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JUN 17 2008

MEMORANDUM

From: B. E. Viekman, CAPT
CG PC

A handwritten signature in black ink, appearing to read "B. E. Viekman".

To: Member, Postgraduate / Advanced Education Selection Panel

Subj: PRECEPT FOR SELECTION TO COAST GUARD ADVANCED EDUCATION
PROGRAMS FOR ASSIGNMENT YEAR 2009

Ref: (a) Training and Education Manual, COMDTINST M1500.10 (series)
(b) Coast Guard Advanced Education Program, COMDTINST 1524.1A
(c) Active Duty Officer Postgraduate and Advanced Education Application Process
Guide for Assignment Year 2009
(d) COMCOGARD PERSCOM ARLINGTON VA//C// 041744Z APR 08,
ALCGPERSCOM 025/08
(e) COMDT COGARD WASHINGTON DC//CG-13// 052252Z MAR 08,
ALCOAST 119/08

1. You are hereby appointed as a member of a selection panel convened to select eligible active duty and civilian personnel for advanced education. This panel may also review a previous selectee's performance to determine if a Duty Under Instruction assignment should be delayed or canceled. The panel shall be governed by the selection criteria listed in reference (a) and as modified by references (b) - (e). Your tasking is to select those personnel who, in your opinion, are best qualified to complete the designated course of instruction and to compete successfully for future promotion.

2. Postgraduate education and advanced training programs provide personnel with the knowledge and skills necessary to fill billets requiring a high level of expertise. Although the immediate goal of these programs is to develop those skills necessary for performance in specific billets, the long-term goal of these programs is to establish a high level of technical and managerial competency among senior officers. Therefore, to ensure that the time and money invested is well spent, only those individuals who display the potential for maintaining a high level of productive service, while in positions of increasing responsibility, should be selected. If you question an individual's suitability for increased responsibility, that individual should not be selected.

3. All personnel who apply by the published deadline and meet the eligibility requirements for advanced training, as specified by reference (a) and as modified by references (b) - (e), shall be considered by the Panel. Waivers have been considered and approved prior to the panel convening, thus all candidates appearing before the panel are equally eligible for selection.

4. Officers who have previously earned a postgraduate degree through a full-time, Coast Guard sponsored or off-duty program will not normally be selected for training in a second specialty. All officers of the appropriate pay grade may, however, be considered for the senior officer staff colleges, the Joint Forces Staff College (Joint Advanced Warfare School), the Naval War College (Command and Staff), the Marine Corps Command and Staff College, the Master of Science in Project Management, the Sloan Fellowship Program, and the MIT System Design Management Program. Officers who receive a Master of Liberal Arts in assignments as Academy instructors may also be considered for a second advanced education program.

5. Although the Coast Guard's aviation staffing levels require the majority of aviators to remain within the specialty for which they have been trained, some aviators will be permitted to expand their professional capabilities to other fields. Aviators may apply for the programs outlined in reference (d) and are not eligible for other programs. Selection of aviators is limited to one primary and one alternate per program for each non-aviation-oriented program.

6. In addition to the above guidance, the Panel should consider the factors explained in the PY09 Commandant's Guidance to Boards and Panels, which is attached as an enclosure, as you evaluate the officer's record.

7. The selection criteria listed in reference (a) are further defined as follows:

- a. Eligible grade and year group. Except for programs specifically designated for senior officers, applicants who are either O-5, selected for O-5, or who will be in the zone for O-5, should not be selected for training. The only exception to this rule is that those officers in the zone for O-5 are allowed to apply for the junior Naval/USMC/Joint Command and Staff programs. High performing officers in the grades of O-2 and O-3 clearly offer the greatest potential for constructive Service employment of their newly acquired skills. Program solicitation messages further specify eligible grade requirements as necessary.
- b. Performance of Duty. Past performance of duty, as reflected in officer evaluation reports (OERs), shall be the primary factor in the selection process. If there is doubt as to an individual's ability to successfully compete for promotion, that individual should not be selected for postgraduate or advanced training, even if a training allowance billet will remain vacant.
- c. Academic Achievement. An individual's past academic performance may be considered a predictor of future academic success. Applicants with less than a 2.5 undergraduate academic average on a 4.0 maximum scale should have demonstrated more recent improved academic performance in order to be considered for selection. In the case of these candidates, strong professional performance coupled with recent academic success may be considered a compensating factor for a lower undergraduate academic average. Outstanding academic achievement that is not coupled with a strong record of performance is not sufficient for selection. An applicant's most recent educational experience is the best indicator of academic potential.
- d. Standardized Test Scores. Low standardized test scores may make it difficult for an applicant to be accepted to a graduate program. Standardized test scores also provide a

method of comparing achievement of applicants with backgrounds in different curricula at different schools. Test scores as required for admission to specific programs shall be submitted as part of the application package unless otherwise specified by the program.

