

The Leadership News

A quarterly newsletter on leadership issues in the Coast Guard

Issue 26 Winter 2005

Why use the Enlisted Professional Military Education (E-PME) Study Guide?

by Robin Fischer, Coast Guard Headquarters, Washington, DC

The Enlisted Professional Military Education (E-PME) Study Guide makes it unnecessary to sit for hours in the resource center searching through manuals, regulations, instructions, and other materials to glean the information you need for the Service Wide Exam or an Advancement Qualification Exam (AQE), or borrow notes from teammates, hoping the information is current. The E-PME is the latest tool to help you on your career path.

How do I get the Study Guide?

The E-PME Study Guide is available on the internet and the Coast Guard intranet at [HTTP://LEARNING.USCG.MIL](http://LEARNING.USCG.MIL).



To get a CDROM or hard copy of the E-PME Study Guide, contact your unit's education service officer (ESO) for ordering instructions.

What is the E-PME?

The E-PME system:

- Replaces the Military Requirements (MRN) system for personnel E-2 through E-9.
- Guides enlisted personnel through the required phases of leadership development training and educational programs necessary for advancement.
- Creates a holistic leadership development training and education program for enlisted personnel based on successive pay grades.
- Standardizes the development process for the E-PME Requirements and courses.
- Requires needs assessments and other related analysis as a basis for all substantial changes to E-PME Requirements.
- Provides more flexibility to system managers and course developers needing to make updates to specific E-PME courses.

Why should I use it?

This education is separate from a member's particular specialty or expertise (e.g., electrician, mechanic, etc.). Specifically, the E-PME is geared more toward leadership and management development and less toward technical aspects of an enlisted member's world of work.

The E-PME program exists to sup-

port job performance, leadership development, and to build an Esprit de Corps within the Coast Guard's enlisted workforce.

You are not required to complete the entire E-PME system in order to qualify for the May 2005 (active duty) or October 2005 (reserve) Service Wide Exam or to be placed on a supplemental advancement list prior to April 30, 2005. However, it is to your advantage to study the material the test is based on. It is a valuable tool that is provided for you.

Who has time for the E-PME?

You do, if you are taking a Service Wide Exam. Try it today. ✦

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The Unit Leadership Development Program is Underway, Making Way!

By CDR William Kelly, Coast Guard Academy, New London, CT

The Unit Leadership Development Program (ULDP) can now be found on line at <http://learning.uscg.mil/uldp>. The ULDP is the 21st century version of the Unit Leadership Program, and is a comprehensive leadership toolbox designed to support and enhance a unit's efforts to develop the men and women of today's Coast Guard into the leaders of tomorrow.

The ULDP came to life under the guidance of the Leadership Development Center (LDC) in New London, CT, and the website was constructed by the Coast Guard's Performance Technology Center in Yorktown, VA. The ULDP is designed to provide commanders of units from 4 to 400 members with a system to develop, design, and tailor a leadership development program for their people – on their terms.

The ULDP contains five key components:

- An easy-to-use home page with assorted links and resources,
- A Unit Assessment containing 36 questions linked directly to the Coast Guard's Leadership Competencies,
- An immediate Unit Assessment Results page available through a unit-specific "Dashboard" page,
- A list of over 150 resources linked directly to each competency and designed to support the development of individuals

in each of the leadership competencies, and

- A ULDP coach who is in place to provide "live" support, guidance, and coaching as your unit works through the ULDP - high touch to accompany the high tech!

The Commandant stated in ALCOAST 057/05 that the ULDP will be mandatory for all units by July 2005. Leadership development is not a one-time event on the mess deck for 30 minutes every month, an annual off-site by the Senior Staff, or a Welcome Aboard program that troops the new recruit around the unit. Leadership development programs are on-going processes that include a robust and healthy implementation of Individual Development Plans. Leadership development programs should include the use of the ULDP Assessment to gauge a unit's leadership readiness, and the review of the results with command cadre to develop an on-going action plan to embed leadership development throughout the unit. Leadership development programs may include the utilization of the training and non-training resources provided in the ULDP and resources that the unit develops and identifies through their own research.

