

The Leadership News

A quarterly newsletter on leadership issues in the Coast Guard

www.uscg.mil/leadership

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Leadership Talent Emerges During Hurricane Katrina Aviation Rescue Operations

by CAPT Bruce Jones, Air Station New Orleans, and CAPT David Callahan, Aviation Training Center Mobile, Ala.

We have struggled to find words that adequately express our admiration, respect and appreciation for the Herculean efforts of the many, many Coast Guard men and women, active, Reserve, Auxiliary and civilian, who came to us and made the recent Coast Guard air rescue operations over Louisiana and Mississippi possible. Words cannot adequately express what they accomplished. Thank you all for your leadership and support in the Coast Guard's continuing Katrina response and recovery operations.

On August 28, aircraft from Air Stations New Orleans and Houston and Aviation Training Center Mobile descended on the devastated city of New Orleans and Mississippi coastal communities only to find the utter horror of great expanses under water up to rooftops or completely flattened by winds, with burning gas mains and buildings,

and thousands of survivors clinging to rooftops adding to the unimaginable scene. In tropical storm conditions, every available helicopter immediately began hoisting sur-



AST2 Scott Rady gives the signal to hoist a pregnant woman from her apartment in New Orleans on August 30.

vivors, reacting intuitively to the difficult task of triaging the neediest from among the throngs of victims, and delivering those recovered to the nearest dry land or overpass.

As the scope of the disaster became known, air stations around the Coast Guard immediately began dispatching aircraft and aircrews to join the enormous rescue operation, staging out of both ATC Mobile and AirSta New Orleans. Each and every Coast Guard air station, without exception, contributed person-

nel and/or aircraft to this extraordinary effort. In addition, logistics and support personnel from units including Port Security Unit 308, Integrated Support Commands St. Louis and New Orleans, Marine Safety Unit Houma, Sector Field Offices Atlantic City and Grand Haven, Civil Engineering Unit Miami, Atlantic Strike Team, Maintenance & Logistics Command (Health and Safety Divisions), Electronic Systems Support Units New Orleans and Portsmouth, and many others descended onto the severely degraded AirSta New Orleans facility to help with watchstanding, aircraft dispatch, loading of equipment, aircraft maintenance,

(continued on next page)

Inside

How to Use the ULDP Assessment	3
ADM Loy Begins Prestigious Appointment at CG Academy	4
Two Coast Guard Women Receive Awards for Leadership	5
Leadership Development Products and Services Available to You	6
Commandant's Quality Award Winners	7
Survey Results Provide Valuable Info on CG Working Climate	8

Honor



Respect



Devotion to Duty

(continued from page 1)

facility repairs and any other task required, making this operation the epitome of the “Team Coast Guard” concept.

All AirSta New Orleans berthing and most shop spaces were rendered uninhabitable by flooding after Katrina’s category-four winds peeled back the hangar roof. Consequently, during the intense first four days of the operation until temporary tent cities and other shelters began to arrive, all aircrew and support personnel staging at AirSta New Orleans bunked head-to-toe on floors or on cots in the crowded admin building. For much of this time, the admin building/operations center was without power, air conditioning, running water and all but one working cellular phone making the concept of “adequate crew rest” an impossibility. ATC Mobile encountered challenges with their own hangar roof, losing all of their operations spaces, operations center and many maintenance shops, along with a loss of base-wide power and phone communications.

Despite these hardships, the extraordinary men and women who gathered from all over the Coast Guard to join the fight worked ceaselessly and cheerfully, allowing around-the-clock search and rescue and maintenance operations to continue unabated and at an unprecedented level. The dogged determination,

enthusiasm and eagerness to serve in any capacity exhibited by all members was awesome to behold. Many members of the embedded media commented frequently and with wonder at the superb quality, dedication and camaraderie of the entire crew.

In around-the-clock flight operations over a period of seven days, Coast Guard helicopters operating over New Orleans saved an astonishing 6,470 lives (4,731 by hoist) during 723 sorties and 1,507 flight hours. They also saved or assisted thousands of others by delivering tons of food and water to those who could not be moved immediately. These figures include all Coast Guard helicopter operations over the New Orleans metro area regardless of whether the flights originated at AirSta New Orleans, AirSta Houston or ATC Mobile,

and are almost certainly underreported as some sorties returned to their bases before overtaxed flight operations personnel could collect their data. The numbers from coastal Mississippi are still being scrubbed, and will increase the total considerably. ❖

For the full text of this article, visit www.uscg.mil/leadership and click on “Newsletter,” then “Issue 28.”

