



COMDTINST 5350.9A

COMMANDANT INSTRUCTION 5350.9A

MAR 15 2021

Subj: LEADERSHIP AND DIVERSITY COUNCILS

1. PURPOSE. This Instruction establishes policy for the Coast Guard's Inclusive Leadership, Excellence, and Diversity (ILEAD) Council and the network of Leadership and Diversity Advisory Councils (LDACs).
2. ACTION. All Coast Guard unit commanders, commanding officers, officers-in-charge, deputy/assistant commandants, and chiefs of headquarters staff elements must comply with the provisions of this Instruction. Internet release is authorized.
3. DIRECTIVES AFFECTED. Commandant's Leadership, Excellence, and Diversity Council and Leadership and Diversity Advisory Councils, COMDTINST 5350.9 is hereby cancelled.
4. DISCUSSION. To remain the world's best Coast Guard, we must be the world's most diverse and inclusive Coast Guard. A diverse and inclusive culture is strongly linked with the Coast Guard's Core Values of Honor, Respect, and Devotion to Duty. Every Coast Guard employee is represented by an LDAC and has the opportunity to communicate to senior leadership through the LDAC network to the Coast Guard's ILEAD Council.
5. DISCLAIMER. This guidance is not a substitute for applicable legal requirements, nor is it itself a rule. It is intended to provide operational guidance for Coast Guard personnel and is not intended to nor does it impose legally-binding requirements on any party outside the Coast Guard.
6. MAJOR CHANGES.
 - a. To recognize the importance of inclusion, the Coast Guard's Leadership, Excellence, and Diversity (LEAD) Council is renamed the Coast Guard's Inclusive Leadership, Excellence, and Diversity (ILEAD) Council.

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- b. The structure and responsibilities of the ILEAD are updated to reduce redundant communication. Commands of ILEAD members are responsible for travel expenses to ILEAD meetings.
- c. Commands must document the Chair, Vice Chair, and Secretary of each LDAC via Administrative Remarks, Form CG-3307.

7. IMPACT ASSESSMENT.

- a. Personnel Resources Required. Qualifying units must designate LDAC members. Specific requirements are documented in Paragraphs 12 and 14 of this Instruction.
- b. Training. There are no training requirements for this Instruction at date of its issuance, but Commandant (CG-12) may issue requirements later in accordance with Section 13.e.(3) of this Instruction.
- c. Funding. Travel expenses are expected to be insignificant and will be absorbed within existing funding bases. This is a semi-annual expense.

8. ENVIRONMENTAL ASPECT AND IMPACT CONSIDERATIONS.

- a. The development of this Instruction and the general policies contained within it have been thoroughly reviewed by the originating office in conjunction with the Office of Environmental Management, Commandant (CG-47). This Instruction is categorically excluded under current Department of Homeland Security (DHS) categorical exclusion DHS (CATEX) A3 from further environmental analysis in accordance with the U.S. Coast Guard Environmental Planning Policy, COMDTINST 5090.1 and the Environmental Planning (EP) Implementing Procedures (IP).
- b. This Instruction will not have any of the following: significant cumulative impacts on the human environment; substantial controversy or substantial change to existing environmental conditions; or inconsistencies with any Federal, State, or local laws or administrative determinations relating to the environment. All future specific actions resulting from the general policy in this Instruction must be individually evaluated for compliance with the National Environmental Policy Act (NEPA) and Environmental Effects Abroad of Major Federal Actions, Executive Order 12114, Department of Homeland Security (DHS) NEPA policy, Coast Guard Environmental Planning policy, and compliance with all other applicable environmental mandates.

9. DISTRIBUTION. No paper distribution will be made of this Instruction. An electronic version will be located on the following Commandant (CG-612) web sites. Internet: www.dcms.uscg.mil/directives/, and CGPortal: <https://cg.portal.uscg.mil/library/directives/SitePages/Home.aspx>.