There are no time or frequency requirements placed on the mandatory implementation of the ULDP,

but we must constantly assess how our people are developing. Their leadership development is just as important as their job development.

The ULDP received its first unsolicited endorsement from a Master Chief OIC in the field, who has chosen to make the ULDP part of his leadership development program; "The ULDP is great! I have been a fan of the Unit Leadership Program for a while, and used it at several different commands, but this program takes it to the next level. It allows you to tailor the training to your unit, and gives the instructor several different options on which resources to use. We incorporated this as part of our weekly All Hands training days, and so far, the crew has enjoyed participating!"

The ULDP provides units with a place to start, but good leaders throughout the Coast Guard must continue to "show the way." As Vice Admiral Allen stated during a ULDP presentation, "investing in a Leadership Development Program at the unit is a matter of paying it forward. We'll invest time up front and reap the rewards in the future."

The ULDP is managed by the LDC. If you have resources to contribute, questions to ask, or if you would like to get involved as a coach, please visit the web site <http://learning.uscg.mil/uldp>. Contact the point of contact at the LDC to see how you can contribute to this initiative! ✦

Local Leadership Training Opportunities

by Dr. Mike Doyle, Coast Guard Headquarters (G-WTL)

The Office of Leadership and Professional Development (G-WTL) is soliciting units interested in hosting the Leadership, Mentoring and Professional Development course June through September 2005. The course is already scheduled to be offered in the following locations on the following dates:

Seattle	7 - 11 March
New Orleans	4 - 8 April
Kodiak	25 - 29 April
Galveston	9 -13 May
Miami	23 - 27 May
Cape May	8 -12 August

Individuals interested in attending one of the already scheduled sessions, and within local commuting distance, need only obtain command approval to attend. The Leadership, Mentoring and Professional Development course is intended to provide leadership with significant knowledge-based leadership training, resulting in an initial strategy and plan to employ this program at your unit. The course itself is conducted locally from Monday at noon through Friday at noon. A five part program, each part consists of a series of training and facilitated planning modules. Individuals are free to attend one or all of the modules based upon the needs of the unit.

Host unit responsibilities include: (1) marketing the training to all Coast Guard units in the local commuting area, (2) providing two suitable spaces for use as classrooms, and (3) providing both classrooms with a television, a VCR, a computer with power-point projector, and a white board or flipchart. In the past, club facilities, mess decks, museums, and warehouse have been used as classrooms. More important than the facility is for the host unit to ensure all units in the local area participate to the full extent possible.

In planning for training, consider holidays and operations tempo, but also consider possible special events or special groups for which this training might be meaningful-things like tender round-ups or affinity group conferences. G-WTL can develop a course schedule around the attendees' unique local requirements.

Additional information concerning hosting or attending the Leadership, Mentoring and Professional Development course can be obtained from Dr. Michael Doyle, Office of Leadership and Professional Development at mdoyle@comdt.uscg.mil or from CWO2 Kenneth King at kking@cga.uscg.mil. ☒

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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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Leadership Development Center Update by CDR Pat Dowden, Coast Guard Academy, New London, CT

Spring greetings from the Director, instructors and staff of the LDC. Although the snow and cold of wintry New England is keeping a shiver in our bones, there are many initiatives and programs that are definitely heating things up. This past year, the LDC has taken more strides, using a variety of methods, to ensure that Coast Guard people have increased access to leadership development opportunities, programs, and courses.

This summer, we stand up the third Leadership and Management (LAMS) detachment at Air Station Miami. The LDC has two other 4-person LAMS training detachments located at training center Petaluma, CA and training center Yorktown, VA. With the creation of the new detachment, we are planning to significantly increase the opportunities for leadership training. The good news for the Coast Guard is increased capacity-space for over 3,000 people to attend a certified LAMS course across the United States in fiscal year 2005. This number is a threefold increase in students attending LAMS annually since 2001. We look forward to increasing this number again next year.

