



# Leadership & Professional Development Resources in the Coast Guard

The responsibility for leadership and professional development belongs to each individual, his or her unit, and the organization. Here are some tools that the Coast Guard offers:

## INDIVIDUAL TOOLS

### **Career Central Web Site**

This site is a central point for Coast Guard career and professional development information for all Coast Guard employees: active duty, civilian, Reserve, and Auxiliary.

### **Career Development Advisors (CDAs)**

CDAs provide unit training and counsel individuals on career development and career information. CDA positions are located at Integrated Support Commands (ISCs), the Headquarters Support Command, and Training Center Cape May. (COMDTINST 1040.4D, Career Development Advisor Program)

### **Coast Guard Reading List**

An annual list of recommended books to promote lifelong learning, personal growth, and intellectual development.

### **Enlisted Professional Military Education (EPME)**

EPME is a continuum of leadership training that provides enlisted members with a solid foundation for a successful Coast Guard career. Emphasis is placed on developing leadership capabilities and preparing members for increased responsibility. EPME is part of the enlisted advancement process. (COMDTINST M1510.2, Enlisted Professional Military Education)

### **Individual Development Plan (IDP)**

The IDP is a personally tailored action plan that the supervisor and individual use to identify short and long-term personal and career goals. It outlines the training and developmental experiences to achieve those goals. IDPs **are mandatory** for first-term enlisted members and junior officers and are highly encouraged for other military, civilians, and Auxiliarists. (COMDTINST 5357.1A, Coast Guard Individual Development Plan)

### **Leadership Competencies**

The 28 Leadership Competencies are the knowledge, skills, and expertise the Coast Guard expects of its leaders. They fall within four categories: Leading Self, Leading Others, Leading Performance and Change, and Leading the Coast Guard.

### **Leadership Development Framework**

Combines the 28 Leadership Competencies with five responsibility levels that apply to all employees (worker, first-line supervisor, mid-level manager, senior manager, and executive). Provides the expertise anticipated at each level. Offers a variety of ways to gain and demonstrate the anticipated expertise (training, voluntary education, and other learning opportunities). (COMDTINST M5351.3, Leadership Development Framework)

### **The Leadership News**

A quarterly newsletter on leadership issues in the Coast Guard.

### **Mentoring Program**

This program includes mentoring guidance, an online training course, and an e-mentoring system that allows mentees to find a suitable mentor from a dynamic database.

### **Training: Leadership and Professional Development Courses**

A variety of courses are available to military and civilian personnel.

### **Unit Leadership Development Program**

Includes learning resources available to individuals. See [learning.uscg.mil/uldp](http://learning.uscg.mil/uldp) (click on "Open Access to Resources").

# Leadership & Professional Development Resources in the Coast Guard

## UNIT TOOLS

### Coast Guard Reading List

Use this list to establish or add to your unit's professional library.

### Individual Development Plan (IDP)

IDPs **are mandatory** for first-term enlisted members and junior officers and are highly encouraged for other military, civilians, and Auxiliarists. We recommend that you have a program coordinator in place to manage the IDP process. (COMDTINST 5357.1A, Coast Guard Individual Development Plan)

### Inspirational Leadership Awards

Nominate your top leadership performers for the annual Witherspoon (for officers), McShan (for E-7s), Putnam (for civilians), and Greanoff (for Auxiliary flotilla commanders) Inspirational Leadership Awards. Nominations are sought each September via ALCOAST messages.

### Leadership Development Framework

Ensure that everyone at your unit is aware of the framework and encourage people to use the resources available to them (training, voluntary education, and other learning opportunities). (COMDTINST M5351.3, Leadership Development Framework)

### The Leadership News

This quarterly newsletter is distributed to all Coast Guard units and posted on the Internet. Please make sure it is available for everyone at your unit to read. You can also send a quarterly e-mail to the entire unit with a link to the current issue.

### Mentoring Program

Establish a unit program (see COMDTINST 5350.24C, Coast Guard Mentoring Program). Make sure all *new* personnel (enlisted, officer, and civilian) are able to find a mentor outside their immediate chain of command. Make sure all others have the option of finding a mentor and/or being a mentor. The recommended grade level difference between a mentor and a mentee is two grade levels.

### Training: Leadership and Professional Development Courses

Some are mandatory (e.g., CPO Academy, CWO Professional Development Course, and Civilian Orientation). Some are optional. Become familiar with the courses and encourage your people to attend.

### Unit Leadership Development Program (ULDP)

The Unit Leadership Development Program is designed to assess a unit's strengths and weaknesses in relation to the Coast Guard's leadership competencies. Leaders can review and share unit results with the crew, choose from a host of resources, and choose to partner with a ULDP coach to determine the most appropriate actions to take. This program is mandatory for all units (see ALCOAST 057/05).

## ORGANIZATIONAL RESPONSIBILITIES

### Core Values

Establish and instill core values.

### Leadership Advisory Council

Establish a council to monitor organizational leadership issues and report to the Commandant.

### Leadership Competencies

Identify and define leadership competencies. Ensure that the competencies are incorporated into other organizational systems and programs.

### Leadership Framework

Provide the anticipated expertise for each leadership competency at each workforce level. Offer a variety of ways for people to gain and demonstrate the anticipated expertise.

### Policy

Establish policy on leadership and professional development programs. Besides those listed above, current policy documents include:

- COMDTINST 1500.1  
Chief Warrant Officer Indoctrination Course
- COMDTINST 1500.15F  
Chief Petty Officer Academy
- COMDTINST 12410.12  
Coast Guard Civilian Orientation Training
- Flag Voice 294 (6/13/06)  
Unit Leadership Development Program
- Flag Voice 291 (4/18/06)  
Improving the Performance of Our People
- Flag Voice 289 (4/13/06)  
Civilian Orientation Program
- Flag Voice 283 (2/1/06)  
Chief Petty Officer Academy Empty Seats
- Flag Voice 280 (1/27/06)  
Leadership and Management School Road Shows
- Flag Voice 277 (12/21/05)  
New Web-Based Mentoring Program

### Training: Leadership and Professional Development Courses

Provide pertinent leadership and professional development training opportunities for all personnel.

To find out more, visit  
[www.uscg.mil/leadership](http://www.uscg.mil/leadership)