



DCMSINST 5350.1  
29 APR 2015

DEPUTY COMMANDANT FOR MISSION SUPPORT INSTRUCTION 5350.1

Subj: DEPUTY COMMANDANT FOR MISSION SUPPORT  
LEADERSHIP AND DIVERSITY COUNCIL

Ref: (a) Coast Guard Diversity Strategic Plan  
(b) Commandant's Leadership, Excellence and Diversity Council and Leadership and  
Diversity Advisory Councils, COMDTINST 5350.9 (series)  
(c) Coast Guard Civil Rights Manual, COMDTINST M5350.4 (series)

1. PURPOSE. This Instruction establishes the Deputy Commandant for Mission Support (DCMS) Leadership and Diversity Advisory Council (LDAC) structure across the DCMS organization.
2. ACTION. All DCMS Coast Guard unit commanders, commanding officers, officers-in-charge, deputy/assistant commandants, and chiefs of headquarters staff elements shall comply with the provisions of this Instruction. Internet release is authorized.
3. DIRECTIVES AFFECTED. None.
4. DISCUSSION. As the Nation's demographics become increasingly diverse, the Coast Guard must proactively "leverage diversity and establish an environment of inclusion," ensuring continued mission effectiveness and securing its position as the employer of choice.
  - a. Promulgated in 2009, the Coast Guard Diversity Strategic Plan, reference (a), is designed to challenge Coast Guard men and women to create an inclusive work environment "that offers every individual the opportunity to attain their personal goals, grow within the Service, and fully contribute to the accomplishment of our vital missions."
  - b. To meet the goals of the Diversity Strategic Plan, reference (b) established a requirement for LDACs. As a catalyst for leadership and diversity initiatives, one of the goals of an LDAC is to promote a broader and a more inclusive perspective that better reflects our

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Coast Guard today. It performs the functions previously executed by the legacy Human Relations Council (HRC), in addition to the functions identified in this instruction.

5. **DISCLAIMER.** This document is intended to provide operational requirements for Coast Guard personnel and is not intended to nor does it impose legally-binding requirements on any party outside the Coast Guard.
6. **ENVIRONMENTAL ASPECT AND IMPACT CONSIDERATIONS.** The development of this directive and the general policies contained within it have been thoroughly reviewed by the originating office and are categorically excluded under current USCG categorical exclusion (CE) # 33 from further environmental analysis, in accordance with Section 2.B.2. and Figure 2-1 of the National Environmental Policy Act Implementing Procedures and Policy for Considering Environmental Impacts, COMDTINST M16475.1 (series)
7. **DISTRIBUTION.** No paper distribution will be made of this Instruction. An electronic version will be located on the DCMS Portal page.  
<https://cgportal2.uscg.mil/units/dcms/SitePages/Command.aspx>
8. **RECORDS MANAGEMENT CONSIDERATIONS.** This Instruction has been thoroughly reviewed during the directives clearance process, and it has been determined there are no further records scheduling requirements, in accordance with Federal Records Act, 44 U.S.C. 3101 et seq., NARA requirements, and Information and Life Cycle Management Manual, COMDTINST M5212.12 (series). This policy does not have any significant or substantial change to existing records management requirements.
9. **PROCEDURES.** Each DCMS subordinate unit is directed to establish an LDAC.
  - a. Establish DCMS LDAC. The DCMS LDAC should have representation from all DCMS directorates. In accordance with Reference (b) membership should represent the diversity of the command to include a balance of race, ethnicity, paygrade, age, rating, gender, military, civilian (appropriated and non-appropriated), Reserves, Auxiliary and persons with disabilities. In addition, directorates should strive to include representation from all facets of the workplace to include departments, branches and divisions such as operations, engineering, logistics and administration.
  - b. New DCMS LDAC members shall be nominated by their Assistant Commandant and approved by DCMS. They will serve a term of two years, with the option of remaining for a third year based on the individual's desires and the needs of the DCMS LDAC. Membership will be monitored by the LDAC to ensure diversity as well as timely replacement of members with expiring terms or executing orders for permanent change of station. DCMS shall choose the DCMS LDAC Chair. The DCMS Command Master Chief (CMC) will serve as the Vice Chair. The membership will choose an LDAC Secretary. A Junior Enlisted and a GS-9 or below will be invited on an ad hoc basis to participate in semi-annual Leadership Excellence and Diversity (LEAD) Council submission review meetings to bring additional perspectives to the group. Other subject

matter experts may be called to participate as needed. The membership of the DCMS LDAC is as follows:

