

Final Report:
Senior Enlisted Needs Assessment (SENA)
Preparing the Senior Enlisted Workforce for the 21st Century

Executive Summary

Introduction:

During the past year, an analysis team conducted the most sweeping study ever within Coast Guard history that concentrated exclusively on our two most senior enlisted pay grades – Senior Chief Petty Officer (E8) and Master Chief Petty Officer (E9). Taken together with the results of previous studies – mainly the Enlisted Career Development Program (ECDP), the Workforce Cultural Audit (WCA), and the Joint Rating Review (JRR), this analysis resulted in a total integrated and comprehensive performance support plan for the entire Coast Guard enlisted workforce.

The SENA study was inherently customer-focused by virtue of the study teams' composition; team members were selected because they best reflected the immediate beneficiaries of this project. These handpicked men and women came directly from Coast Guard field units. At every step, specific data was gathered from actual customers at large. The study team identified the Coast Guard's organizational goals, missions, and corresponding unit needs in order to target the desired performance of the senior enlisted workforce to accomplish those goals and missions. This executive summary provides an overview of the background, challenges, methodology, and findings associated with this study.

Background:

This needs assessment evolved as a result of three previous studies that were conceived at the outset of a comprehensive effort to define enlisted performance from initial entry to chief petty officer. The results of these studies were the foundation of the Enlisted Career Development Program (ECDP). The Nonrate Workforce Structural Study (NWSS) and the Chief Petty Officers Needs Assessment (CPONA) began as separate attempts to better develop discrete portions of the enlisted workforce, while the Petty Officer Development Initiative (PODI) was a natural byproduct of the first two analyses. The NWSS analyzed the enlisted accession process up to first unit and the CPONA defined performance expectations of newly advanced chiefs, needs associated with the intermediate pay grades (E4-E6) virtually spilled out. The petty officer needs were captured in the PODI by a team composed of members who were participants in both the NWSS and the CPONA. Put simply, while the NWSS

defined one end of the spectrum (E1 – E3), the CPONA defined the other end (E7), and the PODI defined the bridge between them (E4 – E6), the SENA team has the responsibility to define performance expectations of E-8's and E-9's. To start this process, the SENA team needed a clear understanding on the Service's expectations of a Senior Chief and Master Chief Petty Officer.

What should E-8's & E-9's be doing in order to help accomplish the Coast Guard's missions?

What tools do they need to reach their full potential?

It was apparent that the answers to these questions would provide the perfect opportunity to examine precursory issues given these expectations for senior enlisted; how do we attract the kind of people we need to become Senior Chiefs and Master Chief Petty Officers; and how should we then indoctrinate and assimilate them into the newly defined roles and responsibilities as noted in the SENA charter and the interpreted language of Public Law 85-422?

In May 1958, Congress enacted Public Law 85-422, which established two additional senior enlisted pay grades (E-8 and E-9). Each service was left to define the two new pay grades. Adopting the U. S. Navy's version, the Coast Guard has vaguely used the definition due to the inability to match Coast Guard roles with Navy roles (different missions).

ADOPTED FROM THE U. S. NAVY

Senior Chief Petty Officer (E-8): The role of the Senior Chief Petty Officer (E-8) is that of an enlisted technical or specialty supervisor. A Senior Chief Petty Officer functions as an enlisted technical or specialty expert within a rating, serving as the second senior enlisted petty officer within that rating. The primary responsibility is to bring to bear broad training, knowledge, and experience in providing direction and supervision to enlisted personnel engaged in performing the functions and tasks associated with the work for which a rating is responsible. A Senior Chief Petty Officer plans and administers on-the-job and other training programs for subordinates serving within the same specialty. On occasion, there are functions outside the areas of the rating in areas of leadership, administration, and supervision as a senior enlisted advisor in matters concerning enlisted personnel, but the main thrust of supervisory and leadership ability lies in the area of broad technical or specialty expertise that is rating specific.

ADOPTED FROM THE U. S. NAVY

Master Chief Petty Officer (E-9): The role of the Master Chief Petty Officer (E-9) is that of the senior enlisted technical or specialty administrator within a rating. The Master Chief Petty Officer, is the senior enlisted grade in terms of military, technical, supervisor, and administrative responsibility and expertise. The primary responsibility is to bring to bear the extensive training, knowledge, and experience in providing senior level enlisted supervision and administration to the entire rating, thereby insuring maximum efficiency of the work force and equipment assigned in the effective accomplishment of the function and task for which the immediate organization is responsible. A Master Chief Petty Officer is responsible for organizing, directing, and coordinating the various programs implemented for the purpose of instruction and supervision of subordinates. In units or at activities where the situation requires, the Master Chief Petty Officer, in addition to his/her normal functions, supplements the officer corps in the overall supervision and administration of personnel and equipment associated with the functioning of the organization to which assigned, whether or not related to a rating. In addition to functioning with a specialty as described, the Master Chief Petty Officer can also be expected, when so assigned, to be capable of functioning effectively outside a particular area of the rating in areas of leadership, administration, and supervision, as a senior enlisted advisor for the command in which serving in matters concerning enlisted personnel.

Since the first Coast Guard E-9 advancement of Master Chief Yeoman Jack Kerwin (advanced to E-9 on 1 November 1958), little has changed in terms of identifying new roles and responsibilities for E-8's and E-9's. Based upon historical data, SENA is the first known body to conduct a comprehensive analysis of our E-8 and E-9 ranks.

Under the guidance of the Master Chief Petty Officer of the Coast Guard, the Senior Enlisted Advisory Team (SEAT) conducted a cursory review on the language and contents of Public Law 85-422 and its usage within our current Coast Guard human resource system. Based upon collected data, the SEAT members quickly realized what many had suspected, that the Navy's definition of Public Law 85-422 did not align with Coast Guard organizational missions. As a result, the Senior Enlisted Needs Assessment study was chartered.

Challenges:

One of the first challenges facing the SENA team was to examine all current studies within the Human Resource Directorate and link all of the processes and products associated with the elements of developing a Senior and Master Chief

Petty Officer. This involved identifying Coast Guard expectations of E-8's and E-9's as we enter the 21st century in terms of providing the Coast Guard with a final product—

***Senior Chief and Master Chief Petty Officers
with the required skill sets to perform their assigned
roles and responsibilities and prepared to reach their
full potential in the Coast Guard.***

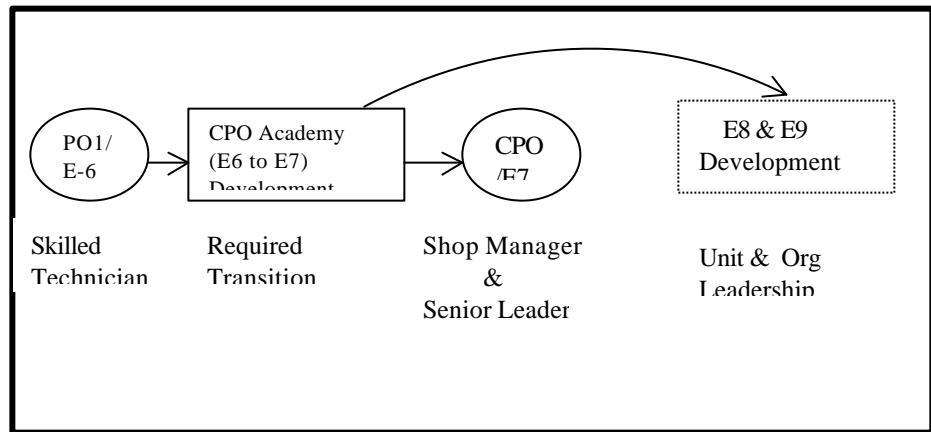
As SENA sought to understand the extent to which Senior and Master Chief Petty Officers work is career enhancing, larger questions arose such as, “what do we mean by career?” “What does this career look like?” One must know what the job entails at the far end of the enlisted career pipeline if one is to determine how to proceed in that direction from the outset of a career beginning as a nonrate (E-1).

Like previous studies, this study began with the end state in mind by asking, What is it that the Coast Guard expects of its senior enlisted personnel and what professional preparation does a selected E-8 or E-9 need to fulfill these expectations? The solutions proposed by SENA will enable all components of the enlisted human resource system to work together for this common purpose and meet our organizational commitment to the American public as trusted public servants.

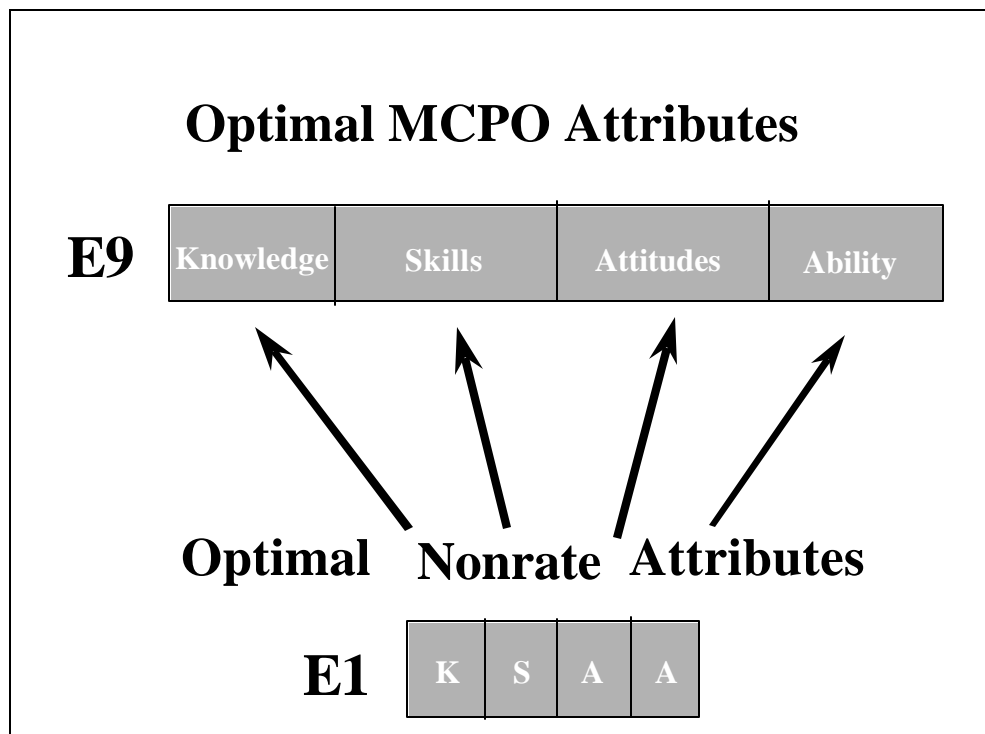
The thrust of studying E-8's and E-9's was partly in response to concerns that emanated from Leadership Workgroup's 1 & 2 (1993-1995). These groups identified many needed changes, but one in particular was the need to better develop our Chiefs' Corps, a key element of which involves around the CPO Academy's existence. While the CPO Academy's old curriculum (1982-1998) met the needs of E-8's and E-9's, not all E-7's, let alone prospective E-7's, were guaranteed an opportunity to benefit from this experience. A finished product of the CPO Needs Assessment was a new attendance policy and a revamped curriculum that aligned the CPO Academy with the performance expected of all new E-7's.

