



CIVIL RIGHTS ON DECK



Q & A

A CONVERSATION WITH

TONI CUNNINGHAM,
Complaint Manager

The Coast Guard's Equal Employment Opportunity and Equal Opportunity (EEO/EO) program allows its members to engage in the discrimination complaint process. In this Q&A, Ms. Toni Cunningham, complaints manager, talks about her role and the process.

What is a complaint manager?

As a complaint manager for the Civil Rights Directorate, my role includes tracking, maintaining, and reporting on discrimination complaints. I also help ensure that our work quality meets the high standards set by the Equal Employment Opportunity Commission and the Department of Homeland Security.

Who can enter the Coast Guard's EEO/EO complaint process?

Current or former military members, current or former civilian employees, and applicants for employment can enter the EEO/EO complaint process.

What is the difference between EEO and EO?

EEO and EO are two different programs that allow individuals to enter the complaint process. EEO is for civilians and EO is for the military.

What is an EEO/EO complaint? Complaints of discrimination are based on race, color, religion, sex (which includes gender identity, sexual orientation, and pregnancy), national origin, age, physical or mental disability, genetic information, or reprisal. Not all of these categories (such as age, disability, and genetic information) apply to military members because of occupational requirements.

What can I claim in an EEO/EO

complaint? Claims can encompass things such as assignments, awards, disciplinary actions, or harassment.

If an individual thinks they have been discriminated against, how can they make a complaint?

First, they must contact their [Civil Right Service Provider \(CRSP\)](#) within 45 calendar days of the alleged discriminatory action or event. Next, the CRSP will provide an in depth discussion of the complaint process and try to resolve the issue or enlist the aid of a mediator. If resolution isn't possible, the CRSP will provide the individual with information on filing a formal complaint.

What should I do if I file a complaint and feel that I am being retaliated against? Retaliation is illegal! If you believe that you are being retaliated against for participating in protected EEO/EO activity, you may start a new complaint or add the claim to an open complaint.

Where can I find more information about the complaint process?

You can contact your servicing CRSP or find more information in the [USCG Civil Rights Manual](#).



FIVE WAYS OF MANAGING CONFLICT: PART ONE

By Elliot Colon, Alternative Dispute Resolution Specialist, CRD, USCG HQ

Fostering a peaceful, collaborative, and supportive work environment for all Coast Guard personnel is essential to mission success. No matter how familiar or compatible employees are with each other, though, conflict is sometimes inevitable. In these instances, shifting the mindset to view conflict as a growth opportunity can ensure that positive outcomes are met. This series of articles will help you better understand the five methods of managing conflict, which strategies are appropriate for certain situations, and more. The first two common methods for handling conflicts are avoidance and accommodating. Avoidance is when neither of the parties involved takes action to address the issue(s). It can be broken down into "physical distance" to prevent an argument or "conversational distance" in avoiding the topic or denying a problem. This "lose-lose" scenario often conveys a negative view of the conflict, providing no clear path to resolution, and no one benefits from its outcome. Avoidance may, however, be the best option to prevent a physical

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A HISTORIC MOMENT FOR THE COAST GUARD



This month, Adm. Linda Fagan was nominated to serve as the 27th Commandant of the U.S. Coast Guard. With her confirmation, Adm. Fagan will be not only the first woman to serve in this role, but also the first woman to lead a branch of the U.S. military. **Bravo Zulu!!** [Read more](#) on MyCG. (USCG Photo by Lt. j.g. Pamela Manns.)

AIR STATION MIAMI LEADS EDUCATIONAL OUTREACH OPPORTUNITIES AND BUILDS NEW PARTNERSHIP

By SCPO Jessica Nicholson, Equal Opportunity Advisor, CRD, Region 2, Zone 7

With the new [Partnership in Education \(PIE\)](#) Coordinator title, Chief Petty Officer Timothy Garfield recognized the need to re-energize Air Station (AIRSTA) Miami's PIE Program. COVID-19 restrictions made partnership opportunities with local schools difficult. Still, Chief Garfield took the initiative and began collaborating with staff from Robert Ingram Elementary School in Opa-Locka, Florida. Together, they established an outdoor homework assistance program during the school's lunchtime where AIRSTA Miami PIE volunteers spent time getting to know students and helping them in various subject areas such as reading and math. During one of these sessions, Chief Garfield noticed the school's Little Free Library was in desperate need of restoration. Using his resources, he reinvigorated the library by running a book donation program within the unit to keep it stocked. Chief Garfield and his team of volunteers also work closely with Mr. David Williams Jr., a local scientist, and philanthropist, who has also been transforming the learning environment at the school for quite some time. Williams designed and created a



community math garden where the building materials are learning tools as much as the plants themselves. On Mr. Williams' 111th consecutive day volunteering at the school, Chief Garfield and numerous Coast Guard members (pictured) joined him in the garden. They painted, cleared brush and debris, and prepared the soil for planting. The efforts of Chief Garfield, Mr. Williams, and PIE volunteers at AIRSTA Miami continues to transform the relationship with Robert Ingram Elementary into an inspiring model for the PIE program. Job well done! Authorized under the National and Community Service Act of 1990, the PIE program enhances educational opportunities and raises awareness about the Service. The Coast Guard's participation fortifies outreach to a diverse future workforce and promotes excellence in education especially in communities with large, underserved populations. To get involved with the Coast Guard's PIE program and serve as role models and mentors for students, please contact Juan Torres at Juan.L.Torres@uscg.mil.