10. PROCEDURES. Commandant (CG-12) will issue additional procedures as needed. This authority may be delegated.

11. 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.
12. COAST GUARD'S ILEAD COUNCIL.
 - a. Purpose. The Coast Guard's ILEAD Council ("Council") assesses the command climate and leadership development of the total workforce and provides recommendations to the Commandant.
 - b. Responsibilities. The Council must:
 - (1) Assess organizational risk to leadership, diversity, and inclusion performance,
 - (2) Identify organizational "blind spots" where policy and process work counter to leadership, diversity, and inclusion goals,
 - (3) Have full and unrestricted access to headquarters programs, subject matter experts, and existing studies to determine best practices regarding leadership development, talent management, and the organization's inclusivity,
 - (4) Screen completed LDAC presentations prior to presenting to the Commandant as required in Section 12.e. of this Instruction,
 - (5) Prioritize field recommendations, and
 - (6) Pass down items with a local command focus, through the LDAC network, in consultation with operational chains of command. The item must include best practices, lessons learned, recommendations provided to senior leadership, and direction/feedback provided.
 - c. ILEAD Council Chairs:
 - (1) To balance field and headquarters concerns and ensure proper logistical support during the ILEAD meetings, DCMS/LANTAREA and DCO/PACAREA will each co-chair the ILEAD Council for two years.
 - (2) The ILEAD Council Chairs create the agenda and may include field level representatives for specific initiatives.
 - (3) DCMS, DCO, LANTAREA, and PACAREA Commanders may appoint an additional member to the ILEAD Council when their representative serves as the ILEAD Council co-chair.

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d. Membership. To ensure appropriate representation and inclusion, the Council will be composed of:

- (1) LDAC Chairs from LANTAREA, PACAREA, DCMS, and DCO, and
- (2) A representative nominated by the principal of each of the following offices:
 - (a) Master Chief Petty Officer of the Coast Guard for enlisted representation,
 - (b) Commandant (CG-12) for civilian representation,
 - (c) Commandant (CG-R) for Reserve representation,
 - (d) Commandant (CG-BSX) for Auxiliary representation,
 - (e) Coast Guard Academy for cadet representation,
 - (f) Force Readiness Command for overall training concerns,
 - (g) Commandant (CG-00A) for the Chaplain Corps, and
 - (h) Additional representation as directed by the Commandant.

e. Briefings.

- (1) The Council will brief the Commandant at least twice a year at Coast Guard Headquarters or as otherwise directed by the Council Chairs.
- (2) The Chairs must document a summary of all issues and recommended actions, future study topics, and attendance.
- (3) The Chairs must submit this documentation within 30 days of the briefing to the Commandant, LANTAREA, PACAREA, DCMS, and DCO.
- (4) The Chairs must provide logistical and administrative support before, during, and after the ILEAD Council meetings.

f. Technical Authority. To ensure the field's input drives the ILEAD Council, Commandant (CG-127) and Commandant (CG-128) serve strictly in advisory and non-logistical support roles.

g. Resources. Participating member commands are responsible for travel expenses.

13. LEADERSHIP AND DIVERSITY ADVISORY COUNCILS.

a. Purpose. LDACs advise their respective Deputy Commandants, Area Commanders, District Commanders, and unit Commanding Officers/Officers-in-Charge on leadership, diversity management, and inclusion issues/opportunities impacting the total workforce within the responsibility of that LDAC.

b. Responsibilities. All LDACs must:

- (1) Advise the command on leadership, diversity, and inclusion topics within the unit.
- (2) Assist, as directed, the CO/OIC with executing the Commandant's Diversity and Inclusion Action Plan (DIAP) and other diversity and inclusion (D&I) plans, as appropriate.
- (3) Solicit input from the unit on leadership and diversity issues and provide an open and honest forum for discussion.
- (4) Analyze data from surveys to provide sound command climate improvement recommendations, including recommendations focused on diversity and inclusion.
- (5) Research and develop recommendations, forward through the LDAC chain of command for briefing senior leadership and track for appropriate follow on action(s).
- (6) Coordinate with Commandant (CG-12) to increase diversity, inclusion, and equity, and to promote the behaviors of inclusive leadership.
- (7) As authorized by Coast Guard Recruiting Command (CGRC), support local recruiters to increase CGRCs outreach and relationship building opportunities.
- (8) Refer all matters pertaining to complaints of discrimination or harassment to the Civil Rights Directorate (CG-00H) or a servicing Civil Rights Service Provider. Certain complaints, regulated by 29 CFR Part 1614, require strict processing procedures and timeframes, and must not be addressed by LDAC members. These complaints include Race, National Origin, Color, Sex (Male/Female Harassment), Sexual Orientation, Religion, Disability, Age, Genetic Information, Marital Status, and Parental Status.