Recently, the first-ever Coast Guard Senior Enlisted (E-9 to E-7) Command Master Chief (CMC) course was held at the Coast Guard Academy. This new, 2-week course is designed to help prepare the Coast Guard's senior enlisted personnel to serve effectively as either a

"Gold" badge CMC or a "Silver" badge CMC (Command Master Chief, Command Senior Chief or Command Chief). As we evolve into a sector-focused organization, there will be a significant increase in the number of CMC positions and this new course will help our people acquire additional knowledge of Coast Guard programs, increase their communication skills, and improve their ability to work with command leadership and the enlisted personnel. If you are a senior enlisted person serving in either a Gold or Silver Badge CMC position, you'll definitely want to attend this class.

This spring the LDC will conduct a "roadshow" for the Senior Leadership Principles and Skills Course. This course is designed to increase the leadership and organizational awareness skills of our senior civilians and officers. The course is held at the LDC. This year, we incorporated the first roadshow of this course at the 8th District office in New Orleans, LA.

After nearly 20 years of providing the fleet with skilled prospective commanding officers (PCO) or prospective executive officers (PXOs), the PCO/PXO course has achieved another significant milestone. Recently the school was awarded Seafarers Training for the Certification of Watchstanders (STCW) certification in Bridge Resource Management (BRM). BRM training is required for all profes-

sional mariners attempting to obtain their Coast Guard Mate's license.

Finally, the Unit Leadership Develop Program (ULDP) has landed! Review the ULDP article in this issue and check the back of your leave and earnings statement for the website information. As a side note, the ULDP does not replace the Coast Guard's Individual Development Plan (IDP). The IDP remains the best tool for communicating with your boss what your personal and professional expectations are.

That is it from the LDC. Take the opportunity to become involved in one of the Coast Guard's many leadership development programs in the near future. Make a difference out there! ✦

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Being a Product of Juniority

by LCDR Mark Joseph McCadden, Marine Safety Unit Lake Charles, LA

Years ago when I was a young petty officer, I worked for a DC Chief by the name of Dennis Lawson at Group Humboldt Bay, California. Chief Lawson was one of the best welders I had ever seen. But then he refused to do any of the welding...

There was an important project that came up where my rookie welding skills clearly put me out of my league. Surely Chief Lawson would come to my rescue and use his talents to produce the quality work that was required for the job. Instead, Chief told me he was busy and to take care of it myself. I wasn't very comfortable about the situation, so I did quite a bit of practice in preparation for the project. I was pretty proud of myself after the welding was done and it appeared the 44-footer was still floating!

Chief Lawson later praised me for doing some good work. Later that night, I realized that it was I who should be doing the thanking. The Chief had made a better welder of me. He also made me a better Coastie. He understood that the only way to overcome the juniority challenges he had in his department was to empower his people by delegating power and responsibility, and holding them accountable.

With 25 fun and successful years in the Coast Guard, I am proud to say that I am a product of juniority. My serving in the capacity of an O-4 Commanding Officer today would not have been possible if not for the influence, empowerment, and support I received in the past from leaders like Chief Lawson. My success is credited to taking ownership of my areas of responsibility, and being held accountable by my supervisors.

One could make a strong argument that the juniority challenge is greater today than at any other time in the history of the Coast Guard. The post September 11th environment we now operate in calls for Coasties to take on new and additional responsibilities, and to adapt and adjust to constant change. Our personnel lack in both numbers and experience.

As a manager and leader of a 36-person unit, I tackle the juniority challenges by employing the same tactics my mentors used with me.

"Never stop driving and empowering your people to take on new and increasing responsibility. Give your subordinates all they can handle and even more, but always be watchful for their safety and monitor their work to ensure expectations are met.

"Hold people accountable. First, give out praise when appropriate and do it often. Recognizing positive performance will encourage and reinforce desired behaviors. However, when performance falls short, it must be brought to the attention of the individual in a non-personal and constructive manner. To say nothing after receiving or noting poor quality work is no different than giving your consent for sub-par performance.

