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,

Karl L. Schultz  
Admiral, U.S. Coast Guard
<table>
<thead>
<tr>
<th>#</th>
<th>Action</th>
<th>Final Effort Formalizing Change</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Correct Officer Evaluation Report</td>
<td>Updated Officer Evaluation Report on February 22, 2019; issued to member February 26, 2019</td>
<td>Complete</td>
</tr>
<tr>
<td>2</td>
<td>Update Civil Rights Manual to direct commanders to document in writing reasons for their findings and outcomes</td>
<td>Updated Civil Rights Manual published October 2020</td>
<td>Complete</td>
</tr>
<tr>
<td>3</td>
<td>Update Disciplne and Conduct Manual to direct commanders to document in writing reasons for findings and outcomes</td>
<td>Updated Discipline and Conduct Manual published October 2020</td>
<td>Complete</td>
</tr>
<tr>
<td>4</td>
<td>Revise Civil Rights Training to provide supplemental training for managers</td>
<td>Updated Civil Rights training disseminated January 2019</td>
<td>Complete</td>
</tr>
<tr>
<td>5</td>
<td>Change Civil Rights Manual to reflect that military members file whistleblower complaint with DHS Inspector General, not Office of the Special Counsel</td>
<td>Updated Civil Rights Manual published October 2020</td>
<td>Complete</td>
</tr>
</tbody>
</table>

### 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

<p>| 1.A | Update Civil Rights Manual to require convening orders to include specific info | Updated Civil Rights Manual published October 2020 | Complete |
| 2.A | Consider using independent contractors as investigators | Coast Guard Civil Rights Directorate conducted feasibility study | 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 | Add language to Commanders Quick Reference Guide to provide process guidance for adjudication of complaints | Updated Commanders Quick Reference Guide published March 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 | Updated Civil Rights Manual published October 2020 | Complete |</p>
<table>
<thead>
<tr>
<th></th>
<th>Task Description</th>
<th>Timeline and Details</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Ensure compliance with timelines by emphasizing in Convening Order template</td>
<td>Updated Convening Order template disseminated January 2020</td>
<td>Complete</td>
</tr>
<tr>
<td>7.A</td>
<td>Use internal messaging to emphasize accountability for Anti-Harassment Hate Incident process</td>
<td>Communication Action Plan and messaging October 2020 and ongoing engagement with the workforce.</td>
<td>Complete</td>
</tr>
<tr>
<td></td>
<td>Emphasize accountability through Command Cadre courses</td>
<td>Updated Command Cadre Course Curriculum published October 2020</td>
<td>Complete</td>
</tr>
<tr>
<td>7.B.</td>
<td>Invite Outside Experts to review process</td>
<td>DHS Civil Rights Civil Liberties (CRCL) conducts periodic and annual assessments; frequent consultation with DHS CRCL on policy updates.</td>
<td>Complete</td>
</tr>
<tr>
<td>7.C.</td>
<td>Afford complainants opportunity to raise concerns involving process with Chain of Command</td>
<td>Updated Civil Rights Manual published October 2020</td>
<td>Complete</td>
</tr>
<tr>
<td>7.D</td>
<td>Share information with Congress</td>
<td>CG staff available for briefings upon request</td>
<td>Complete</td>
</tr>
</tbody>
</table>

The U.S. Coast Guard Academy Must Take Additional Steps to Better Address Allegations of Race-Based Harassment and Prevent Such Harassment on Campus (Case #OIG-20-36) - DHS Office of Inspector General - June 2020

<table>
<thead>
<tr>
<th></th>
<th>Task Description</th>
<th>Timeline and Details</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Investigate all allegations of status-based harassment</td>
<td>Updated Civil Rights Manual published October 2020</td>
<td>Complete</td>
</tr>
<tr>
<td>2</td>
<td>Update Civil Rights Manual to require reasons for disciplinary decisions be documented, including decision not to take disciplinary action</td>
<td>Updated Civil Rights Manual published October 2020</td>
<td>Complete</td>
</tr>
<tr>
<td>3</td>
<td>Issue Superintendent Instruction to ensure appropriate notification is given to Civil Rights Service Provider in all allegations that could reasonably relate to race or ethnicity</td>
<td>Updated Academy Superintendent Instruction published October 2020</td>
<td>Complete</td>
</tr>
<tr>
<td>4</td>
<td>Provide mandatory training for Coast Guard Academy personnel and cadets involved in investigations</td>
<td>Mandatory Anti Harassment and Hate Incident Investigator Training published October 2020.</td>
<td>Complete</td>
</tr>
<tr>
<td>5</td>
<td>Provide mandatory training to cadets on how to recognize and avoid harassing behaviors</td>
<td>Updated training scheduled for Corps of Cadets October 2020, This training is now required annually.</td>
<td>Complete</td>
</tr>
</tbody>
</table>