By analyzing the performance requirements and expectations of newly advanced E-7's, the SENA team was able to contrast this outcome with actual knowledge, skills, attitudes and abilities (KSAA) of prospective Senior Chief's (E-7's selected for advancement to E-8). Basically, measuring the extent of

the “jump” from chief petty officer to senior chief petty officer and the knowledge, skills, attitude, and abilities that are required.



Finally, as the Enlisted Career Development Program Model took shape, it became apparent that an entire developmental plan from prospective enlistee (E-1) to master chief petty officer (E-9) was being built. In other words, now that the role and performance of nonrates through chiefs had been defined, the successive levels of development from chief to senior chief and senior chief to master chief petty officer had to be incorporated.

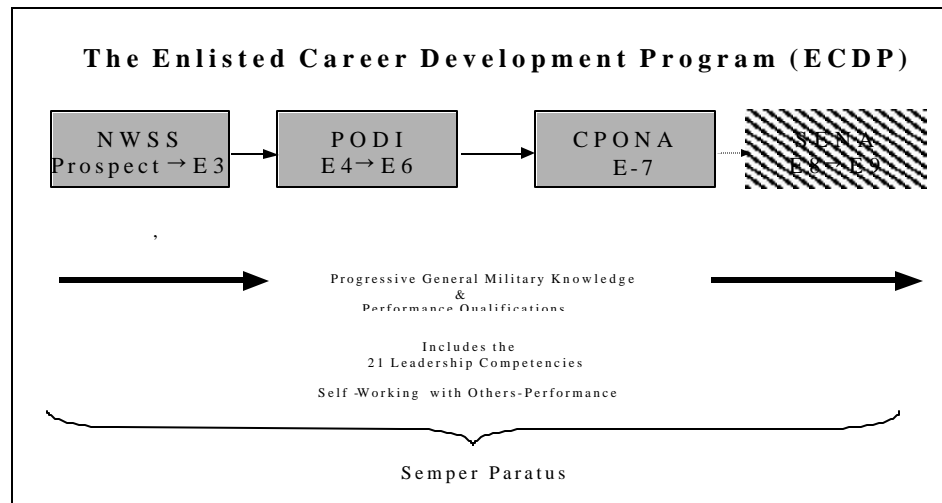


To complete the Enlisted Career Development model, all that was lacking was a sequence of developmental building blocks at the top. Defining this sequence became the mission of SENA.

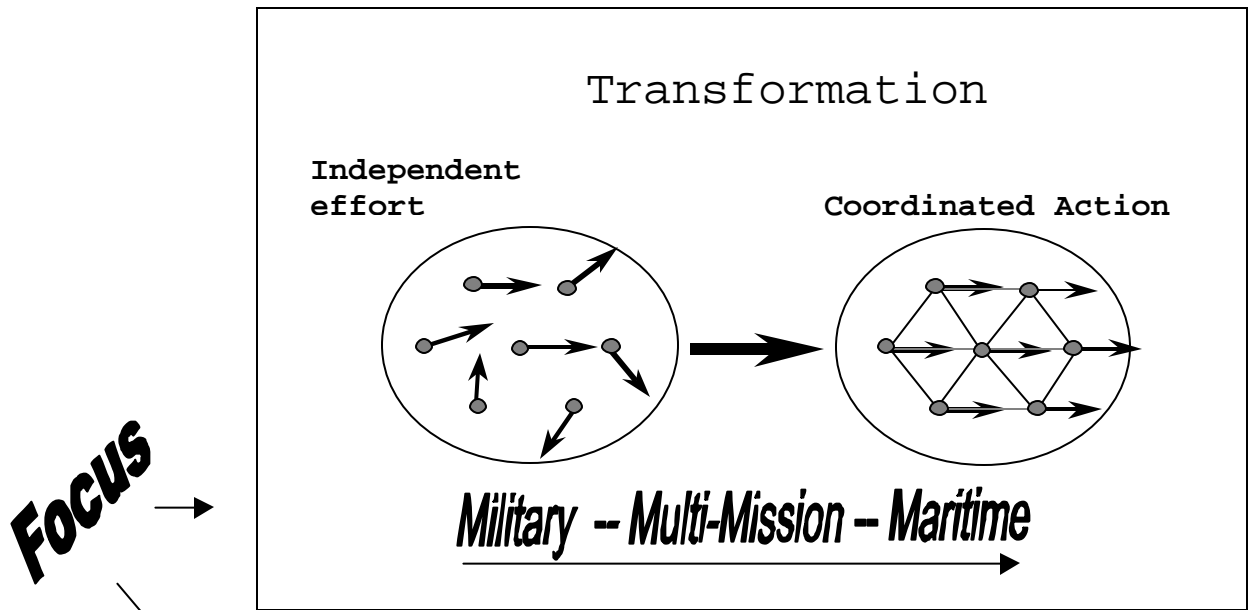
For many, this undertaking was a “huge” task based upon the accepted language of Public Law 85-422; instilled during post-Korean War and pre-Cold War era. Members of Congress realized that additional pay grades were needed to strengthen military readiness. On May 20th, 1958, Congress approved a total of 4 new pay grades: E-8, E-9, O-9, and O-10. The logic to create E-8 and E-9 pay grades were to dissolve a parallel authoritative ceiling, basically “E-7’s supervising E-7’s, who were supervising other E-7’s.” Creating two higher pay grades with a statutory manpower limit would provide a much needed “pyramid.” The law reads: No more than 3% of the enlisted workforce will consist of E-8’s and E-9’s. Generally speaking, our usage has been 2% E-8’s and 1% E-9’s. Today’s Coast Guard enlisted strength is around 27,000 personnel with roughly 540 E-8’s and 270 E-9’s assigned to authorize billets.

Following suit with the Navy, the Coast Guard has utilized their E-8’s and E-9’s as master technicians; with extra years of experience, and as role models; in shaping the newest members of the workforce: Officer and Enlisted.

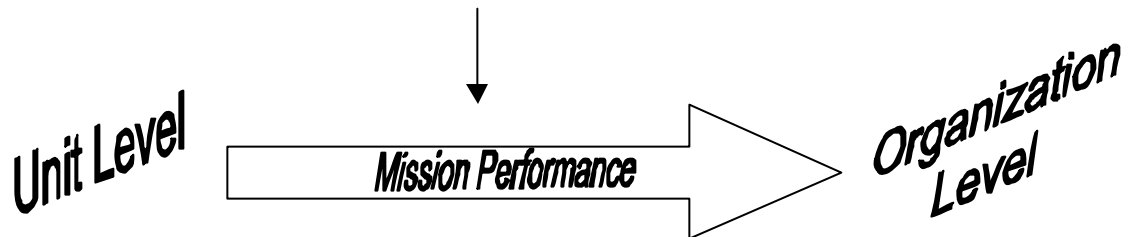
Once the SENA team accomplished it’s charter, a complete analysis of our entire enlisted workforce in terms of identifying knowledge, skills, attitudes, and abilities would be delivered.



One result of the SENA study would be to focus on a coordinated action of new initiatives in regard to Senior and Master Chief career development.



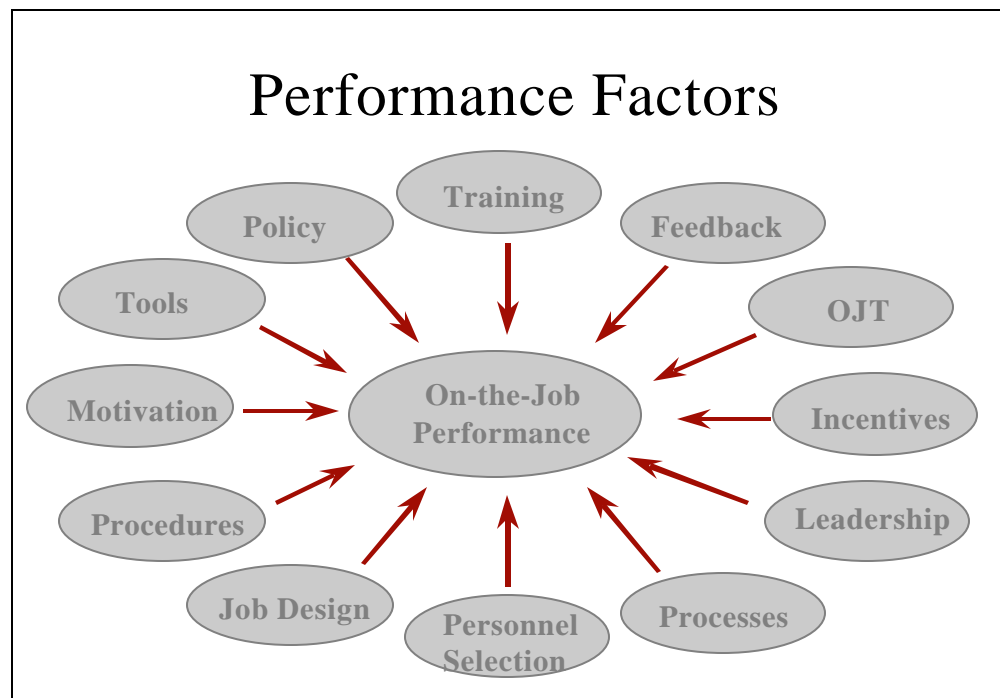
Building... "Workforce Readiness Skills"