I know employing these tactics may be easier said than done. However, today's leaders in the Coast Guard must carry out these measures to ready our organization for the present and the future. Giving people all they can handle and holding them accountable for excellence (not perfection) are the best ways to overcome the juniority challenges within our service. ❖

Upcoming Event

Women's Leadership

Symposium

July 12-13, 2005
Washington, DC

**For information contact
AKirksey@comdt.uscg.mil**

Unit Commanders Set the Pace for Improved Health and Fitness

by Robin Fischer, Coast Guard Headquarters (G-WTL)

With the Coast Guard's new requirements for personal fitness, unit commanders and Unit Health Program Coordinators (UHPCs) are taking the lead and inspiring the troops. Units with the best results have leaders who fully support the fitness requirements, from providing a positive example by working out themselves, to supporting the unit's needs for equipment, training, or educational events. While the metrics are the same throughout the service, tools vary from unit to unit and each has a program tailored to their mission.

The International Ice Patrol (IIP) provides an example of a fitness program that works, and works well. The IIP has, for several years, integrated fitness activities into every part of unit life through competitive challenge, reward and recognition, and just plain fun. The program is tuned to the seasonal nature of their mission (see sidebar), and ensures that all hands are at peak physical readiness throughout the year.

Captain Curt Springer, commanding officer of Sector Baltimore, sent his unit's UHPC to school to be certified as a personal trainer. Together, they have designed a coordinated group of motivational activities, unit challenges, and nutritional seminars. One of their greatest assets is their gung-ho approach. No challenge is too great if you have the commitment, and their UHPC is willing to support you the entire way, whether it's setting up a workout plan, doing a fitness evaluation, or confiscating a "biggie" pack of fries as he stops by for a quick attaboy. His holistic approach to health and fitness can take the most sedentary, stressed-out member and help them identify the areas to address. Unit members are motivated to action, given tips to increase activity, and gently reminded not to overlook any aspect of their lives – mental, physical, or spiritual. For Sector Baltimore's leadership, the fitness mission is the whole, balanced life for the member, in a healthy and fit body.

Headquarters fitness program includes regularly scheduled exercise classes throughout the week between 0630 and 1630. Classes include Step, Pilates, Cycling, Yoga, Judo and Weight Training. There are also fitness activities that take place at Ft. McNair which are supported by the Headquarters Morale, Welfare, and Recreation office (MRW) which take place between 1100 and 1300; soccer, basketball, volleyball and Frisbee. The director offers fitness assessments; help with creating a fitness plan, and offers regular competitions and events like fun runs or weight lifting competitions. With the help of the Health Promotion manager, brown bag lunch discussions for other health related areas are made available. The MWR provides support for participants for local marathons and other local fitness activities. The gym is well equipped with free weights, machine weights, and a wide variety of cardiovascular and conditioning equipment. The facility is accessible 7 days a week, 22 hours per day. The center is very inviting; you can find our most senior to our most junior members exercising at any give time or day of the week.

One of the main tenants of the Coast Guard's fitness program is the maximum allowable weight standards. The semi-annual weigh in helps members keep in top form to meet mission objectives. Overweight and obesity are a national crisis. The 1998 National Institute of Health Clinical Guidelines on the Identification, Evaluation, and Treatment of Overweight and Obesity in Adults define overweight as a body mass index (BMI) of 25 to 29.9 and obesity as a BMI of 30 or more. BMI is calculated by dividing weight (in kilograms) by height (in meters) squared. Overweight and obesity are associated with increased risk for heart disease, certain types of cancer, type 2 diabetes, stroke, arthritis, breathing problems, reproductive complications, gall bladder disease, incontinence, increased surgical risk, and psychological disorders, such as depression. For some members, weight loss is a necessary step toward optimal health and fitness and physical activity is the key

to successful weight loss. If weight is not an issue for you, physical activity is still an important factor.