c. Additional LDAC Responsibilities. LANTAREA, PACAREA, DCO, and DCMS LDAC must also:

- (1) Maintain a register of members serving as Chair, Vice Chair, or Secretary for all LDACs within their respective area of responsibilities, and
- (2) Provide this register to Commandant (CG-12) at the beginning of each fiscal year.

d. Requirement to have an LDAC.

- (1) DCMS, DCO, LANTAREA, PACAREA, District Commanders, and Commanding Officers/Officers-in-Charge of units with 50 or more personnel (including civilian and Reserve) must establish a unit LDAC in accordance with this Instruction.
- (2) Waivers from the requirement in Section 13.d.(1) of this Instruction will be routed to the first Coast Guard flag officer or Coast Guard SES in the chain of command.

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- (3) To the extent practical, units with fewer than 50 personnel must be represented by the geographically closest LDAC or may choose to form their own LDAC.

e. Membership.

- (1) Commands must solicit and appoint LDAC members. Each LDAC will document appointments of the Chair, Vice Chair, and Secretary via Administrative Remarks, Form CG-3307 for military members and designation memo for civilian members. Documentation will support Service boards, panels, and other decisions.
- (2) Each LDAC must have a Chair, Vice Chair, and Secretary.
- (3) Chairs must complete training and obtain competencies as required by Civilian Human Resources, Diversity and Leadership Directorate (CG-12).
- (4) The LDAC Chair and/or Vice Chair must schedule and preside over meetings.
- (5) Ideal LDAC members are interested in problem solving, leadership development, human relations, and command climate. They should be open minded, tolerant, fair in interpersonal dealings, and possess the confidence to tackle difficult issues.
- (6) Membership should represent the diversity of the unit, including personnel demographics, work responsibilities, and member type (active duty, Reserve, civilian, etc).
- (7) Membership should be large enough to represent the total workforce, agile enough to work on sensitive topics, and mature enough to understand the commander's intent, command climate surveys and human resource policies.

- f. Advisors. The following subject matter experts will normally be included as advisors, but not be listed as members, to the LDAC: Senior Enlisted Leader, Work Life representative, Civil Rights representative, Chaplain, and Ombudsman.

g. Relationship with other LDACs and ILEAD Council. LDACs must:

- (1) Establish a communications link with its parent LDAC (e.g. stations link to Sector, Sector links to District, District links to Area),
- (2) Have members from the next lower LDAC on the parent LDAC to facilitate two-way communications, and
- (3) Communicate with the Coast Guard's ILEAD Council via the parent LDAC.

h. Meetings.

- (1) Since LDACs represent a dispersed workforce, care should be taken to solicit input well in advance of meetings. Maximizing the participation of field-level membership is highly encouraged via shared information systems and virtual communication.

- (2) Meetings will normally be an open forum where unit members are welcome to attend and speak. Closed meetings are appropriate if reviewing survey information, sensitive topics, or to protect privacy.
14. FORMS/REPORTS. The forms referenced in this Instruction are available in USCG Electronic Forms on the Standard Workstation or on the Internet:
<https://dcms.uscg.afpims.mil/Our-Organization/Assistant-Commandant-for-C4IT-CG-6/The-Office-of-Information-Management-CG-61/Forms-Management/>; CG Portal at <https://cg.portal.uscg.mil/library/forms/SitePages/Home.aspx>.
15. REQUEST FOR CHANGES. Recommendations for changes or improvements to this Instruction are welcome and must be submitted in memo format via the chain of command to the Office of Diversity and Inclusion (CG-127), HQS-SMB-CG-127-Info@uscg.mil.



M. E. McAllister /s/
Vice Admiral, U.S. Coast Guard
Deputy Commandant for Mission Support