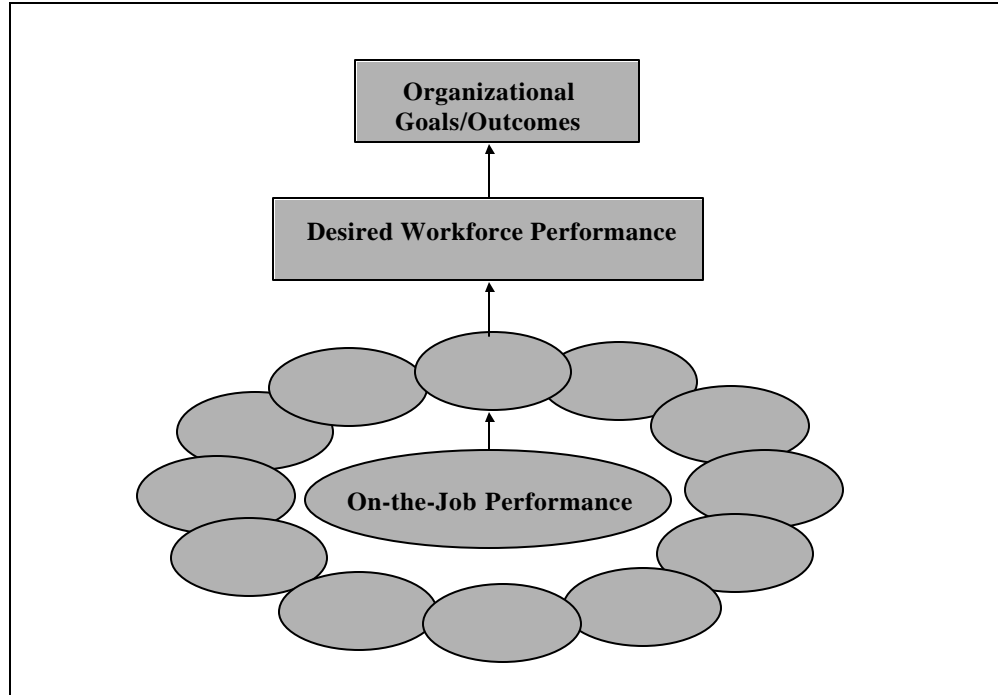
"Preparation Equals Performance"

Methodology:

Specially selected teams using a Human Performance Technology (HPT) approach conducted the SENA analysis. HPT is a set of methods and procedures, as well as a strategy for solving problems and for realizing opportunities related to the performance of people. It can be applied to individuals, small groups, and large organizations. HPT begins by looking at an organization’s outcomes, which are based upon its mission, strategy and goals, and then it derives from these the desired workforce performance that will achieve the outcomes. Next, the actual state of workforce performance is captured. By contrasting the actual and desired states, gaps between the two are identified and analyses are conducted to determine root causes of the gaps. These root causes may stem from any of three basic groups of origin: knowledge/skills/attitudes/abilities, motivation/incentives, and the environment/resources. Within these three groups there is a universe of factors that influence human behavior in the production of desired outputs resulting in higher outcomes.

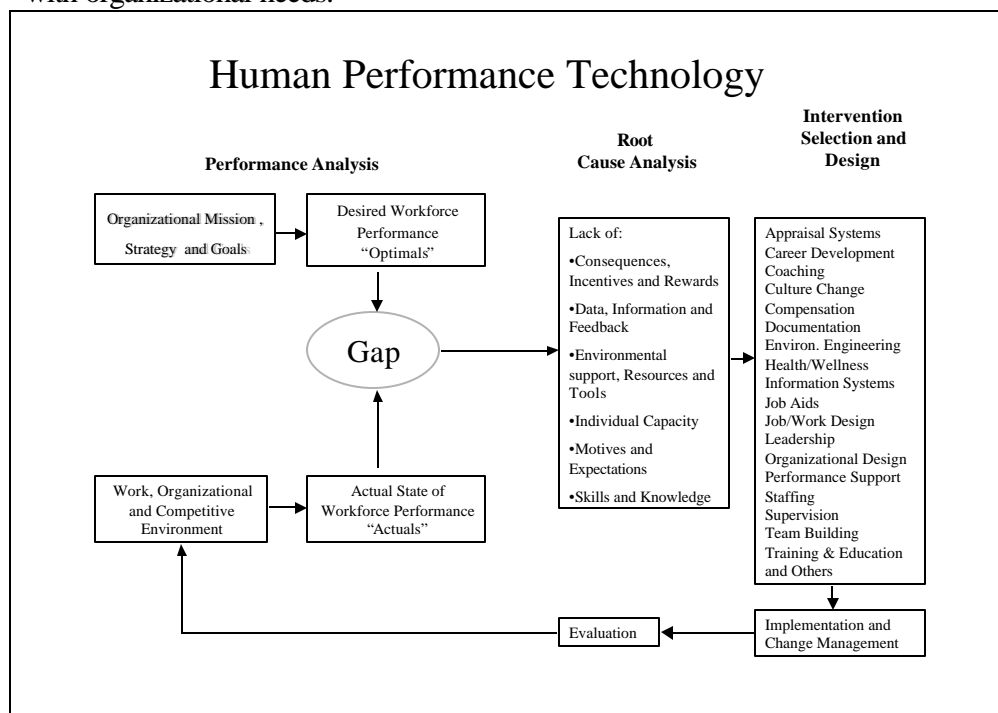


Only when the root cause of a performance gap is properly identified can an appropriate system of interventions be designed and developed to fill the gap.

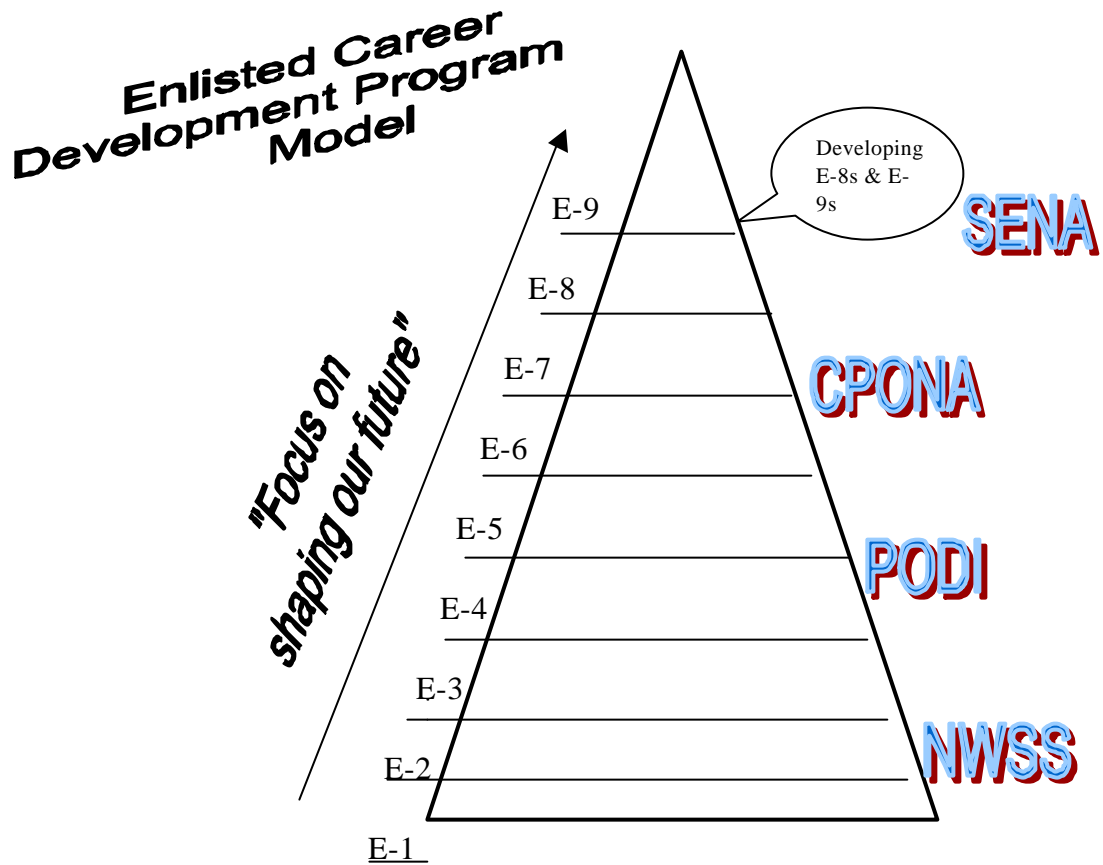


Subsequent evaluation of the results will monitor the alignment between actual and desired workforce performance to ensure that the original gap remains closed and to detect any newly appearing gaps.

Therefore, rather than serving as a mere snapshot in time, an HPT analysis properly done provides a basis for ongoing assessment of workforce alignment with organizational needs.



When concluded, the SENA study will put the steeple on the Enlisted Career Development Program model.



**Filling the..... "tool kit" with
knowledge, skills, attitude, and abilities
to be
"Semper Paratus"**

For SENA, this included: Identifying the Knowledge, Skills, Attitudes, and Abilities (KSAAs) with each pay grade and/or independent assignment that Senior Chief and Master Chief Petty Officers are assigned to:

Senior Chief Petty Officer (E-8)

Optimal Attributes for SCPOs (*desired state*) - Determined the knowledge, skills, attitudes and abilities required for the 21st century senior chief petty officer. This list became the goal of all career-long development efforts and provided the specific components on which to measure the success of the program.

Actual Attributes for SCPOs (*current state*) - Assessed how the current group of chief petty officers about to be advanced to senior chief petty officer compare to our “senior chief (*desired state*).”

Gaps (between the two) - Assessed the current gap we must bridge to develop the *optimal* senior chief petty officer.

Master Chief Petty Officer (E-9)

Optimal Attributes for MCPOs (*desired state*) - Determined the knowledge, skills, attitudes and abilities required for the 21st century master chief petty officer. This list became the goal of all career-long development efforts and provided the specific components on which to measure the success of the program.

Actual Attributes for MCPOs (*current state*) - Assessed how the current group of senior chief petty officers about to be promoted to master chief petty officer compare to our “optimal master chief (*desired state*).”

Gaps (between the two) - Assessed the current gap we must bridge to develop the *optimal* master chief petty officer.

Rating Manager (E-9)

Optimal Attributes for Rating Manager (*desired state*) - Determined the knowledge, skills, attitudes and abilities required for the 21st century rating manager. This list became the goal of all career-long development efforts and provided the specific components on which to measure the success of the program.

Actual Attributes for Rating Manager (*current state*) - Assessed how the current group of master chiefs about to be assigned to a rating manager billet compares to our “optimal rating manager (*desired state*).”

Gaps (between the two) - Assessed the current gap we must bridge to develop the *optimal* rating manager.

Command Master Chief (CMC)

Gold Badge

Optimal Attributes for Command Master Chief (CMC) (*desired state*) - Determined the knowledge, skills, attitudes and abilities required for the 21st century command master chief. This list became the goal of all career-long development efforts and provided the specific components on which to measure the success of the program.

Actual Attributes for Command Master Chief (CMC) (*current state*) - Assessed how the current group of master chiefs about to be assigned to our “optimal command master chief (*desired state*).”

Gaps (between the two) - Assessed the current gap we must bridge to develop the *optimal* command master chief.

