

U.S. Department of  
Homeland Security

United States  
Coast Guard



Commandant  
United States Coast Guard

2703 Martin Luther King Jr. Ave. SE  
Washington, D.C. 20593-7000  
Staff Symbol: CCG  
Phone: (202) 372-4411  
Fax: (202) 372-8302

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**OCT 2 8 2020**

The Honorable Bennie Thompson  
Chairman, Committee on Homeland Security  
United States House of Representatives  
Washington, DC 20515

Dear Mr. Chairman,

I am writing to notify you that the Coast Guard has implemented all recommendations from the December 2018 DHS Inspector General Report of Investigation, the December 2019 "Righting the Ship" majority staff report, and the June 2020 DHS Inspector General Audit. Please find the enclosed summary of the Coast Guard's corrective actions to address the recommendations from these reports.

Over the past ten months, an interdisciplinary working group, comprised of senior leadership and staff officers, developed and executed an action plan as outlined in my March 4, 2020 letter to you. We have promulgated revised policies and improved the training and resources available to the Coast Guard's workforce to greatly enhance the efficacy of our Anti-Harassment and Hate Incident (AHHI) program and procedures.

We have also issued guidance and job aids that will help commands more effectively and expediently respond to whistleblower complaints, improve the quality of AHHI investigations, and ensure increased engagement with our Civil Rights Directorate.

While these steps are important to improving the Coast Guard's AHHI process, I believe they serve as the floor and not the ceiling in our continued progress. I remain committed to effectively implementing the recommendations, monitoring compliance, and noting where additional improvements are needed.

Thank you for your enduring interest and support of the United States Coast Guard and our dedicated men and women who have chosen to serve their Nation. I would welcome an opportunity to discuss our efforts with you at your convenience.

Our Coast Guard House Liaison Office, available at (202) 225-4775, would be pleased to respond to any further questions you or your staff may have.

Sincerely,

A handwritten signature in blue ink, appearing to read "Karl L. Schultz".

Karl L. Schultz  
Admiral, U.S. Coast Guard

## Righting the Ship and IG Reports - Summary of Actions

#	Action	Final Effort Formalizaing Change	Status
<b>Whistleblower Retaliation Report of Investigation (Case #W17-USCG-WPU-16018) - DHS Office of Inspector General - December 2018</b>			
1	Correct Officer Evaluation Report	Updated Officer Evaluation Report on February 22, 2019; issued to member February 26, 2019	Complete
2	Update Civil Rights Manual to direct commanders to document in writing reasons for their findings and outcomes	Updated Civil Rights Manual published October 2020	Complete
	Update Discipline and Conduct Manual to direct commanders to document in writing their reasons for findings and outcomes	Updated Discipline and Conduct Manual published October 2020	Complete
3	Revise Civil Rights Training to provide supplemental training for managers	Updated Civil Rights training diseminated January 2019	Complete
4	Change Civil Rights Manual to reflect that military members file whistleblower complaint with DHS Inspector General, not Office of the Special Counsel	Updated Civil Rights Manual published October 2020	Complete
<b>Righting the Ship: The Coast Guard Must Improve its Processes for Addressing Harassment, Bullying, and Retaliation - Committee on Oversight and Reform and Committee on Homeland Security - December 2019</b>			
1.A	Update Civil Rights Manual to require convening orders to include specific info	Updated Civil Rights Manual published October 2020	Complete
	Create convening orders template and distribute to Staff Judge Advocates	Updated Convening Order template diseminated January 2020	Complete
	Add language to Commanders Quick Reference Guide	Updated Commanders Quick Reference Guide published March 2020	Complete
1.B	Update Civil Rights Manual to require investigators to note updated/additional allegations in report	Updated Civil Rights Manual published October 2020	Complete
	Add language to convening order template to include direction to investigator on what to do with updated allegations	Updated Convening Order template diseminated January 2020	Complete
	Put language in new Investigator Tactics Techniques and Procedures regarding updated allegations	Anti-Harassment Hate Incident Tactics Techniques and Procedures (Job Aid) published October 2020	Complete
1.C.	Update Civil Rights Manual to prohibit use of Command Climate Surveys in response to Anti-Harassment Hate Incident allegation	Updated Civil Rights Manual published October 2020	Complete
	Add language to Commanders Quick Reference Guide to prohibit use of Command Climate Surveys for Anti-Harassment Hate Incident allegations	Updated Commanders Quick Reference Guide in March 2020	Complete
2.A	Consider using independent contractors as investigators	Coast Guard Civil Rights Directorate conducted feasibility study	Complete
2.B.	Update Civil Rights Manual to ensure investigators are not from same unit where allegation arose, and no professional/personal connections with parties	Updated Civil Rights Manual published October 2020	Complete
	Add language to Commanders Quick Reference Guide regarding qualifications of investigators, and what to do if they realize they have professional/personal connection	Updated Commanders Quick Reference Guide in March 2020	Complete
3	Include training requirement for Anti-Harassment Hate Incident investigators in Civil Rights Manual	Created Anti Harassment and Hate Incident Investigator Training published October 2020.	Complete
4	Update Civil Rights Manual to provide process guidance for adjudication of complaints	Updated Civil Rights Manual published October 2020	Complete
	Add language to Commanders Quick Reference Guide to provide guidance for adjudication of complaints	Updated Commanders Quick Reference Guide in March 2020	Complete
5.A	Update Civil Rights Manual to require legal review/clearance of Investigative Report	Updated Civil Rights Manual published October 2020	Complete
	Include language in convening order template to require legal review of Investigative Report	Updated Convening Order template diseminated January 2020	Complete
	Put language in new Investigator Tactics Techniques Procedures regarding standards for Investigative Report	Anti-Harassment Hate Incident Tactics Techniques and Procedures (Job Aid) published October 2020	Complete
5.B	Create CG-specific investigator training to ensure investigators adhere to Administrative Investigations Manual during investigation	Created Anti Harassment and Hate Incident Investigator Training published October 2020.	Complete
6.A	Update Civil Rights Manual to ensure those associated with allegations have no role in investigation of complaint	Updated Civil Rights Manual published October 2020	Complete
	Update Commanders Quick Reference Guide to ensure that those involved in allegations have no role in investigation	Updated Commanders Quick Reference Guide, published in March 2020	Complete
6.B	Update Civil Rights Manual to ensure parties respect confidentiality of complaint	Updated Civil Rights Manual published October 2020	Complete