<b>DCMS LDAC</b>	
<b>Membership</b>	<b>Position</b>
DCMS Designee	Chair
DCMS CMC	Vice Chair
CG-1 Representative	Member
CG-4 Representative	Member
CG-6 Representative	Member
CG-9 Representative	Member
FORCECOM Representative	Member
Director of Operational Logistics (DOL) Representative	Member
DCMS-34/5/8 Representative	Member
Subject Matter Experts	As Needed

- c. The DCMS LDAC shall meet semi-annually to timely prepare required deliverables for the Commandant's LEAD Council. This includes reviews of challenges and best practices submitted by LDACs within the Mission Support organization. Additional meetings will be necessary to carry out the requirements of the LDAC but form and frequency of these meetings can be decided by the council's Chair and membership. The Chair is responsible for developing an agenda and minutes shall be made available to council members and DCMS no later than two weeks following the scheduled meeting.
- d. DCMS Leadership and Diversity Action Plan (LDAP). To activate the Diversity Strategic Plan, the Coast Guard requires the four major organizational components (LANTAREA, PACAREA, DCMS, and DCO) to create LDAPs. The resultant LDAPs will provide tactical direction to our field units as we move towards making the Coast Guard a leader in diversity management within the federal government and a leader in attracting and retaining the best talent this nation has to offer. The DCMS LDAC is responsible for the development of this plan, with the assistance of the DCMS LDAC network.
- e. DCMS units with 50 or more personnel on the Personnel Allowance List (PAL) without Reserves and the Security Center shall ensure that LDACs are established in accordance with Reference (b). Reserve participation is encouraged. These LDACs are responsible for assisting their command cadre in cultivating a culture of inclusion and improved leadership by monitoring the command climate and producing leadership and diversity initiatives that create and sustain an environment of personal and professional growth, regardless of race, ethnicity, paygrade, age, gender, sexual orientation, or disability. Additionally, they will be instrumental in communicating DCMS' diversity message and its importance to the health of the organization at the field level.

- f. DCMS directorates and staffs will establish local LDACs as necessary to review submissions from subordinate units and advise their Assistant Commandants on climate and leadership issues within their staffs and office elements.
- g. Enclosure (1) depicts the DCMS LDAC organization and information flows.

10. DCMS SUBORDINATE LDAC RESPONSIBILITIES. DCMS LDACs are directed to:

- a. Develop and share ideas with the command and up the DCMS LDAC network that enhance leadership skill sets and foster a positive workforce climate within the organization.
- b. Solicit input from all personnel within the command/ directorate on leadership and diversity issues. Provide an open and honest forum for discussion of submitted issues.
- c. Make recommendations to the command/directorate concerning leadership and professional development programs throughout their command unit or staff element.
- d. Facilitate the employment of leadership development programs throughout their command/directorate.
- e. Facilitate and encourage dialog throughout the workforce.
- f. Coordinate with affinity groups and maintain relationships in their local area.
- g. Assist with the coordination of special monthly observances in accordance with the Civil Rights Manual, COMDTINST M5350.4 (series).
- h. Ensure that issues with widespread Coast Guard impact or policy implications are forwarded up the LDAC network for visibility and necessary attention.
- i. Refer all matters pertaining to discrimination or harassment complaints to the Civil Rights Directorate (CG-00H) or to a Civil Rights Service Provider. Certain complaint bases, regulated by 29 CFR 1614, require strict processing procedures and timeframes, and shall not be addressed by LDAC members. These complaint bases include race, national origin, color, sex (male/female harassment), sexual orientation, religion, disability, age, genetic information, marital status, and parental status.

11. RESOURCES. There are resource and reference material that are available to assist with the establishment and management of DCMS LDACs.