**Command Chief/Command Senior Chief/
Command Master Chief
(Collateral Duty – Silver Badge)**

Optimal Attributes for Command Chief/Command Senior Chief/Command Master Chief – collateral duty (CC/CSC/CMC) (*desired state*) - Determined the knowledge, skills, attitudes and abilities required for the 21st century silver badge - command chief, command senior chief, and command master chief billets. This list became the goal of all career-long development efforts and provided the specific components on which to measure the success of the program.

Actual Attributes for Command Chief/Command Senior Chief/Command Master Chief (*current state*) - Assessed how the current group of chief, senior chief, and master chief petty officers about to be assigned compare to our “optimal command chief, command senior chief, and command master chief.”

Gaps (between the two) - Assessed the current gap we must bridge to develop the *optimal* command chief, command senior chief, and command master chief.

Findings:

The Senior Enlisted Needs Assessment (SENA) completed a comprehensive review of Senior Chief Petty Officer and Master Chief Petty Officer performance expectations and requirements. The findings of this needs assessment is vital to the service as it targets the most critical transition point in an enlisted member’s career, the point at which the chief petty officer must evolve from a master technician to the management and leadership positions held by Senior Chief and Master Chief Petty Officers.

During the course of this project, the SENA team engaged in an exhaustive data collection and analysis effort, gathering information from hundreds of sources. These data sources included extensive benchmarking of each military service; a comprehensive search of relevant literature; 50 interviews with the senior leadership of the Coast Guard; and a myriad of interviews, surveys, and focus groups involving field personnel.

The SENA team analyzed the varied and complex demands placed on

E-8's and E-9's, synthesized the vast body of data and developed a model of an "optimal" Senior Chief, Master Chief, Rating Manager, Command Master Chief, and Command Chief—one who is equipped to meet all demands. This model (encl. 3 - recommendations) is a list of the attributes (knowledge, skills, attitudes, and abilities) that every Senior Chief and Master Chief Petty Officer must possess regardless of rating or assignment.

Concerns:

Since the creation of E-8 and E-9 pay grades, the Coast Guard management of Senior and Master Chiefs have merely been utilized as "Chiefs" with more experience. Instead of having superimposed two bonafide higher ranks upon the enlisted structure, with commensurate broader and higher competencies, responsibilities, and authority, there have been added, in general effect, merely two higher pay levels in the Chief Petty Officer ranks. Basically, Senior and Master Chief Petty Officers are routinely utilized largely interchangeably with Chief Petty Officers (E-7's), with resultant depressment of the professional prestige and esprit-de-corps of the latter, and professional frustration of the former.

This conclusion was reached based upon a review of all enlisted ratings performance/job qualifications. Of 22 ratings, 96% have only one required performance/job qualification at the E-8 and E-9 level. A clear indicator that shows the importance of building technical skills at the E-4 through the E-7 level, unit technical management at the E-8 level, and organizational level management at the E-9 level. SENA found many senior enlisted assignments were mismatched in pay grades as the result of a human resource management policy – Senior Enlisted Assignment Policy (SEAP). Implemented in October 1992, which allowed E-8's to fill either E-7 or E-9 billets (vice-versa). Although a savings in the AFC20 travel account and a significant assignment benefit to some members and units, overall, this policy caused more harm than good in terms of identifying the exact roles and responsibilities of E-7's, E-8's, and E-9's. The SEAP has been given the title by the field as the "Crazy 8" policy because of inconsistencies in the assignment process.

An inclusive review of SENA's data, revealed that SEAP totally confused the member, the unit, and the organization as who is qualified to fill designated billets and what pay grade is required to perform the tasks. For the enlisted assignment officers, a huge undertaking developed on trying to explain to field commands on why the next assigned member would not be the same pay grade as the previously assigned member (i.e. if the unit had an E-9 assigned, they wanted another E-9.... even though the billet code was an E-7). Currently, many senior enlisted billets are mismatched due to our personnel shortages or

operational commitments, which is understandable. However, a distinction between E-7 to E-8, and E-8 to E-9 must be made.

Using Public Law 85-422 and the Flag Officer interviews as our guide, it was envisioned that Senior and Master Chief Petty Officers would play a much larger role in many of the leadership functions at the unit and organizational levels. However, many Senior and Master Chiefs are precluded from doing so with adequate effectiveness by the statutory manpower limitations on E-8 and E-9 billets (3%) and by their lower position in the rank structure below warrant officers and commissioned officers.

With the continually expanding missions, the Coast Guard has need for, and should make good use in expanding the roles and responsibilities of Senior and Master Chiefs, as bonafide higher ranks above CPO, without functional overlapping with warrant officer or commissioned officer ranks.

The demarcations between E-7 and E-8, and between E-8 and E-9 should be made actual, rather than merely pay differentials. Senior and Master Chief Petty Officers ranks should be built up in level and scope of responsibility and authority, to constitute bonafide higher ranks at the top of the enlisted structure, and to constitute a better career goal for higher caliber men and women, thereby augmenting their abilities at the unit and organizational management levels.

The Senior Enlisted Needs Assessment is empowering to the senior-level enlisted workforce since it has identified and provided for the development of specific knowledge, skills, attitudes, and abilities required of Senior and Master Chief Petty Officers. This means that all enlisted personnel who actually deliver the services provided by the Coast Guard will be truly *Semper Paratus* to protect, defend, and serve the nation's maritime interests.

The SENA project is without precedent; this represents the first-ever attempt to bring the senior enlisted workforce in alignment with definite, measurable performance expectations based on organizational and field (customer) needs. The associated data collection and analyses involved nationwide interviewing, surveying, researching, and benchmarking. The analysis team developed systemic interventions and solutions that cross traditional "stovepipe" organizational boundaries so that each recommendation supports the common goal of producing high-performing Senior and Master Chief Petty Officers.

In addition to meeting the mandates of the Government Performance and Results Act (GPRA), the team's data-driven HPT process ensures that its results will address the real barriers to mission performance and not merely treat

the symptoms. The benefits of the team’s revolutionary work ultimately will impact the entire Coast Guard enlisted workforce since it affects the way all Coast Guard members view the upper echelons of the enlisted workforce.

Summary:

In summary, SENA defined what the Coast Guard needs from its Senior and Master Chief Petty Officers in order to 1) accomplish the Service’s missions, and 2) become the future enlisted leaders of the Coast Guard. The definitions (encl. 3), provides the basis to determine how the Coast Guard ought to train, develop, and motivate the enlisted workforce toward inspiring to the roles and responsibilities of becoming a Senior or Master Chief Petty Officer.

By starting at the top and looking down, identifying the role of our senior enlisted workforce will provide better alignment of professional development, mission focus, and accountability for performance that will be imbued throughout the organization.

Adopting the recommendations will result in a Coast Guard whose senior enlisted workforce is performance oriented from Day One—an organization that provides Senior and Master Chief Petty Officers a means to learn, practice, develop, and nurture the attributes that will make them successful leaders helping to realize the Commandant’s goal to “build superior competency among our people...and instill superior leadership and management skills at all levels.”

Field Brief:

An initiative was launched to communicate and validate this collection of analyses with other ongoing studies. This effort was carried out by several SENA team members who “steward” the SENA study in terms of communicating the studies’ purpose, findings, and recommendations to the Service at large. Through an unparalleled series of visits to field commands, both large and small, the SENA team presented the collected data and received valuable feedback through various forms. The presentation used outlined the SENA results with the Enlisted Career Development Program model and its correlation to the many other ongoing Studies. Seeking field input in this way established a sense of shared ownership as the members realized that they were part of the process. The field visits not only validated the data of the study but also enriched many of their recommendations.

Epilogue:

The SENA results are ready for implementation. If approved, the Senior Enlisted Advisory Team (SEAT) will assume the next phase to tackle the myriad issues involved in recommending timelines in executing this study's recommendations in conjunction with other approved studies.

The implementation of this study is an opportunity for the organization to empower our Senior Enlisted Workforce. The field visits revealed a widely held belief that the Coast Guard is indeed the "Guardians of the Sea" with an understanding that its Senior and Master Chiefs want to be challenged and are eager to do the work of the Coast Guard. Enacting the SENA recommendations is a sound business decision and will have a lasting positive impact in terms of enlisted workforce development.

If we truly believe that "*Preparation Equals Performance*," then we must subscribe that the SENA recommendations will better prepare our "Guardians of the Sea," that ultimately benefits all Americans who depend on our Service. A complete set of recommendations associated with the SENA study is provided in enclosure (3). All supporting data will be digitally stored for use by those involved in implementation efforts.

"Semper Paratus"

Signed:

MCPOCG V. W. Patton III (G-CMCPO)
Guidance Team Leader

MCPO C. Martinez (G-O)
SENA Team Leader

MCPO A. T. Keenan (G-WTL-2) Drafter/Writer
SENA Team Member

United States Coast Guard –
Senior Enlisted Needs Assessment
*“Preparing the Senior Enlisted Workforce –
For the 21st Century”*

Recommendations for Implementation

This is a summary of recommendations resulting from the research and analysis of the Senior Enlisted Needs Assessment. The summary is divided into 5 main sections that parallel career development sequences. Many of these recommendations are predicated on SENA research and analysis that identified core competencies—knowledge, skills, attitudes and abilities (KSAA’s)—that are needed to be a successful Senior Chief (E-8) or Master Chief Petty Officer (E-9). Others stem from systemic or environmental obstacles in achieving desired outcomes. These core competencies provided the basis for a coordinated set of recommendations to assist the Service in attracting and selecting the best-qualified people for the rank of Senior Chief, Master Chief, Rating Manager, Command Master Chief, and Collateral Duty Command Chief.

Each of the sections is further subdivided into functional areas containing 16 individual, database recommendations. In keeping with the tenets of a performance-based organization, these results add no additional burdens to the workforce and no additional expenses while meshing seamlessly with Coast Guard culture.

I. Roles, Responsibilities, and Expectations

- (a) Senior Chief Petty Officer (SCPO/E8): Newly defined Role and Responsibility (Optimals & Attributes)
- (b) Master Chief Petty Officer (MCPO/E9): Newly defined Role and Responsibility (Optimals & Attributes)
- (c) Rating Manager/Rating Force Master Chief (RFMC/E9): Newly defined Role and Responsibility (Optimals & Attributes)
- (d) Command Master Chief (CMC/E9 GOLD BADGE): Newly defined Role and Responsibility (Optimals & Attributes)

- (e) Collateral Duty Command Chief (CC/E7 - CSC/E8 - CMC/E9 SILVER BADGE): Newly defined Role and Responsibility (Optimals & Attributes)
- (f) ALCOAST Message - Publish E-8 & E-9 Roles

II. Being A Coast Guardsman

- (a) Career Expectations
- (b) Marketing Senior Enlisted Roles
- (c) Accession Training Partnership
- (d) First Unit Professional Development Board (PDB)
- (e) Senior Enlisted Afloat Program

III. Career Development

- (a) Enlisted Performance Qualifications
- (b) Military Requirements (MRN) System
- (c) Workforce Competency Assessment

IV. Human Resource Systems

- (a) Enlisted Continuation Board (ECB)
- (b) Assignments
- (c) Enlisted Force Management (EFM)
- (d) Evaluations & Advancements

V. Implementation

- (a) Senior Enlisted Advisory Team (SEAT)
- (b) Implementation Schedule
- (c) Summary of Recommendations

Section I

Roles, Responsibilities, and Expectations

1A — Senior Chief Petty Officer (SCPO/E8)

The defined Role and Responsibility of a Senior Chief Petty Officer:

Senior Chief Petty Officer (SCPO/E-8)

The second senior most members in the enlisted workforce, Senior Chief Petty Officers are technical experts, managers, and leaders at the unit level. Their primary responsibilities are to supervise personnel, coordinate training, and administer resources. In addition, Senior Chief Petty Officers serve as mentors who communicate personnel concerns and issues that impact mission accomplishment between the crew and commands.