- e. Curricula Preference (first and second choices). Among equally qualified applicants, curricula preference should be considered as one indicator of an applicant's interest in the program.

8. Panel members shall swear or affirm that they will, without prejudice or partiality, and having in view both the special fitness of officers and the efficiency of the Coast Guard, perform the duties imposed upon them in accordance with references (a) – (e). Furthermore, all decisions made by the panel shall be made by at least a majority of the panel and based on the records and documents furnished. Panel members of the Board shall not to divulge any information related to the proceedings of the panel. Officers who applied but were not selected may contact their Assignment Officer (OPM-2) or the Officer Career Management Branch (OPM-4) for career counseling.

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Enclosure: Commandant's Guidance to Boards and Panels

COMMANDANT'S GUIDANCE

TO PY08 OFFICER SELECTION BOARDS AND PANELS

“Change is hard, but not as hard as recovering from a missed opportunity or the loss of confidence that comes when leaders fail to act.”

ADM Thad Allen

1. Never has there been a more exciting or rewarding time to serve in the Coast Guard. The world is rapidly changing, and with it, we are confronting new challenges, threats and hazards, as well as significant opportunities. As we navigate in this evolving world of the 21st Century, we cannot wait to be prompted by external events and perceptions that dictate the terms of change to us. We must be forward looking, adaptive, flexible and responsive to emerging concerns and trends to succeed. We must build a Coast Guard that continually senses change and continually adapts. Building a Coast Guard is not limited to reforming our infrastructure and transforming the organizational chain of command. It means building leadership that will best position the Service for today and the future. It means continually assessing our skills and being engaged in lifelong learning regardless of rank or time in Service. Optimal mission execution requires much more than monitoring operations. Intelligence, curiosity, preparedness and critical thinking skills are prerequisites to success. We need officers who excel in this rapidly changing climate – leaders who employ innovative methods to solve problems; who work with partners within the government and their communities to best serve the American people; who understand the concept of managed risk, and who create an environment for subordinates that embraces change, diversity of thinking, and Coast Guard core values.
2. The Coast Guard today is more visible, trusted and respected than anytime in our history. It is our agility, adaptability and strong leadership that makes this possible. To sustain the public's confidence and our superior mission execution, while evolving to meet national, and even global, demands, we need officers who can do the following:
 - a. Continually reinforce core values. Character is a fundamental condition and represents a standard of excellence. Officers must consistently reflect the Coast Guard core values of Honor, Respect, and Devotion to Duty. Integrity and transparency are foremost among the traits that we expect in our leaders. Through personal example, conduct, and decisions – every day, on and off duty – officers must instill the culture of our core values in their people. Our people have come to expect transparency and we must continue to make this part of our culture.
 - b. Carry out the Commandant's Strategic Intent: The Commandant's Intent represents my priorities for the Coast Guard. They are Mission Execution, People, Platforms and Support. Mission Execution is why the Coast Guard exists, whether we are securing our ports, protecting the American public from all hazards and all threats, or being a responsible steward of the world's oceans. We need to promote people who have the necessary technical expertise, management, and leadership skills to bring the Coast Guard strategy to life in our operations, support, training and workforce development, regardless of their specialty or the particular mission. Officers you select for promotion must be our best leaders and managers - capable of reacting and

adapting to a dynamic operating environment and committed to igniting passion, motivation and innovation in our people. They must ensure that all Coast Guard men and women, whether in operations or support, military or civilian, active duty or reserve, know their critical role in mission execution.