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fight, a workplace scene, or where leadership needs more time or resources for dealing with the issue. Accommodating is often considered a "lose-win" scenario. It occurs when one party sets aside their needs to please others and maintain peace. This method puts a high value on connections. It is valuable when you want to preserve relationships rather than continue to argue. In Part 2, we'll look at two more methods for handling conflict: competing and compromising. Until then, stay Semper Paratus. For questions on resolving conflicts, contact the Alternative Dispute Resolution team at HQS-SMB-CG00H-ADR@uscg.mil or your Civil Rights Service Provider. (USCG Photo by PO3 Ryan Noel.)



EVERYONE CAN BE A RECRUITER!

By: SCPO Askia Carbee, EO Advisor, CRD, Region 4, Zone 8

Members of Civil Rights Directorate Region 4, Zone 8 and Recruiting Office New Orleans joined forces to represent the Coast Guard at the 2022 New Orleans Louisiana (NOLA) Virtual Career Expo on March 17, 2022, which five local universities hosted. Over 20,000 undergraduate and graduate students in the New Orleans area attended the event. Chief Petty Officer Douglas Marshall from Recruiting Office New Orleans, Zone 8 Equal Opportunity Advisor, Senior Chief Askia Carbee, and Zone 8 Equal Employment Manager, Ms. Amy Stiles, connected virtually to reach these students. Chief Marshall and Senior Chief Carbee hosted virtual sessions for students on Enlisted and Officer programs. Ms. Stiles provided information on Civilian employment opportunities within the Service. This partnership has become an annual occurrence to further the Coast Guard's recruiting and outreach efforts and raising awareness about the Service's civil rights mission.



The Federal Inter-Agency Holocaust Remembrance Committee will conduct their 29th annual program featuring Holocaust survivors Susan Warsinger and Rachel Goldfarb with Dr. Edna Friedburg from the U.S. Holocaust Memorial Museum as Moderator. [Watch the event live](#) on April 28, 2022, from 11:30am to 1:30pm EDT.



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CIVIL RIGHTS WELCOMES NEW MEMBERS TO TEAM

Mrs. Tania Davis O'Neal (right) joins Region 4, Zone 8, as the new Equal Employment Opportunity Specialist in New Orleans, LA. She comes to the Coast Guard from the Department of Housing and Urban Development Fair Housing and Equal Opportunity Office where she served as an Equal Opportunity Specialist (EOS). Mrs. Davis O'Neal is a New Orleans native and a retired veteran of the U.S. Army. She served as a Patient Administration Specialist, Army Recruiter, and Equal Opportunity Representative (EOR). Her hobbies include traveling, cooking, and spending time with her family.

By SCPO Askia Carbee, EO Advisor, CRD, Region 4, Zone 8



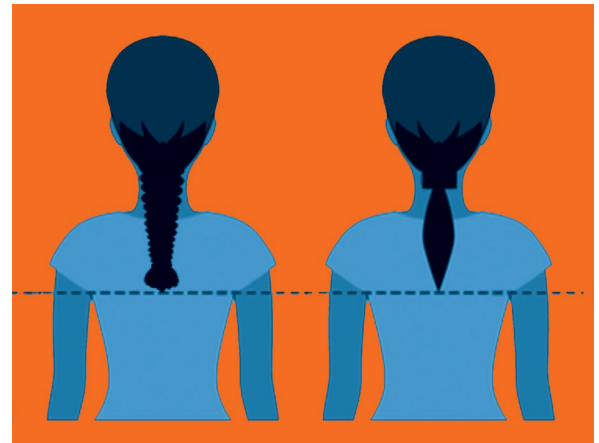
Ms. Karen Parker (left) joins the Region 1 team located in Washington, DC. She comes to the Coast Guard from the Federal Housing Finance Agency, where she served as the Office of Equal Opportunity and Fairness Administrative Office Manager. Ms. Parker has worked in administrative management for over 15 years. Originally from Virginia Beach, VA, she enjoys traveling, plays, theater, bicycling, power walking, nature walks, and beach getaways.

By Zakeia Walker, Regional Deputy Director, Region 1

NEW GUIDE INFORMS COAST GUARD LEADERS OF POLICIES RELEVANT TO WOMEN

The Coast Guard *Female Relevant Policies Resource Guide* is now available. The manual makes it quick and easy for members and leaders to access, digest, and apply policies and instructions on women serving in the Coast Guard. Content ranges from grooming, appearance, and uniform standards to health and support opportunities. The guide targets leaders who may be unfamiliar with policies and instructions affecting women to raise awareness and encourage inclusive work environments and promote career progression. Recommendations from the Women's Retention Study and Holistic Analysis (WRSHA) shaped the guide to improve the retention of women in the Service. The WRSHA found that women leave active duty service in the Coast Guard at higher rates than men. [Read more](#) on MyCG.

Pictured: The Coast Guard revised its standards for women's hair which includes the [wearing of ponytails](#).



BUILDING LEADERS THROUGH TEAMWORK FOR ASIAN AMERICAN AND PACIFIC ISLANDER HERITAGE MONTH

By Juan Torres, EEO Program Specialist, CRD, USCG HQ

May is Asian American and Pacific Islander Heritage Month, a time to pay tribute to the generations of Asian Americans and Pacific Islanders (AAPI) who have enriched our nation and our Service. This year's theme, as designated by the Federal Asian Pacific American Council (FAPAC), is "Advancing Leaders through Collaboration." Leader development in the Coast Guard is a purposeful and collaborative experience that grows service members and civilians into competent professionals and distinguished leaders. This theme expands on FAPAC's "advancing leaders" series that debuted in 2021 and highlights a team-centric approach to progressing leaders in the Federal government. All personnel are encouraged to participate in events recognizing Asian American and Pacific Islander Heritage Month by organizing programs that highlight AAPIs and their service.