The defined Optimals (performance qualifications) of a Senior Chief Petty Officer:

Required Knowledge

Coast Guard Knowledge

- Knowledge of service roles and missions
- Knowledge of service organizational structure
- Knowledge of officer and enlisted personnel systems
- Knowledge of education and training systems/programs
- Organizational view
- Long range view
- Strategic Awareness
- Knowledge of group dynamics

Required Skills

Management Skills

- Resource management skills
- Training management skills
- Rating-specific technical management skills
- Process management skills
- Change management skills
- Prioritization skills
- Risk assessment skills

*Senior Chief Petty Officer
"tool kit"*

The diagram consists of three arrows pointing towards the 'Senior Chief Petty Officer "tool kit"'. One arrow originates from the 'Coast Guard Knowledge' section, another from the 'Required Knowledge' list, and a third from the 'Required Skills' list.

Systems Thinking Skills

Strategic planning skills

Tactical planning skills

Technology Skills

Information technology skills

Required Attitude

Interpersonal Traits

Chooses to be diplomatic

Chooses to be understanding and caring

Required Abilities

Leadership Ability

Team building ability

Ability to be an advocate

Ability to influence others

Negotiating Ability

Mediating Ability

Ability to Troubleshoot (rate-related)

Ability to Manage Multiple Projects

*Senior Chief Petty Officer
"Tool Kit"*

RECOMMENDATION # 1

- Adopt the defined role, responsibilities, and optimal of a Senior Chief Petty Officer.
G-W for action
- Incorporate the defined definition into all Coast Guard publications (CG Persman, CG Enlisted Qualifications Manual, Enlisted Qualifications Code Manual, and CG Organization Manual, etc).
G-WT/G-WP for action

Required Resources: None

COMMENTS:

1B — Master Chief Petty Officer (MCPO/E9)

The defined Role and Responsibility of a Master Chief Petty Officer:

Master Chief Petty Officer (MCPO/E-9)

The senior most members in the enlisted workforce, Master Chief Petty Officers are leaders and managers at the organizational level. Their primary responsibilities are to focus on the global view of the Coast Guard in order to participate in developing and implementing strategic policies and programs. In addition, Master Chief Petty Officers serve as mentors who communicate personnel concerns and issues that impact mission accomplishment between the workforce and senior management.

The defined Optimals (performance qualifications) of a Master Chief Petty Officer:

Required Knowledge

Coast Guard Knowledge

Knowledge of organizational roles and missions
Knowledge of human resources systems billet allocation
Concurrent clearance process
Workforce management
Knowledge of the budget system
Knowledge of the legislative process
Established boundaries

Required Attitude

Chooses to employ systems thinking
Chooses to use information technology
Chooses to be a change agent
Chooses to seek increased responsibility outside of rating

Required Abilities

Ability to be a strategic planner
Ability to interact with senior management
Ability to participate in developing Coast Guard policy
Ability to troubleshoot (for the Coast Guard)

*Master Chief Petty Officer
"tool kit"*

The diagram consists of three text blocks on the left: 'Required Knowledge', 'Required Attitude', and 'Required Abilities'. An arrow points from the 'Required Knowledge' block to the 'Master Chief Petty Officer "tool kit"' text. Another arrow points from the 'Required Attitude' block to the same 'Master Chief Petty Officer "tool kit"' text. A third arrow points from the 'Required Abilities' block to the same 'Master Chief Petty Officer "tool kit"' text. The 'Master Chief Petty Officer "tool kit"' text is written in a large, bold, italicized font and is rotated diagonally.

RECOMMENDATION # 2

- Adopt the defined role, responsibilities, and optimal of a Master Chief Petty Officer.
G-W for action
- Incorporate defined definition into all Coast Guard publications (CG Persman, CG Enlisted Qualifications Manual, Enlisted Qualifications Code Manual, and CG Organization Manual, etc).
G-WT/G-WP for action

Required Resources: None

COMMENTS:

1C — Rating Force Master Chief (RFMC/E9) (Current title -- Rating Manager)

The defined Role and Responsibility of a Rating Force Master Chief:

Rating Force Master Chief (RMC/E-9)

Beyond the knowledge, skills, attitudes, and abilities required of all MCPOs, Rating Force Master Chiefs are the principal advocate for their specialty and are responsible for the overall health of the rating. Rating Force Master Chiefs will manage the structure of their workforce and ensure that personnel are prepared to meet current and future missions. In addition, Rating Force Master Chiefs will have a crucial role in unit staffing and communicating rating issues within the organization.

The defined Optimals (performance qualifications) of a Rating Force Master Chief:

Required Knowledge

Coast Guard Knowledge

In-depth knowledge of the human resources system
In-depth knowledge of headquarters elements
Knowledge of rating issues
In-depth knowledge of the training and education system
Knowledge of acquisition process

Analysis Knowledge

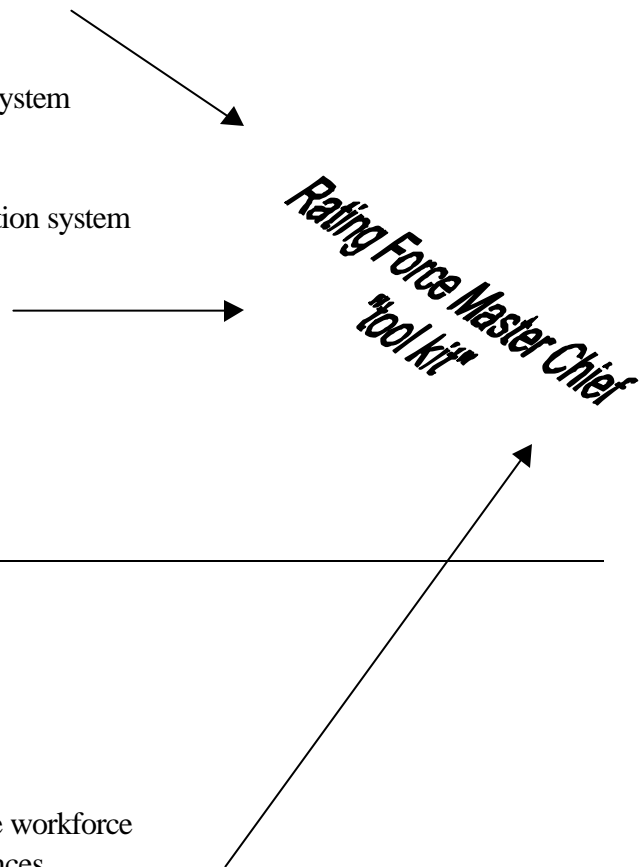
Knowledge of data interpretation techniques
Knowledge of job task analysis process
Knowledge of occupational analysis
Knowledge of rating review process

Required Skills

Communications Skills

To communicate with large audiences
To handle questions and answers
To communicate in unfamiliar environments
To write articles for passing information to the workforce
To prepare and respond to concurrent clearances

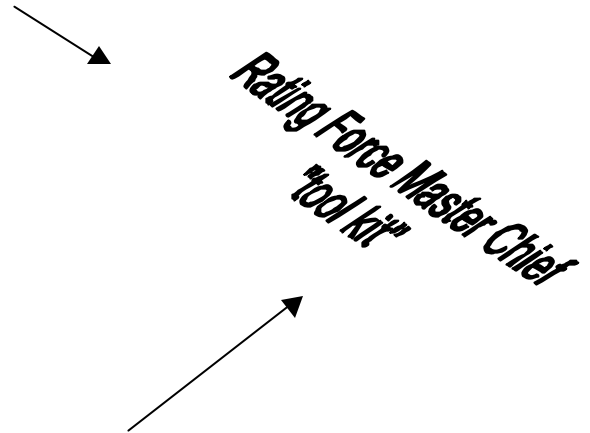
Required Attitude



Chooses to communicate to the field and to other programs
Chooses to participate in workforce management

Required Abilities

Ability to work within the human resources system
Ability to manage the rating structure
Ability to partner with the training and education system
Ability to manage performance qualifications
Ability to manage rating changes - laterals
Ability to manage the evolution of the rate
Ability to serve as a conduit between rating and organization
Ability to network with other services and agencies



Based upon the identified optimal, RFMC's should be thoroughly prepared to serve in multiple roles as coach, role model, rating expert, career counselor, and most importantly – an organizational level manager. Their involvement needs to be institutionalized starting with recruiting, recruit training, “A” & “C” schools, first unit performance, and upwards toward ensuring the most current and accurate rating information is available to Team Coast Guard.

RECOMMENDATION # 3

- Adopt the defined role, responsibilities, and optimal of a Rating Force Master Chief.
G-W/G-S/G-O/G-M for action
- Incorporate defined definition into all Coast Guard publications (CG Persman, CG Enlisted Qualifications Manual, Enlisted Qualifications Code Manual, and CG Organization Manual, etc).
G-WT/G-WP/G-O/G-S/G-M for action
- Using the required optimal as a guide, program/force managers should provide on-the-job training to all new RFMC's. A desktop reference (“recipe book”) guide should be developed that provides guidance, resources, and problem solving tools (standard operation procedures) to increase effectiveness.
G-S/G-O/G-M/G-W for action
- Change title: From Rating Manager to Rating Force Master Chief (RFMC).
G-CCS for action
- Elevate status of the position
G-S/G-O/G-M/G-W for action

Required Resources: **None** (Internal Program Funding – develop desktop reference guide)

COMMENTS:

1D — Command Master Chief (CMC/E9 GOLD BADGE)

The defined Role and Responsibility of a Command Master Chief:

Command Master Chief (Gold Badge/E-9)

Beyond the knowledge, skills, attitudes, and abilities required of all MCPO's, Command Master Chiefs will be the senior enlisted advisor to Coast Guard leadership. Command Master Chiefs promotes balance between workforce needs and organizational goals. Accessible to all, Command Master Chiefs encourage communication throughout the organization on issues affecting personnel and mission accomplishment. In addition, Command Master Chiefs provides guidance to a network of unit level Command Chiefs.