The Coast Guard Response to Hurricane Katrina

Lives saved by air resources	12,535
Lives saved by surface resources	11,600
Patients evacuated from hospitals	9,409

	Hurricane Katrina	Average Year
Total Lives Saved	24,135	5,500

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Article Submissions

We need your articles on leadership issues and best practices. Article length should be 500 words or fewer.

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How to Use the Unit Leadership Development Program Assessment

by CDR Bill Kelly, Coast Guard Academy, New London, Conn.

Now that the Unit Leadership Development Program (ULDP) is being used throughout the Coast Guard, we have heard from the field that the ULDP assessment has been a key component of the program's success.

The ULDP assessment is a good starting point for the ULDP process and acts as an initial barometer of how leadership development is progressing at your unit. However, you are not required to use the assessment before moving into other facets of the program.

Setting the stage is an important step when using the assessment. First, you must identify within the command your intent and scope of the assessment. One command may choose to do the assessment for the entire crew initially and follow up six to nine months later by breaking results down to the department or division levels. Another command may choose to break down results to the department level the first time around. Whichever way you choose to go, make sure you clearly communicate the intent and scope of the assessment when you provide your members with the link to the assessment. Otherwise, the crew's responses may be based on different perceptions of what is being assessed (some may be thinking of their department, others, their division or the unit).

Once you receive the assessment feedback, the real work begins. We have received positive comments from units that have used the assessment as a springboard for a discussion and analysis about leadership development at a particular unit. The following is an example of how the assessment results were used on board one cutter.

The commanding officer obtained the results and gathered the Wardroom and Chiefs' Mess to discuss the results of the survey. The unit had a couple of competencies that rated as "yellow" and the rest were "green." The first yellow item was customer focus. The CO asked the members around the table, "Who's our customer?" He received a variety of answers. The engineering officer stated, "My customers are everyone who

wants hot water, a/c, or vacuum suction!" The food service chief said, "My customers are everyone in the chow line!" The XO mentioned taxpayers. The supply officer talked about everyone who needed a given part to make things work. At the end of the discussion, the CO could have decided to set up an eight-hour training course on customer focus, but instead he demonstrated solid leadership and asked the XO for five minutes at quarters the next day to discuss who the unit's customers were. He also drafted a short blurb for the Plan of the Week.

Then they went to their next yellow item: conflict management. The CO asked the question, "Why do you think this came up yellow?" The best response came from one of the chiefs who said, "Most of the crew doesn't know what conflict management is until someone is in a headlock!" The same sentiments were echoed around the Wardroom table — folks didn't have the knowledge or skills to deal with conflict management. The group agreed that conflict management was probably a good area to focus their limited training time and resources. The XO took it for action to work with the training board to identify ULDP resources to work into their training plan for the next quarter. The CO posted the results of the assessment on the mess deck, and the command chief briefed the crew on the meeting the following day at quarters.

We hope this example provides you with at least one method for using the assessment results. Again, the key to a successful deployment of your ULDP assessment is to first define the scope and then to take the time to discuss the results to determine the appropriate action plan for your unit. ❖

ULDP coaches are available to help you plan an assessment and analyze the results. They can also help you select the appropriate resources to meet your unit's leadership development needs. See the ULDP Web site for a complete list of coaches: <http://learning.uscg.mil/uldp>.

If you have a ULDP testimonial, please submit it to LTJG Tom Stokes, e-mail thomas.m.stokes@uscg.mil.

ADM Loy Begins Prestigious Appointment at Coast Guard Academy

by Lynne Donahue, Coast Guard Headquarters (CG-133)

Retired ADM James M. Loy returned to the Coast Guard Academy on August 25 to begin a term as the first holder of the James S. Tyler Distinguished Chair in Leadership Development.

The Tyler chair is funded by Dr. James S. Tyler, Jr., and his wife, Karen. Tyler attended the Coast Guard Academy for three years starting in 1954. He then attended Worcester Polytechnic Institute, where he received a Bachelor of Science degree in electrical engineering. He later earned a master's and a doctorate degree from Yale University. Following his education, Tyler became a successful businessman and entrepreneur in California's Silicon Valley.

The vision for a chair in leadership came from then-Academy Superintendent RADM Robert Olsen (now retired) in 2003. Tyler read about the desired chair in the Academy alumni magazine. He visited the Academy in March 2004 and announced that he would provide a \$2.5 million gift to endow a chair in leadership. "This place made an indelible mark on my future," said Tyler about the Academy. "It was wonderful training, a wonderful background for an entrepreneur, though it may not have seemed like it at the time. So I decided it was time for me to pay back the Academy." Loy expressed his gratitude for Tyler's generosity. "We who work here in these early days will be forever grateful to Jim for his ideas,

his participation and, of course, his enabling dollars," said Loy.

