



Commandant
United States Coast Guard

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COMDTINST 12713.13

25 SEP 1992

COMMANDANT INSTRUCTION 12713.13

Sub: Coast Guard Civilian Affirmative Employment Program

1. **PURPOSE.** To affirm the commitment of the Commandant to the principles of affirmative employment for civilian employees; to update Affirmative Employment Program (AEP) policy, requirements, roles, responsibilities and accountability through the promulgation of procedures for the implementation of the Affirmative Employment Program Management System (AEPMS) for civilians.
2. **DIRECTIVES AFFECTED.** None.
3. **DISCUSSION.**
 - a. The Coast Guard is committed to achieving a work force reflective of the nations's diversity. However, work force imbalances continue to exist for minorities and women, reflected both in their under representation and in lower average grade/salary levels. This is due, in part, to past affirmative employment planning and implementation strategies which have not been effective at various units throughout the Coast Guard

3. b. In order to improve the AEP planning process and successfully address imbalances in the Coast Guard civilian work force, the AEPMS is established as a Coast Guard planning methodology. This methodology integrates the affirmative employment, civilian personnel management, and other management systems and processes. It also clarifies interrelationships and responsibilities between Coast Guard Headquarters, districts, maintenance and logistics commands and headquarters units to ensure uniform application of AEP principles and practices throughout the service.
4. **DEFINITIONS.** Definitions of important terms used in this instruction are provided in enclosure (1).
5. **OBJECTIVES.** The objectives of the Affirmative Employment Program are to:
 - a. Eliminate the existence of work force imbalances, both "manifest imbalances" and "conspicuous absences" of minorities and women in the Coast Guard civilian work force.
 - b. Reach and maintain a work force representative of the nation's diversity that is equivalent to the representation of minorities and women in the civilian labor force.
 - c. Ensure minorities and women have equal opportunity in all personnel processes, including recruitment, hiring, promotion, training and awards.
 - d. Implement the AEPMS as a management process to correct civilian work force imbalances that exist for minorities and women, both in their underrepresentation and in lower average grades/salary levels in the Coast Guard.
6. **RESPONSIBILITIES**
 - a. **Commandant (G-H).** The Chief, Office of Civil Rights, will:
 - (1) Develop and interpret affirmative employment program policy, requirements, and systems and provide guidance to all Coast Guard units in the implementation of affirmative employment programs within the U. S.Coast Guard;

6. a. (2) Participate with Commandant (G-P) in developing a recruitment strategy that facilitates the Coast Guard goal of achieving a work force reflective of the nation's diversity;
 - (3) Identify to Commandant (G-P) its needs for civilian personnel data in support of the affirmative employment program;
 - (4) Review for technical sufficiency the districts, maintenance and logistics commands', headquarters units', and Coast Guard Headquarters' AEP Plans and Annual Accomplishment Reports;
 - (5) Participate with Commandant (G-P) in developing performance procedures and systems to assess the effectiveness of supervisors of civilian personnel in fulfilling their affirmative employment and equal opportunity responsibilities;
 - (6) Monitor and evaluate the Coast Guard's overall performance toward Affirmative Employment Program goals accomplishment;
 - (7) Develop the Coast Guard-wide Multi-year AEP plan, goal summaries and consolidations. Develop and submit periodic reports required by the Department of Transportation (DOT) and the Equal Employment Opportunity Commission (EEOC).
6. b. Commandant (G-P). The Chief, Office of Personnel and Training, will:
 - (1) Develop a recruitment strategy that facilitates the Coast Guard goal of achieving a work force reflective of the nation's diversity;
 - (2) Participate in the development of Affirmative Employment Program policy;
 - (3) Design, develop, and implement personnel information systems in support of those needs identified by Commandant (G-H);

6. b. (4) Ensure that performance evaluations include an element to assess the effectiveness of supervisors of civilian personnel in fulfilling their affirmative employment and equal opportunity responsibilities.
- c. Commanders of Maintenance and Logistic Commands, District Commanders, Commanding Officers of Headquarters Units, and Commanding Officer, CG Headquarters are ultimately responsible for compliance with Affirmative Employment Program requirements at their respective commands, but may delegate tasks as appropriate. They will:
 - (1) Develop and implement Affirmative Employment Program plans in accordance with this instruction;
 - (2) Promulgate either as part of a general policy statement on the Equal Employment Opportunity (EEO) program, or separately, an affirmative employment policy statement;
 - (3) Conduct an annual work force analysis to determine if work force imbalances exist; as required, develop a plan for correcting such imbalances based on organizational analyses, vacancy projections, and organizational goals, including internal employee development and external recruitment strategies; and maintain a summary of the analyses and the plan for correcting imbalances on file for review upon request by Commandant (G-H) or other external sources;
 - (4) Implement internal employee development and external recruitment strategies, and make organizational decisions and selections which positively impact organizational goals;
 - (5) Evaluate subordinate managers and supervisors on their individual performance in correcting work force imbalances (based on available opportunities) and their overall contributions toward meeting organizational goals;
 - (6) Develop internal monitoring and evaluation systems to monitor overall organizational performance on a regular basis; develop and submit periodic plans, goals and reports as required by the Commandant (G-H);