The defined Optimals (performance qualifications) of a Command Master Chief:

Policies balance the best interests of the workforce and the organization

Maintain policy development skills

Stay current on existing policies by reviewing documentation, instructions, message traffic, e-mail, professional publications, etc.

Review policy proposals

Partner with policy makers

Impact policy

Gather data by:

Review documentation

Partner with staff

Participate in committees and boards

Attend conferences, round-ups, etc.

Network with other CMCs and DOD counterparts

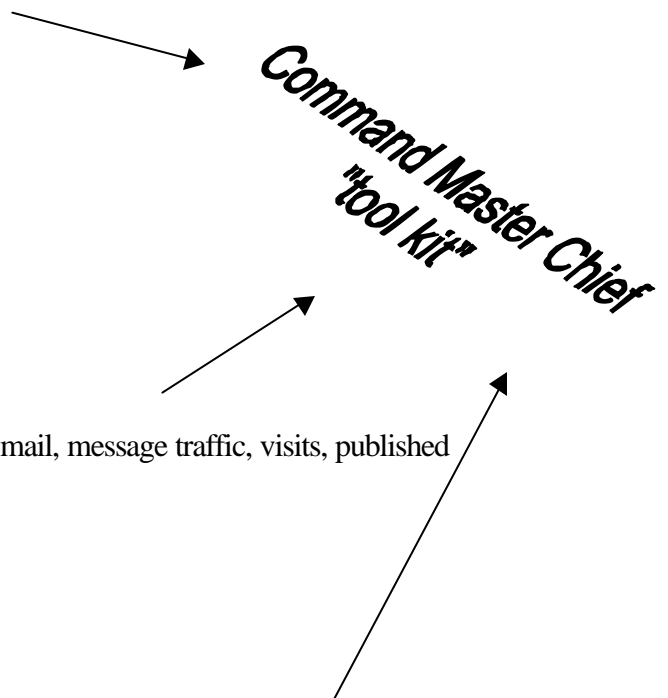
Communicate with units/Command Chiefs (by phone, e-mail, message traffic, visits, published articles, etc.)

Analyze data

Provide feedback to policy makers

Advise Flag/CO and E-10

Monitor policy implementation



The workforce has confidence in the organization.

Communicate Commandant’s policies and areas of emphasis to the fleet

- Stay current on policies by reviewing documentation
- Learn the Commandant’s areas or emphasis
- Communicate with units/Command Chiefs (by phone, e-mail, message traffic, published articles, visits, etc.)
- Communicate Flag/CO’s policies and areas of emphasis to the fleet
- Stay current on Flag/CO’s policies by reviewing documentation
- Regular interaction with him/her
- Learn the Flag/COs areas of emphasis
- Communicate with units/Command Chiefs (by phone, e-mail, message traffic, published articles, visits, etc.)
- Ensure the Flag/CO gets exposure to the fleet
- Make recommendations on “exposure calendar”
- Provide input to Flag/CO’s remarks
- Maintain credibility as the Flag/CO’s direct enlisted representative
- Travel with the Flag/CO whenever possible
- Make appearances on the Flag/CO’s behalf
- Emphasize the Flag/CO’s accessibility to the fleet

*Command Master Chief
“tool kit”*

The Flag/CO is informed on the current and future status of issues that affect the Area of Responsibility (AOR)

- Get the information
- Stay current on issues by reviewing documentation
- Partner with staff
- Participate on committees and advisory boards
- Attend conferences, round-ups etc.
- Network with other CMC’s and DOD counterparts
- Communicate with units/Command Chiefs (by phone, e-mail, message traffic, published articles, visits, etc.)
- Pass the information
- Interact with Flags/COs regularly (face to face, e-mail, etc.)

Flag/CO is focused on relevant issues

- Analyze information to prioritize issues
- Emphasize/validate top issues to Flag/CO
- Recommend corrective action

The Flag/CO has confidence in his/her CMC

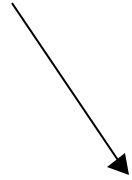
Align expectations

- Provide impartial information
- Provide frank feedback
- Be a sounding board
- Practice non-attribution

Units are informed on personnel resources and other relevant issues

Stay current on personnel resources

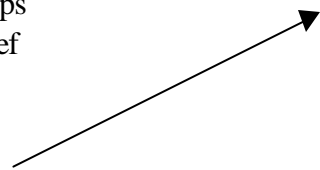
- Ombudsman
- Work-Life programs
- Drug & Alcohol Representative
- Health Benefits Advisor
- Stay current on issues that affect the unit
- Communicate with units/Command Chiefs regularly (by phone, e-mail, message traffic, published articles, visits, etc.)



Units in AOR have an effective Command Chief

Coordinate the Command Chief Program

- Maintain the Command Chief instruction
- Establish/maintain network of Command Chiefs
- Hold Command Chief conferences/workshops
- Identify which units require a Command Chief
- Offer input for Command Chief selection
- Develop Command Chiefs
- Provide training/education
- Provide regular feedback
- Serve as a mentor
- Communicate regularly with Command Chiefs on personnel resources and other relevant issues (by phone, e-mail, message traffic, published articles, visits, etc.)

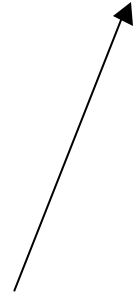


*Command Master Chief
"tool kit"*

Unit problems are addressed at the appropriate level

Support the Chain of Command

- Provide options/resources
- Mediate when necessary
- Make recommendations when necessary
- Personally resolve units problems/issues
- Gather information
- Review documents
- Communicate with units/Command Chiefs (by phone, e-mail, message traffic, published articles, visits, etc.)



Interpret information
Recommend corrective action
Keep chain of command informed
Follow up/Monitor

Units and individuals receive appropriate recognition

Serve on awards boards
Market the awards process
Partner with units/Command Chiefs

Promote unit awards to:
Commands
Program Managers
Command Chiefs, etc.

Provide informal recognition to units and individuals
Letters, Emails, Messages, etc.
Coins, Coffee cups, etc.

Manage the EPOY program
Maintain the EPOY instruction
Administer EPOY board
Plan/conduct recognition ceremony

*Command Master Chief
"tool kit"*



Members and dependents have an unbiased resource for addressing their concerns

Maintain unrestricted lines of communication
Use all forms of communications (phone, e-mail, message traffic, published articles, visits, etc.)
Counsel/Mentor
Direct to appropriate resources
Partner with chaplain, ombudsman, legal, work-life, etc.
Keep chain of command informed

RECOMMENDATION # 4

- Adopt the defined role, responsibilities, and optimal of a Command Master Chief.
G-W/G-CMCPO for action

- Incorporate defined definition into all Coast Guard publications (CG Persman, CG Enlisted Qualifications Manual, Enlisted Qualifications Code Manual, and CG Organization Manual, etc).

G-WT/G-WP for action

- Incorporate defined definition into Commandant Instruction 1306 (Command Master Chief).

G-CMCPO for action

- Explore the option of adding a Command Master Chief training course (resident or nonresident) each year. The agenda would consist of building upon the required optimal. Conduct at a Training Center to reduce cost or explore the development of a nonresident on-line interactive course.

G-WTT for action

Required Resources: Minimal (If feasible - CMC Training – 1 week or nonresident interactive course)

COMMENTS:

1E — Collateral Duty Command Chief (SILVER BADGE) (CC/E7-CSC/E8-CMC/E9)

The defined Role and Responsibility of a Command Chief,
Command Senior Chief, & Command Master Chief
(Silver Badge):

Command Chief (Silver Badge/E7-E9)

Beyond the knowledge, skills, attitudes, and abilities required of CPO's, SCPO's, and MCPO's, Command Chiefs will be the senior enlisted advisors to unit commands. Command Chiefs promote balance between workforce needs and command goals. Accessible to all crewmembers and their dependents, Command Chiefs encourage communications affecting personnel and mission accomplishment. In addition, Command Chiefs network with other resources to resolve unit level problems and concerns.

The defined Optimals (performance qualifications) of a Command Chief, Command Senior Chief, and Command Master Chief (Silver Badge):

Local policies balance the best interests of the crew and the unit

Maintain unit policy development skills

Stay current on existing policies by reviewing documentation, instructions, message traffic, e-mail, professional publications, etc.

Review unit policy proposals

Partner with unit policy makers

Impact unit policy

Gather information

Review documentation

Partner with local staff

Participate in committees and boards

Attend conferences, round-ups, etc.

Network with other CCs and CMC's

Communicate with crew/CPO mess

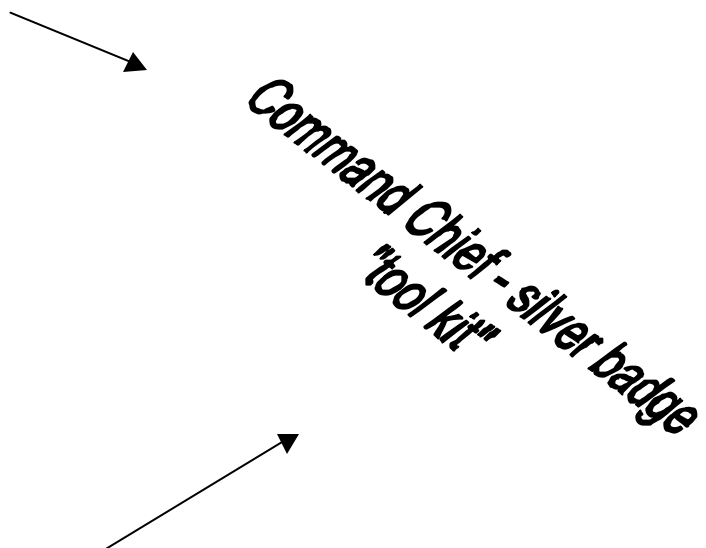
Analyze information

Provide feedback to unit policy makers

Advise unit CO

Monitor unit policy implementation

The crew has confidence in the unit CO



Communicate and support CO's policies and areas of emphasis to the fleet
Stay current on CO's policies
Review documentation
Interact regularly with him/her
Learn the CO's areas of emphasis
Communicate with crew/CPO mess

The unit CO is informed on the current and future status of issues that affect the AOR

Gather information

Stay current on issues by reviewing documentation
Partner with local staff
Participate on committees and advisory boards
Attend conferences, round-ups etc.
Network with other CCs and CMC
Communicate with crew/CPO mess
Pass the information
Interact with the CO regularly (face to face, e-mail, etc.)