Loy, who retired as Coast Guard commandant in 2002 and later served as deputy secretary of the Department of Homeland Security, was chosen for the Tyler chair because of his distinguished leadership in military and public service. "ADM Loy comes to us as a renowned leader, an alum, a hero and a friend," said Olsen earlier this year. "He is, and will continue to be, an inspiration to all at the Academy and those we serve."

Loy mentioned three goals that he wants to address during his appointment. First, he wants cadets to be "proud of their leadership development process while it's happening" (versus later on in life). Second, he wants to increase the visibility of the Academy as a "leadership center of excellence" for prospective college students. Third, he wants to develop a leadership model that "first and always embraces change."

The Tyler chair is the Academy's first endowed chair and is the foundation for the newly created Institute for Leadership at the Academy. The Academy is already home to the Leadership Development Center, which provides training courses and leadership products and services to the entire Coast Guard workforce — enlisted, officer, civilian, Reserve and Auxiliary. Addressing this issue, Loy said, "Why do we need another leadership forum? Our notion is there is never too much leadership exposure and if we build [the Institute for Leadership] correctly, we might be able to produce a 'best in class' construct that will carry the Coast Guard and its Academy's reputation far and wide. ... We imagine there might be additional chairs under the institute's umbrella, perhaps one in ethics or one in diversity." ❖

To read ADM Loy's speech from August 25, go to www.uscg.mil/leadership and click on "Newsletter," then "Issue 28."

New Leadership Competencies Prompt Changes to Officer Evaluation Report Forms

In 2004, the commandant approved additions and changes to the Coast Guard leadership competencies, which now total 28 (formerly, there were 21). An OER work group study found that most OER performance dimensions and standards contained strong, if not direct, links to the 28 leadership competencies. Minor wording changes to six OER performance dimensions were made to strengthen the alignment. These changes have been incorporated into a new Officer Evaluation Report form. For more information, see ALCGOFF 126/05, Changes to the OER, published September 7, 2005.

Two Coast Guard Women Receive Awards for Leadership

by LTJG Patricia Larkin, Coast Guard Headquarters (CG-12B)

Two Coast Guard women were recognized for their outstanding leadership and performance at the annual Coast Guard Women's Leadership Association and Sea Service Leadership Association's Women's Leadership Symposium July 12-13 in Washington. CGWLA is a national Coast Guard organization supporting the professional development of Coast Guard members, and SSLA is a national organization supporting the professional development of Navy, Marine Corps and Coast Guard members.

Two Coast Guard leadership awards are presented annually at the symposium — one for officers and one for enlisted. This year, CWO3 Lori Palmer and FSCM Karen Naulty were awarded the CAPT Dorothy Stratton and MCPO Pearl Faurie Leadership awards, respectively. Both awards were named in honor of women who embraced the challenges presented by women's admission into the Coast Guard. CAPT Stratton was the first director

of the Women's Reserve (SPARs) during World War II, and MCPO Faurie was the first SPAR to achieve the rank of E-9 (in 1964).

Palmer was recognized for her exceptional leadership while assigned to Training Center Cape May, N.J., as housing and security branch chief. She worked to improve living standards in

government housing and barracks and she created various mentor and professional development programs, thus significantly improving growth and living opportunities for more than 2,200 personnel and their families living on and around the training center.

Naulty was recognized for her exceptional leadership while assigned to Training Center Petaluma, Calif., as chief of the Food Service Specialist School. Naulty identified funds and resources to increase the size of the Alex Haley Dining Facility. To promote diversity, Naulty launched

a regular menu program, offering ethnically diverse menus and inviting guest speakers. In addition, Naulty established herself as a mentor for all personnel attending FS "A" school.

More than 200 women and men from the Navy, Marine Corps, Air Force and Coast Guard, including military, Auxiliary and civilian, attended the two-day Women's Leadership Symposium entitled "Leading Yourself, Leading Others" held at the National Defense University on Ft. McNair in Washington, D.C. Speeches and panel discussions covered topics such as mentoring, career and life balance, leadership, billet assignments, gender policy, and experiences from the fleet. The event was extremely successful and was described by one attendee as "very professionally organized [with] terrific speakers and great topics. In fact, time and time again, the speakers seemed to hit on the topics that were of high interest in the audience."