6. c. (7) Participate with district commanders and commanding officers of headquarters units in carrying out their affirmative employment responsibilities (commanding officers of maintenance and logistics commands only);
- (8) Collect and maintain internal and external applicant flow data to evaluate the quantity and quality of minorities and women applying for Coast Guard jobs (commanding officers of maintenance and logistics commands, CG Headquarters and CG Yard only);
- (9) Evaluate subordinate managers and supervisors on their individual performance in providing affirmative employment customer support, when applicable, to districts and headquarters units (commanding officers of maintenance and logistics commands only).
- d. Coast Guard Managers and Supervisors of Civilian Employees. Managers and supervisors of civilian employees at all organizational levels will:
 - (1) Participate in the planning, development and implementation of affirmative employment goals and strategies to correct civilian work force imbalances in their respective organizations;
 - (2) Participate in the implementation of innovative internal employee development and recruitment strategies designed to accomplish organizational goals;
 - (3) Make internal decisions that positively impact organizational goals.
7. **ACTION.** Commanding Officer, CG Headquarters, district commanders, and commanding officers of maintenance and logistics commands and headquarters units shall comply with all applicable provisions of this instruction.

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8. **REPORTS REQUIRED.** EEOC Management Directive 714 requires development and submission of Coast Guard-wide multi-year Affirmative Employment Program plans, Annual Accomplishment Reports and updates. To assist in meeting this reporting requirement, commanders of maintenance and logistics commands, district commanders, commanding officers of headquarters units, and Commanding Officer, CG Headquarters may submit optional annual accomplishment reports (by memorandum) outlining their noteworthy achievements to Commandant (G-H) by 1 December of each year. Negative reports are not required.

/s/ J. W. KIME
Admiral, U. S. Coast Guard
Commandant

Encl: (1) Definitions

DEFINITION OF KEY CONCEPTS

(1) **Affirmative Employment Program**. A program of organizational analysis, problem identification, data collection, policy statements and reporting requirements to identify and monitor actions taken to meet the objective of full representation of minorities and women in the civilian Coast Guard work force.

(2) **Affirmative Employment Program Management System (AEPMS)**. A planning methodology designed to correct work force imbalances and achieve a Coast Guard work force reflective of the nation's diversity. AEPMS plans include, at a minimum: (1) work force analysis, (2) goal setting (3) external and internal placement strategies, (4) monitoring and analysis, and (5) accountability for positively impacting work force imbalances.

(3) **Multi-Year Affirmative Employment Program Plan (MYAEP)**. A single plan which includes affirmative employment goals, timetables and program strategies to be implemented over a period of several years. The plan is designed to achieve the long term goals of eliminating work force imbalances.

a. **DEFINITION OF KEY TERMS**

(1) **Civilian Labor Force**. Persons, 16 years of age or over, excluding those in the Armed Forces, who are employed or seeking employment.

(2) **Conspicuous Absence**. A particular EEO group that is nearly or totally nonexistent from the work force.

(3) **EEO Groups**. Black males, black females, Hispanic males, Hispanic Females, Asian American/Pacific Islander males, Asian American/Pacific Islander females, American Indian/Alaskan Native males, American Indian/Alaskan Native females, and white females.

1 *Handicapped males and females are also considered EEO groups but are covered by a separate Management Directive issued pursuant to Section 501 of the Rehabilitation Act of 1973, as amended. See EEOMD-713.*

Enclosure (1) to COMDTINST 12713.13

(4) **Employment Category**. The major occupational categories for the White Collar pay system and wage board pay system including: Professional, Administrative, Technical, Clerical, and Other, and Blue-Collar (PATCOB).

(5) **Imbalance**. When the percentage of on-board employment for an EEO group is lower than their percentage representation in the civilian labor force.

(6) **Major Occupation**. Mission oriented occupation or other occupations with 100 or more employees.

(7) **Management Systems**. Consolidated effort by responsible management officials to implement an organizational strategy.

(8) **Manifest Imbalance**. Representation of EEO groups in the agency's work force that is substantially (50% or less) below its representation in the appropriate CLF.

(9) **Matrix Work Force Profiles/Statistical Analysis**. A statistical format which shows work force imbalances of minorities and women within employment categories and salary levels; and the most populous series and grade for the organization unit.

(10) **Numerical Objectives (Goals)**. Quantifiable objectives designed to eliminate a manifest imbalance or conspicuous absence of EEO Groups.

(11) **Occupational Levels**. For the purposes of calculating underrepresentation and establishing affirmative action goals, occupational levels for each pay plan are defined as follows:

(a) General schedule (GS) and equivalent occupational levels are entry (including grades 1 through 8); mid (including grades 9 through 12); and senior (grades 13 and above).

(b) Faculty (FS) occupational levels are: Instructor (A and B); Assistant Professor (C and D); Associate Professor (E and F); and Professor (G and H).

(c) Wage regular non-supervisory (WG), Wage supervisor (WS), and other wage (OW) occupational levels are defined in terms of grade groupings: 1 through 4; 5 through 9; and 10 and above.

(12) **Opportunities (Vacancies)**. Includes all vacancies (unencumbered positions) which result from increases in authorized positions, increases in personnel ceiling, overall attrition, merit promotions, and/or lateral assignments; and for which there is anticipated ceiling or authority to fill. Opportunity or vacancy estimates are used for calculating annual goals.

(13) **Recruitment Strategies**. Plans of action developed for the hiring (external recruitment) and internal placement (promotion, reassignment, detail) of minorities and women in the work force.