The unit CO is focused on relevant issues

Analyze information to prioritize issues
Emphasize/validate top issues to CO
Recommend corrective action

The unit CO has confidence in his/her CC

Align expectations
Provide impartial information
Provide frank feedback
Be a sounding board
Practice non-attribution

*Command Chief - silver badge
"tool kit"*

The diagram consists of three arrows originating from the 'Command Chief - silver badge "tool kit"' text. One arrow points to the 'Gather information' section, another points to the 'The unit CO has confidence in his/her CC' section, and a third points to the 'Units are informed on personnel resources and other relevant issues' section.

Units are informed on personnel resources and other relevant issues

Stay current on personnel resources

Ombudsman
Work-Life programs
Drug & Alcohol Representative
Health Benefits Advisor, etc.
Stay current on issues that affect the unit

Unit problems are addressed at the appropriate level

Support the Chain of Command

- Provide options/resources
- Mediate when necessary
- Make recommendations when necessary
- Personally resolve units problems/issues
- Gather information
- Review documentation
- Communicate with crew/CPO mess
- Interpret information
- Recommend corrective action
- Keep chain of command informed
- Follow up/Monitor

Units and individuals receive appropriate recognition

- Serve on awards boards
- Provide informal recognition to individuals
- Letters, E-mails, Messages, etc.
- Coins, Coffee cups, emails, etc.
- Manage the Sailor of the Quarter (SOQ) program

Maintain the SOQ instruction

- Administer SOQ board
- Plan/conduct recognition ceremony

Members and dependents have an unbiased resource for addressing their concerns

Maintain unrestricted lines of communication

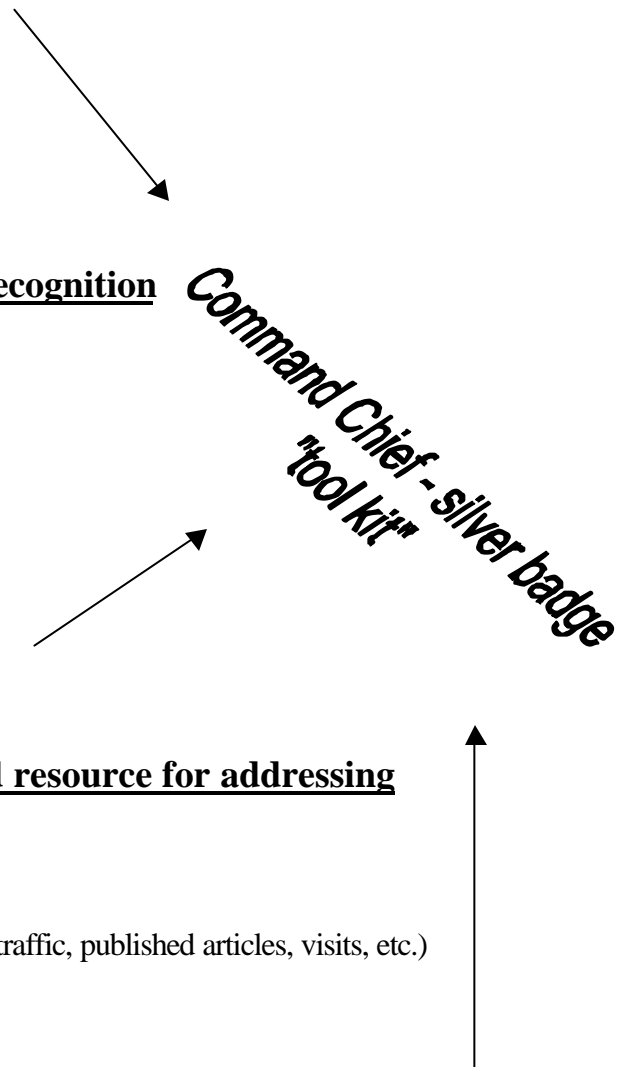
- Use all forms of communications (phone, e-mail, message traffic, published articles, visits, etc.)
- Counsel/Mentor
- Direct to appropriate resources
- Partner with chaplain, ombudsman, legal, work-life, etc.
- Keep chain of command informed

RECOMMENDATION # 5

- Adopt the defined role, responsibilities, and optimal of a Collateral Duty Command Chief, Command Senior Chief, & Command Master Chief (Silver Badge).

G-W/G-CMCPO for action

- Incorporate defined definition into all Coast Guard publications (CG Persman, CG Enlisted Qualifications Manual, Enlisted Qualifications Code Manual, and CG Organization Manual,



etc).

G-WP for action

- Incorporate defined definition into Commandant Instruction 1306 (CMC instruction). **G-CMCPO for action**
- Work with Area, District, and Group Commands to explore the option of conducting a collateral duty Command Chief training course (resident or nonresident) each year. The agenda would consist of building upon the required optimal. Conduct at a Training Center to reduce cost or explore the development of a nonresident on-line interactive course.

G-WTT for action

Required Resources: Minimal (same as Command Master Chief)

COMMENTS:

1F — Published Defined Roles

(ALCOAST Message - draft)

FM COMDT COGARD WASHINGTON DC//G-CCS//
TO ALCOAST
BT

UNCLAS//N01000//
ALCOAST /00
COMDTNOTE 1000

SUBJ: THE ROLES OF SENIOR CHIEF AND MASTER CHIEF PETTY OFFICERS

A. SENIOR ENLISTED NEEDS ASSESSMENT (SENA) CHARTER DEC 98

1. THE SENIOR ENLISTED NEEDS ASSESSMENT STUDY TEAM WAS CHARTERED TO IDENTIFY THE REQUIRED KNOWLEDGE, SKILLS, ATTITUDES, AND ABILITIES (KSAA) OF SENIOR CHIEF (E8) AND MASTER CHIEF (E9) PETTY OFFICERS. UPON COMPLETING THEIR FINAL REPORT, ONE RECOMMENDATION HAS BEEN FORWARDED WITH AN APPROVED CONSENSUS FROM THE CPO CORPS ON ANNOUNCING THE ROLES AND RESPONSIBILITIES OF SENIOR CHIEF AND MASTER CHIEF PETTY OFFICERS.

2. BASED UPON THE GUIDANCE OF PUBLIC LAW 85-422, SENA HAS IDENTIFIED THE FUTURE ROLES AND RESPONSIBILITIES OF SENIOR CHIEF PETTY OFFICERS (SCPO), MASTER CHIEF PETTY OFFICERS (MCPO), RATING MANAGERS, COMMAND MASTER CHIEFS (CMC), AND COLLATERAL DUTY COMMAND CHIEFS.

3. THE FOLLOWING INTERPRETATIONS WILL GOVERN:

A. SENIOR CHIEF PETTY OFFICER (SCPO/E8): THE SECOND MOST SENIOR MEMBERS IN THE ENLISTED WORKFORCE, SENIOR CHIEF PETTY OFFICERS ARE TECHNICAL EXPERTS, MANAGERS, AND LEADERS AT THE UNIT LEVEL. THEIR PRIMARY RESPONSIBILITIES ARE TO SUPERVISE PERSONNEL, COORDINATE TRAINING, AND ADMINISTER RESOURCES. IN ADDITION, SENIOR CHIEF PETTY OFFICERS SERVE AS MENTORS WHO COMMUNICATE PERSONNEL CONCERNS AND ISSUES THAT IMPACT UNIT MISSION ACCOMPLISHMENT TO THE CHAIN OF COMMAND.

B. MASTER CHIEF PETTY OFFICER (MCPO/E9): THE MOST SENIOR MEMBERS IN THE ENLISTED WORKFORCE, MASTER CHIEF PETTY OFFICERS ARE LEADERS AND MANAGERS AT THE ORGANIZATIONAL LEVEL. THEIR PRIMARY RESPONSIBILITIES ARE TO FOCUS ON THE GLOBAL VIEW OF THE COAST GUARD IN ORDER TO PARTICIPATE IN DEVELOPING AND IMPLEMENTING STRATEGIC POLICIES AND PROGRAMS WHICH OFTEN CROSS TRADITIONAL RATING BOUNDRIES. IN ADDITION, MASTER CHIEF PETTY OFFICERS SERVE AS MENTORS WHO COMMUNICATE PERSONNEL CONCERNS AND ISSUES THAT IMPACT ORGANIZATIONAL MISSION ACCOMPLISHMENT TO SENIOR MANAGEMENT.

C. BEYOND THE KSAA REQUIRED OF ALL MCPOS, COMMAND MASTER CHIEFS WILL BE THE SENIOR ENLISTED ADVISORS TO CG LEADERSHIP. COMMAND MASTER CHIEFS (CMC) PROMOTE BALANCE BETWEEN WORKFORCE NEEDS AND ORGANIZATIONAL GOALS. ACCESSIBLE TO ALL, CMC'S ENCOURAGE COMMUNICATION THROUGHOUT THE ORGANIZATION ON ISSUES AFFECTING PERSONNEL AND MISSION ACCOMPLISHMENT. IN ADDITION, CMC'S PROVIDE GUIDANCE TO A NETWORK OF UNIT LEVEL COMMAND CHIEFS.

D. BEYOND THE KSAA REQUIRED OF CPO'S/SCPO'S/MCPO'S, COLLATERAL DUTY COMMAND CHIEFS (SILVER BADGE/E7-E9) WILL BE THE SENIOR ENLISTED ADVISOR TO UNIT COMMANDS. COMMAND CHIEFS PROMOTE BALANCE BETWEEN WORKFORCE NEEDS AND COMMAND GOALS. ACCESSIBLE TO ALL CREWMEMBERS AND THEIR DEPENDENTS, COMMAND CHIEFS ENCOURAGE COMMUNICATIONS AFFECTING PERSONNEL AND MISSION ACOMPLISHMENT. IN ADDITION, COMMAND CHIEFS NETWORK WITH OTHER RESOURCES TO RESOLVE UNIT LEVEL PROBLEMS AND CONCERNS.

4. BASED UPON SENA'S RECOMMENDATION, THE CURRENT RATING FORCE MANAGER WILL NOW BE TITLED RATING FORCE MASTER CHIEF (RFMC). RFMC'S ARE THE PRINCIPAL ADVOCATE FOR THEIR SPECIALTY AND ARE RESPONSIBLE FOR THE OVERALL HEALTH OF THE RATING. RFMC'S WILL MANAGE THE STRUCTURE OF THEIR WORKFORCE AND ENSURE THAT PERSONNEL ARE PREPARED TO MEET CURRENT AND FUTURE MISSIONS. IN ADDITION, RFMC'S WILL HAVE A CRUCIAL ROLE IN UNIT STAFFING AND COMMUNICATING RATING ISSUES WITHIN THE ORGANIZATION. RFMC'S WILL BE AUTHORIZED TO WEAR AN IDENTIFICATION BADGE SIMILAR TO THE CMC BADGE BUT WITH THE WORD "RATING" REPLACING THE WORD "COMMAND." THE BADGE SHOULD BE AVAILABLE WITHIN THE NEXT SEVERAL MONTHS.