- c. Think Innovatively and Act with Conviction: When confronted with a crisis, our people do not hesitate to assess risk, develop a plan, and take swift and appropriate action. We must select officers who have this bias for action, who can think on their feet and be innovative in solving problems. We need leaders who are team players, who exercise on-scene initiative and flexibility, and who can take and manage risk, while exercising appropriate restraint. Look for major accomplishments and discount minor errors. Officers should be out in front, even if their methods or ideas seem unconventional, as long as those methods comply with law, regulation, doctrine, and core values. Officers should also apply these principles to those who work with them, encouraging innovation, and helping their people apply the lessons learned for continuous systemic improvement. We must focus on the effects we are trying to achieve rather than activities and levels of effort.
- d. Be Capable of Operating in a Dynamic Environment: We are first responders, ready for all hazards and all threats in the maritime domain, every hour and every day of the year. We are ready today, and always preparing for tomorrow. Officers must be adaptable and flexible to meet these evolving challenges and should demonstrate those traits in all that they do. They need to see opportunity in change, be able to readily adjust to changing circumstances, and lead with optimism and energy. Change is a permanent feature of our Service.
- e. Embrace Partnerships and Unity of Effort: We need officers who can operate and support operations in a linked and seamless fashion with partners, whether it is part of a major response to an event or in better serving the American public. We need officers who know how to form key and successful partnerships and coordinate efforts with DHS components; DOD; other federal, state and local agencies; and the private sector, as we work together to provide for the safety and security of the U. S. maritime domain. We value the experience gained in joint and interagency assignments when those experiences are applied to improve the Coast Guard. We must also be effective in the face of organizational stovepipes and hesitant partners .
- f. Build the Future Workforce: To sustain superior mission performance and best position the Coast Guard for the future, we need an extremely well-trained, educated and diverse workforce. Diversity is not limited to the traditional areas of ethnicity, gender, color, and creed. Diversity is also the diversity of thought, experience, perspective, and culture. We need officers to lead the Coast Guard who value differences, who are culturally attuned to the world in which we operate and the people in it, and who teach and mentor their people. Our officers must also be firmly committed to equal treatment and opportunity for all personnel, and through their actions, must promote diversity and foster cohesiveness and equal treatment in the workforce.

3. Regardless of the board or panel, you should consider whether an officer has made meaningful or extraordinary contributions within his or her area of responsibility, either in supporting or executing Coast Guard missions.
 - a. Our selection board system (commonly referred to as promotion boards) uses either a fully qualified or best-qualified standard for selecting officers. Selection boards are designed to select those officers meeting the appropriate standard without regard to their particular specialty. There are no preferred career paths.
 - b. Assignment panels and selection panels may consider specialty skills and career paths in the context of the specific panel's purpose as part of broader selection criteria.
4. In addition to looking for those qualities I mentioned above, these are some of the things you should watch out for as you evaluate officers' records:
 - a. Billet Description: Given the changes in our organization over the past several years, many officers are serving in assignments that may not be fully understood solely by their titles. In your evaluation, ensure understanding of the full scope of the officers' duties and assignments; carefully review the "Description of Duties" block of the officers' OERs (block 2). You should pay close attention to the overall scope of authority and responsibilities for all positions, command and non-command, operations and support.
 - b. Assignments:
 - i. Board and panel members are reminded that while officers have input to their assignment process, ultimately, they are issued orders based on the needs of the Service. Boards and panels should not base decisions on speculation as to why an officer was assigned to a certain billet or duty status (i.e. Title 10, EAD, ADSW, etc).
 - ii. The Coast Guard's operational excellence requires an array of skills and expertise. Every specialty community contributes to our overall success. Each community is essential and provides its own path to leadership and technical proficiency, though opportunities for command may come at different levels and numbers depending on the specialty. Boards and panels should not unduly emphasize operational or command assignments over key staff experiences.
 - iii. Because of declining opportunities for assignment of junior officers afloat, the decision was made in 2004 to discontinue sending all Academy graduates to sea. Many junior officers from other accession sources also do not have the opportunity to choose their initial career path. In this regard, boards and panels should avoid making value judgments about individual officers starting their careers afloat as compared to ashore. All officers are assigned to billets to meet specific Service needs.

c. Officer Evaluation Reports:

- i. Numerous officers are serving in joint and interagency positions where they may have non-CG supervisors. In reviewing performance for these officers, do not discount these records based upon the perception of unusually high or low marks or comments. Rather, consider the overall value these experiences bring to the Coast Guard as we look to build out Joint and inter-agency experience and talent. Reviewer comments are critical in these assignments.
- ii. Many officers are detailed to postgraduate or advanced/specialized training. While assigned to these duties, the majority of OERs will consist solely of their course grades. There will not be, nor is there expected to be, detailed performance information while assigned to duty under instruction.

5. FOR BOARDS CONSIDERING SELECTION TO O-3 AND O-4, AND PANELS CONSIDERING OFFICERS IN THOSE GRADES: Officers primarily develop their specialty/ technical/professional expertise in the O1-O4 pay grades through assignments, on-the-job training, and formal education, or any combination of these. By developing expertise as junior officers, these officers not only contribute the expertise they have acquired, they lay the foundation for contributing to the Service at more senior levels.

6. FOR BOARDS CONSIDERING SELECTION TO O-5 AND O-6, AND PANELS CONSIDERING OFFICERS IN THOSE GRADES: By the time officers compete for promotion to these ranks, they are generally top performers in specialty. In addition to performing technical or specialized aspects of their assignments well, officers in the O-5 and O-6 grades must demonstrate that they possess the leadership, management, and professional skills necessary to obtain optimal performance from people. Today the environment in which the Coast Guard operates is increasingly complex and technologically oriented. To meet current and emerging Service demands, the Coast Guard is requiring more officers to remain within their respective specialty areas. As officers move into senior ranks, they must have an understanding of the major issues facing the Coast Guard as a whole in order to best contribute, through their particular expertise, to the overall needs of the Service. This understanding of macro Service issues can be acquired in many ways even within specialty, through assignment diversity (different type of unit/different type of billet/different geographic location), participation in studies and task forces, and special assignments which provide a more comprehensive understanding of issues important to our Service.