Health professionals recommend doing at least 30 minutes of moderate-intensity physical activity (like brisk walking) on most days of the week. Where will we get that time? You can "sneak" it into your day, a few minutes at a time. The benefit of exercise is cumulative. Get started by making these small changes in your daily routine:

- Get off the bus or subway one stop early and walk the rest of the way.
- Take the stairs instead of the elevator.
- Walk and talk with a friend at lunch. During inclement weather, do laps inside your building or a local mall. Try using a pedometer to measure your activity level. The goal is to reach and maintain 10,000 steps per day.
- Put more energy into everyday events like the walk between offices, to the car, errands, housework, and yard work.
- Find a local park, school track, or trail where you can walk, run, or cycle.
- Work out with an exercise video at home. Many varieties are available from your local library or video retailer.
- Join a recreation center or fitness center.
- Walk your dog. If you do not have a dog, pretend that you do.
- Make exercise fun. Do things you enjoy. If you are social, include a friend or coworker and cheer each other on.
- Be active with your kids – ride bikes, jump rope, toss a softball, play tag, or do calisthenics. Physical activity is good for them too.

TIP: Keep a physical activity log. Writing down your workouts in a notebook or on a calendar lets you see how many times you have been physically active in a week. You can also use your log to track your physical activity and health goals.

The implementation of the Coast Guard Fitness Program is well underway. All military members developed a basic fitness plan and all active duty and reserve members completed the first semi-annual weigh in for all active duty and reserve members. The second weigh in will occur in April. Now is a good time to evaluate your post-holiday condition and make any necessary adjustments.

Additional Tips and Tricks for Success from our UHPCs


- Drink water (and then more water, can't stress that enough)
- Commit to exercise regularly
- Keep an eye on your weight and your waistline
- Perform aerobic exercise for 30 minutes, three times per week (minimum)
- Choice to eat good, nutritious foods
- Maintain a balanced diet from all food groups
- Eat breakfast daily
- Be aware of portion size
- Use seasoning to spice food rather than fats
- Choose lean meats over fattier ones
- If you slip up, get right back to it, don't delay

Continue on the path of health and fitness. Coordinate your efforts with your coworkers, friends, and family. If you are experiencing challenges, get a personal fitness assessment. It may show you an area previously overlooked. Participate in your unit's fitness programs and events. Make fitness fun so you keep going back. Contact your UHPC for additional ways to work more fitness into your life.

Even though personal fitness is mandated by the service, success depends on the personal dedication of the members to improving their health, taking the steps to increase activity in addition to routine exercise, and implementing healthy nutritional factors in their daily lives. Throughout the Coast Guard, unit leaders are empowering their people to turn their dedication into results. ✠

George R. Putnam Inspirational Leadership Award

A new award to recognize one inspirational civilian leader annually is established. The award is named after George R. Putnam, the first Commissioner of the U.S. Lighthouse Service. Commissioner Putnam exemplified inspirational leadership and his accomplishments during civilian service have stood the test of time. He retired from the Lighthouse Service in 1935 after 45 continuous years as a civil servant, rising from clerk in the Coast and Geodetic Survey all the way to the Commissioner of the Lighthouse Service in 1910, a capacity he served for 25 years. Mr. Putman is known for demonstrating great courage of conviction by hiring the most competent people, selected based "solely on their record and their merits" and without regard to patronage. He introduced benefits such as annual leave, paid sick leave, and a retirement system for Lighthouse Service employees. His reach was global, having authored a number of articles for National Geographic magazine. He was also an innovator, championing the use of radio aids to navigation and significantly increasing the effectiveness and efficiency of the Lighthouse Service. Mr. Putman aptly summed up his career in the following statement: "I am glad that I devoted my life to public service. I am proud to have been able to help in making less hazardous the voyages of those who 'go down to the sea in ships.' I am happiest of all to have been associated with, and to have been the leader of, a group of men and women loyal in their obedience to the ideals of good government, devoted to the service of humanity."

Look for an article on Mr. Putnam in the March 2005 issue of the Coast Guard Magazine. 

Honor



Respect



Devotion to Duty

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