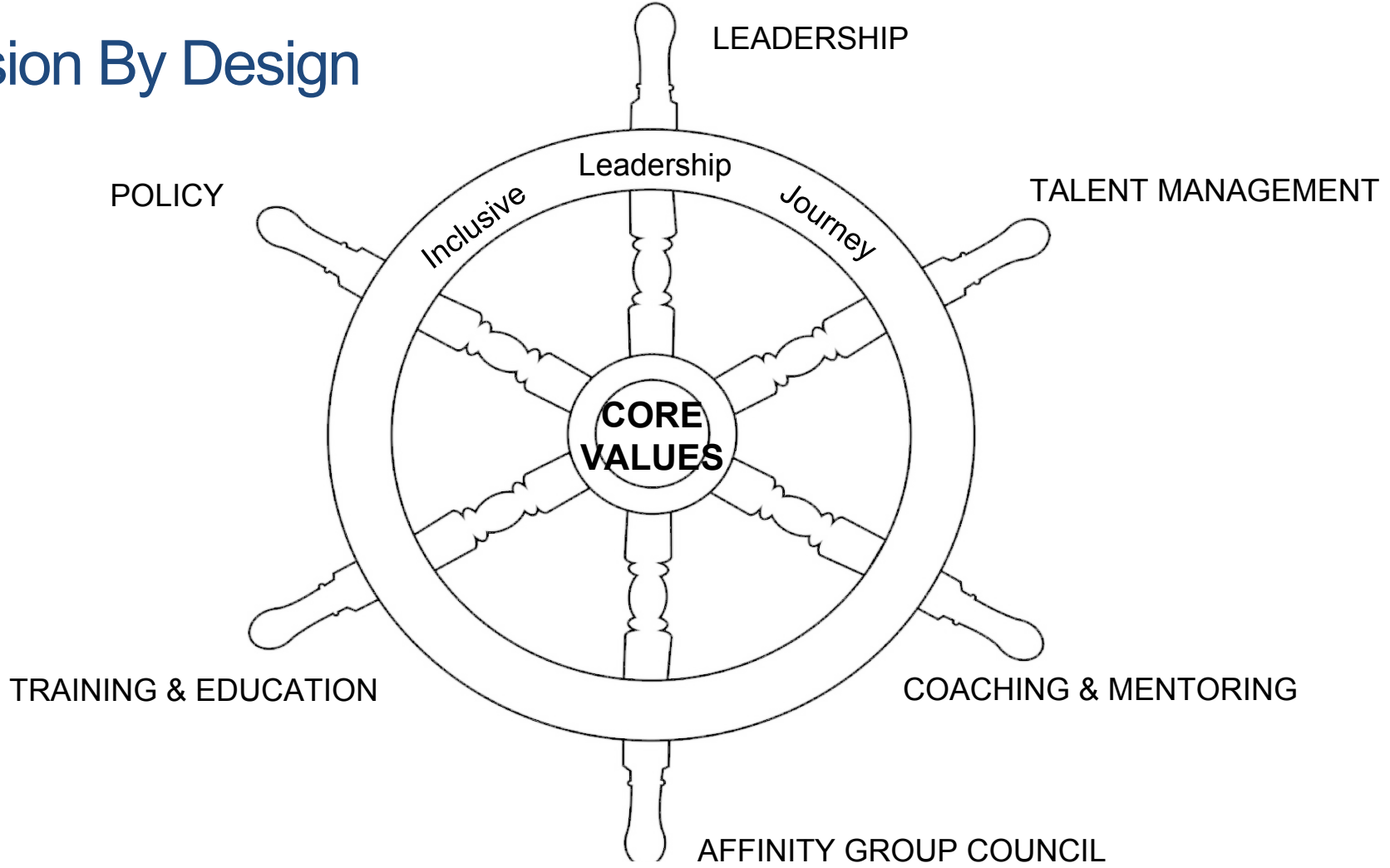
Source: RAND 2019

Is the organization dysfunctional,
or functioning as designed?

SOLUTION

Steer the Course

Inclusion By Design



Steadying the Course

- Coast Guard Strategic Priority
- Recruitment Goals – 25%
- Inclusion Campaign
- Policy Change
 - Communication strategy
 - Increase parental leave
 - Uniform and grooming policies
- Mentor Program
- Affinity Group Council

Charting the Course

- Policy Review – Removing barriers
- Accountability
- Organizational structure
- Childcare options
- Minimize impact of parental leave – evaluations, promotions, gap
- Career management



“There will be times when you just want to clear your desk. Clean out your locker and walk out. It takes a lot of determination to stick it out. Say to yourself:

I BELONG HERE.”

Patricia.J.Tutalo2@uscg.mil

-BMCM Diane Bucci, U.S. Coast Guard, Retired, First female Master Chief Boswain's Mate

Erin.e.williams@uscg.mil

Assessment

Successes

- Affinity Group Council unified stance on issues
- Addressed logistic hurdles for women in boot camp
- Policy Changes - Leave changes for addition of child to family:
 - 6 to 12 weeks – maternity
 - 10 to 21 days – secondary caregiver
- Recruit Mentor Program

Barriers

- Sustaining recruiting #'s
- Retaining those who are recruited
- Funding to bake the bread
- Culture change
- Lack of accountability
- “It’s always been that way”
- Prioritize without prioritizing
- Org construct/structure