Because of the dramatically increased scope of authority and responsibility for O-5 and O-6 positions, officers you select to serve in these grades must be able to make the leap from hands on management of the day-to-day details to empowering their people to perform those functions, while they take a strategic view, including a broad understanding of the joint, interagency and even inter-governmental arenas. They must be capable of acting with vision in a complex and uncertain environment. They must have the ability to maintain our multi-mission effectiveness and functionality with the capability to make risk-based decisions under stressful circumstances. They must demonstrate the public acumen and capability to work cohesively with our joint and interagency partners to optimize mission execution. They must understand how Coast Guard budgets and business systems impact operational outputs. The qualities that we look for in Flag officers should be apparent in our best-qualified O-6's.

7. FOR SELECTION TO FLAG RANK: Flag officers greatly influence the success of the Coast Guard, both internally and externally. They serve as the Commandant's senior field representatives, Coast Guard program directors, and in positions of significant responsibility in other agencies and military services. They are members of the Commandant's senior leadership team and must contribute substantially to the advancement of Service goals. They also represent the eventual succession of leadership of our Service.
- a. Vision: The world in which we operate is not static. The President and Congress created and fundamentally restructured organizations and relationships to address and mitigate emerging national threats and vulnerabilities. Our capabilities, competencies, organizational structure and processes must change accordingly, and we need flag officers who articulate a vision, embrace change, work together and act boldly and decisively to execute shared objectives that have been determined to best serve the national interest. This vision cannot be developed and nurtured without intellectual preparedness and the ability to continue to learn while leading at the highest levels in the Service.
 - b. Leadership: The future of the Coast Guard requires enlightened and empowering leaders in our Flag corps. They drive the leadership and direction of the Service and must be stellar examples of all that we represent. They must be our very best leaders and have demonstrated the commitment to achieving the Coast Guard's established goals and to empowering and nurturing the next generation of Coast Guard leaders. They have a special responsibility to be at the forefront of advancing initiatives that benefit our people. They should be devoted leaders who energize their people and clearly convey to every member of the Coast Guard Team how his or her role contributes to mission execution and by extension, to visible, tangible national outcomes. They should be leaders who are collaborative, value transparency of information, and who are decisive.
 - c. Partnering: Selectees must have the ability to excel at forming tactical, operational and strategic partnerships within the Coast Guard and in the joint and interagency arenas, as well as with state and local government, the private sector, and the international community. When needed, these skills must be up to the task of dealing with hesitant or uncooperative players. Similarly, selectees must be able to recognize when internal program-centric or parochial behavior exceeds expected stewardship responsibilities and forge unified organizational solutions.
 - d. Public Presence: Selectees must have the knowledge, presence, confidence, and bearing to represent the federal government in situations of national interest. They must demonstrate political savvy and a level of professionalism reflective of both the excellence of the Coast Guard and an ability to impact national-level policy processes. Flag officers must be articulate and persuasive advocates for the Coast Guard. Continuing intellectual development and external awareness of national and international political, economic, and social issues and trends over the course of a career enable this capability.

- e. Knowledge and Information Management: Intellectual preparedness is the fuel for vision. Selectees must have a broad and in-depth intellectual capacity to learn, retain, and apply knowledge. They must have keen analytical skills and the ability to readily assimilate elements of information regarding unfamiliar subjects. They must be able to make judgments on the quality of information provided through diverse mediums, and make good decisions in areas not within their area of expertise. They must value and effectively use information as a leadership tool to gain alignment and empower others to achieve organizational goals.

- f. Organizational Context: Selectees must have a demonstrated understanding of how the Coast Guard fits into the broader structure of the Department, Executive Branch, federal government, nation, and international community. Selectees must be able to identify the internal and external relationships that affect the Coast Guard and the Department, approaching each situation with a clear perception of external reality, and recognizing the potential impact of Coast Guard courses of action. The roles and responsibilities of our senior leaders have always demanded political acumen. Our current challenges require an even higher level insight and continual engagement to best position the Service for future success.

8. Officer selection boards and panels are, in fact, creating the future of our Service. Our people above all else, have been the Coast Guard's strength for over 217 years. Members of these boards and panels are entrusted with the duty to ensure that our people continue to be our source of inspiration and excellence. The Coast Guard and the Nation are depending on it.