The Women's Leadership Symposium is an annual event open to all personnel. Information on the 2006 symposium will be released in an ALCOAST message in May 2006. Nominations for the CAPT Stratton Leadership Award for officers and the MCPO Faurie Leadership Award for enlisted members are solicited in May of each year via an ALCOAST message as well. ❖



RADM Kenneth Venuto, assistant commandant for Human Resources, with CWO3 Lori Palmer (above) and FSCM Karen Naulty (right).



Leadership Development Products and Services Available to You

The Coast Guard offers a wide range of leadership and professional development opportunities for all personnel. Explore the list below and find something for yourself and/or your command.

More information is available on the Web at www.uscg.mil/leadership/.

Leadership Training Courses for Military and Civilians

Military Courses

- Chief Petty Officer Academy
- Senior Enlisted Command Master Chief Course
- Chief Warrant Officer Professional Development (CWOPD) Course
- Officer In Charge/Executive Petty Officer (OIC/XPO) School
- Army Sergeants Major Academy
- Navy Senior Enlisted Academy
- Air Force Senior Noncommissioned Officer Academy
- Air Force Noncommissioned Officer Academy

Civilian Courses

- Aspiring Leader
- Brookings Executive Institution
- Career Enrichment Seminar
- Civilian Employee Orientation
- Federal Executive Institute: Leadership for a Democratic Society
- Industrial College of the Armed Forces
- Naval War College
- New Leader

Military and Civilian courses

- Capitol Hill Workshop

- Council for Excellence in Government, Fellows Program
- Executive Development Seminar
- Executive Leadership Program for Mid-Level Employees
- Executive Potential Program
- Leadership and Management School (LAMS)
- Leadership Potential Seminar
- Management Development Seminar
- Naval War College Nonresident Programs
- Seminar for New Managers
- Senior Leadership Principles and Skills
- Strategic Leadership
- Strategic Planning Through the Power of Vision
- Supervisory Leadership Seminar
- Treasury Executive Institute Events
- White House Workshop

New Computer Based Training Courses

Enlisted Professional Military Education (EPME) program – replaces the Military Requirements (MRN) system. EPME is a holistic education system that provides a continuum of leadership training based on successive pay grades, enabling Coast Guard enlisted personnel to acquire the knowledge, skills and ability required for positions of greater responsibility within the organization.

Civilian Orientation – covers such topics as history, organization, roles and missions, vessels and aircraft, ranks and ratings, leadership, and

work-life programs. The course is required for all new civilian employees but also may be used by all personnel (civilian and military) as a refresher on many Coast Guard topics. New civilian employees are given a CD-ROM version of the course by their Command Staff Advisor or HR Specialist. Others may take the training on the Web.

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.

28 Leadership Competencies

In 2004, the Coast Guard expanded its leadership competencies from 21 to 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.

Mentoring Program

In October 2005, the Coast Guard re-established an electronic mentoring system. This new system allows mentees to assess their career development needs, find a suitable mentor from a dynamic database and create a mentoring agreement. It also supports both mentors and mentees

by providing just-in-time instructions and automated notifications for key activities. We are now seeking mentors to populate this program. To volunteer, go to www.uscg.mil/leadership/ (click on "Mentoring").

Individual Development Plan (Guide and Form)

The Individual Development Plan (IDP) is a valuable performance enhancement and career development tool. It is currently mandatory for E-6 and below (a policy change is pending to make IDPs mandatory for first-term enlisted members only) and is voluntary for other members of the Coast Guard workforce (military, civilian, and Auxiliary). The IDP guide acquaints you with the purpose, goals, steps and value of an IDP.

Commandant's Reading List

This reading list offers recommended books related to leadership. The

reading list provides a tool for individual leadership growth, taking into account that responsibility for leadership development rests on each individual, his or her unit and the organization.

Commandant's Choice

In association with the Commandant's Reading List, the commandant names one book annually the "Commandant's Choice" for professional reading.

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. There is a great deal of useful information on the Web for use by Coast Guard employees, but the information is located in many different places. This site organizes the information to help you find what

you need for a successful and fulfilling career with the Coast Guard.

Career Development Advisors (CDAs)

Career Development Advisors 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.