- a. DCMS LDAC Quick Reference Guide. This guide provides all LDACs in the DCMS enterprise with more detailed descriptions and guidelines on roles and responsibilities, “how-to” suggestions and best practices. It is a working document to be maintained by the DCMS LDAC, incorporating issues and best practices identified over time from

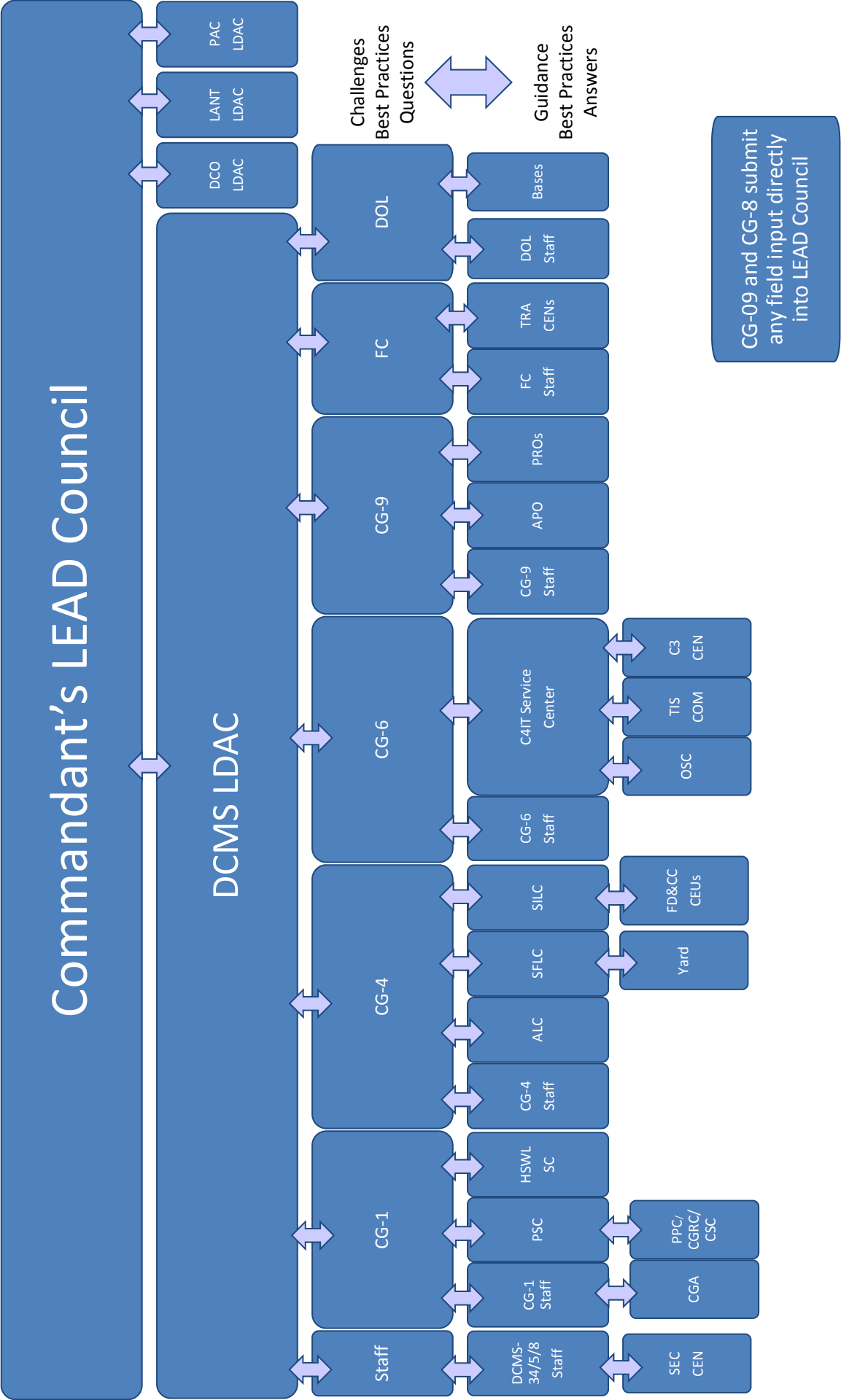
throughout the DCMS LDAC network. The DCMS LDAC Quick Reference Guide is located at <https://cgportal2.uscg.mil/communities/ldac/Quick%20Reference%20Guide/Forms/AllItems.aspx>

There are also tools and resources listed on the Coast Guard leadership website: (<http://www.uscg.mil/leadership>), the diversity website (<http://www.uscg.mil/diversity>), and the DCMS LDAC SharePoint site (<https://cgportal2.uscg.mil/communities/ldac/SitePages/Home.aspx>).

12. FORMS/REPORTS. None.

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Rear Admiral, U. S. Coast Guard  
Acting Deputy Commandant for Mission Support

Enclosure: DCMS LDAC Network Flowchart



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