Inspirational Leadership Awards

Each year, three Coast Guard people are selected to receive prestigious leadership awards. The Witherspoon award is for officers, the McShan award is for E-7s and the Putnam award is for civilian employees. See ALCOASTs 570/05, 571/05 and 572/05 for the 2005 call for nominations. ❖

Commandant's Quality Award Winners

Congratulations to the following units and staffs for receiving a 2005 Commandant's Quality Award for performance excellence:

Spirit of Excellence Distinction

- VTS Houston/Galveston
- MLC Pacific (v)

Bronze Level

- VTS Houston/Galveston
- MLC Pacific (v)
- ISC Alameda
- ISC Miami
- ELC Baltimore

- MLC Pacific (t)
- Air Station Cape Cod

Honorable Mention

- CGC Jarvis

The Spirit of Excellence distinction for VTS Houston/Galveston and MLC Pacific (v) recognizes their impressive models of leadership systems that remain intact over numerous years. Each has built a remarkable management system that transcends changes of command. (See ALCOAST 246/05 for more information.)

In 10 years, 137 commands have participated in the rigorous CQA program. These commands have demonstrated self-assessment, strategic thinking, innovation and continuous improvement. Each fall, the CQA program seeks commands and staffs to apply for the CQA and seeks personnel to serve on the CQA board of examiners. High performing commands and staffs are urged to participate. Organizational Performance Consultants are available to assist commands with the process.

For more information, see ALCOASTs 517/05 and 518/05. ❖

Survey Results Provide Valuable Information on Coast Guard Working Climate

by Paul Redmond, Coast Guard Headquarters (CG-1B1)

In 2004, the Coast Guard reached a milestone. For the first time, we had two sets of data on organizational climate, the results of the 2002 and 2004 Organizational Assessment Surveys (OAS). The OAS is done every two years and polls active duty, Selected Reserve and civilian employees.

What Changes Occurred Between 2002 and 2004?

All areas improved between 2002 and 2004, with the exception of rewards and recognition. Significant improvement was seen in areas of leadership and quality, training and career development, innovation and use of resources. However, the civilian workforce scored the areas of training and career development, fairness and treatment of others, and communications lower than the active duty and Reserve did. The Reserve workforce showed a decline in employer support of Reserve participation and in the understanding of Reservist civilian job and family obligations by Coast Guard commands. To address the area that de-

clined, rewards and recognition, Coast Guard leadership training courses are placing more emphasis on the importance of providing rewards and recognition to our people.

Who Uses the Information?

Data from the OAS provides valuable information for leaders at all levels of the organization. The information can help commanding officers, program managers, rating force managers, and officer and civilian specialty managers understand people's perceptions and the success of programs affecting their people.

Organizational Performance Consultants (OPCs), located at districts, areas and headquarters can help interpret OAS results and relate other unit measures to the results to provide a more complete picture of a unit's operation. OPCs can also help units take interim position fixes with the Unit Leadership Development Program assessment, 11-question Crew Survey or the recently developed OAS "light," a shorter version of the OAS.

Planning for the 2006 OAS

The next survey will be conducted in January 2006. We encourage all personnel to take the opportunity to tell their commanding officer, their force manager and the many program managers that affect their lives where they need to focus efforts.

When the 2006 OAS results are available next summer, unit leaders should compare their results with the unit's 2004 and 2002 results. The 2006 unit results should also be compared to results for similar unit types. These trends will allow unit leaders to see where their unit and other segments of the Coast Guard have made progress and where there are opportunities for improvement. The results should be shared and discussed with the crew. Based on dialogue with the crew and professional judgment, unit leaders should decide where to shift or continue emphasis. Fall or winter 2006 would be a good time for units to contact their servicing OPC staff and conduct an OAS light or Crew Survey.

Coast Guard-wide results and results by type of unit for the 2004 and 2002 OAS, as well as a job aid to help unit leaders use the results, are available on the CG Central Intranet site, cgcentral.uscg.mil (Our CG: Organizational Information: About the USCG: Coast Guard-wide Surveys). ❖

The OAS point of contact is Mr. Paul Redmond, e-mail PRedmond@comdt.uscg.mil, phone 202-267-0571.

O-4 Position Open in Office of Leadership and Professional Development

The deputy office chief position within the Office of Leadership and Professional Development (CG-133) will be open in summer 2006. CG-133, an office of 10 people, is the program manager for the Leadership Development Center, leadership training courses for military and civilians, the Unit Leadership Development Program, and other leadership programs. We are looking for a high performer with a varied background and a strong interest in leadership development. For e-resume purposes, the position title is "LEADERSHIP DEV PRGRM" and the position number is 00033141. For more information, see ALCGOFF 168/05. The incumbent officer is CDR Rob Kortus, e-mail RKortus@comdt.uscg.mil, phone 202-267-6484.