5. AS WE APPROACH THE 21ST CENTURY, PROPER ALIGNMENT OF OUR SENIOR ENLISTED BILLETS WILL PROVIDE OUR WORKFORCE WITH THE NECESSARY TOOLS TO BETTER PREPARE FOR FUTURE COAST GUARD CHALLENGES. DETAILED POLICY CHANGES WILL BE FORTHCOMING.

6. FOR FURTHER INFORMATION, POC IS MCPO ALEX KEENAN, ENLISTED LEADERSHIP PROGRAMS, COMDT (G-WTL-2), COMMERCIAL (202) 267-2441, FAX (202) 267-4610 OR E-MAIL: AKEENAN@COMDT.USCG.MIL.

RECOMMENDATION # 6:

- Adopt the defined role — Publish ALCOAST (attached routing slip)
G-CCS for approval

Required Resources: None

COMMENTS:

Section II

Being A Coast Guardsman

Service – Stand the Watch
People – Build and Value our Team
Teamwork – Partner for a Stronger America
Excellence – Innovating for Superior Performance
Vision – Seize the Future

-ADM Loy-
Commandant's Direction
1998-2002

2A – Career Expectations

As one of America's armed forces with a proud humanitarian heritage, the Coast Guard has long been distinguished by individuals willing to sacrifice personal interests to accomplish our missions and defend our Nation. This unique military and humanitarian identity demands leadership grounded in integrity as well as professional competence. It requires leaders who understand a broad range of leadership techniques and who can apply them properly and decisively across a wide variety of situations involving every component of Team Coast Guard.

The new role identified for Senior and Master Chief Petty Officers includes, and always has included, career preparation and job skill development for our junior people. Our senior enlisted corps must provide the foundation so personal development is culminated along the way in one's career path and they must represent the "experience" of the enlisted ranks in which the exercise of leadership has traditionally been expected.

The single most important variable in the Coast Guard's Enlisted Career Development Program – is for Senior and Master Chiefs to "set the example" for the entire fleet. A recent analysis of Coast Guard leadership indicates that the "organizational leadership" most often affecting enlisted performance is from the CPO Corps rather than the Officer Corps. Senior and Master Chief positions are too critical to be filled by anyone representing less than "the best;" and must be "imprinted" with only the best of Coast Guard role models. In this regard, Senior and Master Chiefs have one of the most important jobs in the Coast Guard – "Being A Coast Guardsman."

COMMENTS:

2B — Marketing Senior Enlisted Roles

Understanding the role and responsibility of Senior and Master Chiefs should be supported by one Coast Guard vision. Therefore, senior enlisted members must show their presence within the organizational structure and represent the entire enlisted workforce. This should be embedded within every Senior and Master Chief, not the job of a few.

Like any marketing strategy, it's the duty of our senior enlisted workforce to market career opportunities to our junior enlisted members by explaining the purpose and importance of senior enlisted positions and the unique "jobs performed."

Goal #1

Encourage our junior members to strive for greater leadership and management responsibilities as they move upward within the organization.

Goal #2

Enhance our mission performance by exhibiting the 21 leadership competencies that generally fall within 3 broad categories -- Self, Working with Others, and Performance.

Self

Fundamentals to successful development as a leader is an understanding of self and one's own abilities, including personality, values, preferences, and potential as a Coast Guard member.

Working with Others

Leadership involved working with and influencing others to achieve common goals. Coast Guard people interact with others in many ways, whether as supervisor, mentor, manager, team member, team leader, peer, or subordinate. Positive professional relationships provide a foundation for the success of our Service.

Performance

Coast Guard people constantly face challenges in mission operations. To meet these challenges, leaders must apply leadership competencies in their daily duties.

Outlining leadership competencies will help our newest members embrace these important concepts. The deckplate leadership of this century must develop a sailor-friendly environment where senior and master chiefs build good sailors out of the material that walks through the door. It is imperative that we utilize the 21 leadership competencies to meet the challenge of establishing an environment that keeps members on board while marketing senior enlisted roles.

RECOMMENDATION # 7

- Publish senior enlisted roles and responsibilities at recruiting and all accession-training points (Brochure & Video). Incorporate contents into Military Requirement (MRN) courses and Servicewide Examinations (SWE).

G-WT for action

Required Resources: Minimal (Brochure and Video - minimal cost to produce)

COMMENTS:

2C — Accession Training Partnership
**(Coast Guard Academy, Officer Candidate School, and
Recruit Training)**

This recommendation fits entirely within the contents of the charter. This subject surfaced very clearly in the SENA analysis and applies throughout the entire enlisted spectrum.

SENA found it was just as important for senior enlisted members to understand Coast Guard pervasive themes including Organizational Values, History, Heritage and Traditions. Not only should these themes be reinforced throughout one's career, but must be modeled accordingly within accession training. By emphasizing our core values (Honor, Respect, and Devotion to Duty), and exemplify our Coast Guard heroes; -- the challenges that they overcame and the legacy that they have left for all to build upon, places a greater challenge on the role and responsibilities of Senior Chief and Master Chief Petty Officers.

At any stage, defined character building is such a paramount transformation to career development — “that the right role model — will lead the right person — to do the right thing.” Based upon SENA's data, **it is important that senior enlisted representation be utilized at all accession points.** Previous human resource studies have recommended CPO's as assistant company officers at the Coast Guard Academy. SENA found the role of the Senior Chief more appropriate.

Senior Chief Petty Officer (SCPO/E-8)

The second senior most members in the enlisted workforce, Senior Chief Petty Officers are technical experts, managers, and leaders at the unit level. Their primary responsibilities are to supervise personnel, coordinate training, and administer resources. In addition, Senior Chief Petty Officers serve as mentors who communicate personnel concerns and issues that impact mission accomplishment between the crew and commands.

The readiness of today's junior members to accept change is directly proportional to the involvement of Senior Chief's in the development and presentation of that change. Simply said; **it is leadership**, and if done properly the member will see it as action taken by a Coast Guard who cares about their development.

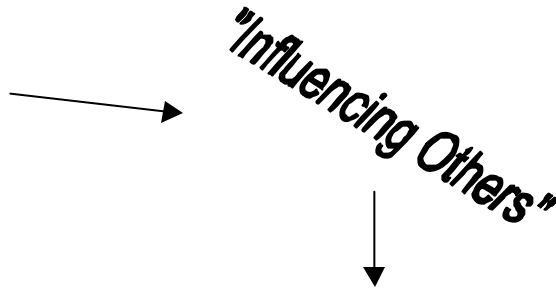


To accomplish this task, SENA recommends Senior Chief's be assigned to all accession points:

Coast Guard Academy – Commandant of Cadets

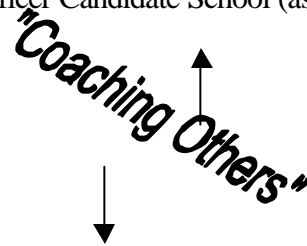
Assign the following 8 E-8 billets to the Coast Guard Academy (asst. company officers):

- BMCS
- MSTCS
- MKCS
- RDCS
- TCCS
- DCCS
- ETCS
- AECS



Assign the following 2 E-8 billets to the Officer Candidate School (asst. company officers):

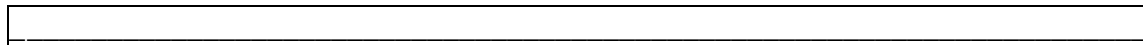
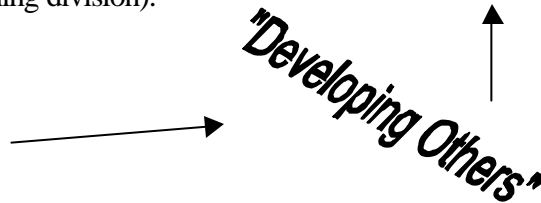
- QMCS
- YNCS



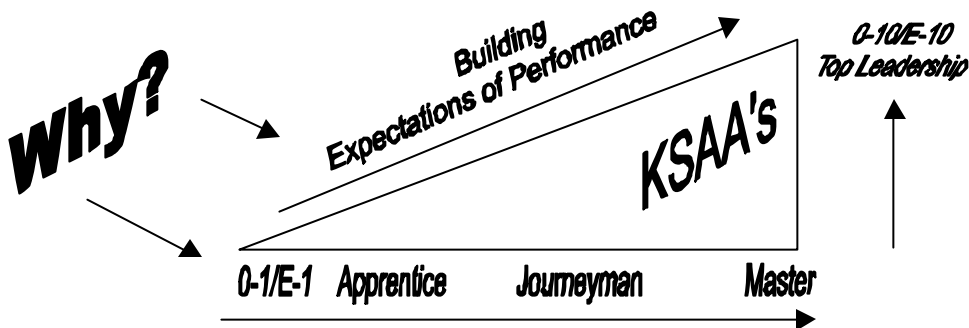
Recruit Training – Cape May

Assign the following 4 E-8 billets to Recruit Training – Cape May (company commanders/training division):

- FSCS
- HSCS
- AVTCS
- SKCS



Knowledge & Skills Building Model



The 14 billets identified can be interchangeable, but should remain rate related (i. e. BM, MK, TC) and not petty officer (SCPO). This provides addition leadership opportunities for rate related assignments and provides enlisted rating influence to our newest members. **The focus is to reprogram billets, not request new billets.**

It's important, that Senior Chief's understand "accession training" importance. Too many senior enlisted members have lost touch with the important role the Coast Guard Academy and Tracen Cape May performs in transitioning civilians to productive military members. To fulfill our Coast Guard Vision: *The world's best Coast Guard.... Ready today.... Preparing for tomorrow*, -- We must achieve full potential in an inclusive environment!

Focus...

Building... "Workforce Readiness Skills"

RECOMMENDATION # 8

- Recommend reprogramming of 14 SCPO billets (Programs can reprogram current E-7/E-8/E-9 billets within their rating)
G-S, G-O, G-M, G-W, G-CPA for action

Required Resources: None (AFC20 – normal transfer)

COMMENTS :

2D — First-Unit Professional Development Board (PDB)

Accession training provides our newest members with only a very basic orientation of Coast Guard life; the transformation from civilian to military. Our basic “A” school structure is only resource and designed to teach the fundamental tools of the rate. Upon completing apprenticeship training, the next step falls within the journeyman arena where hands-on job training and indoctrination begins. The first unit is ultimately responsible to reinforce and sustain the transformation and professionalism learned and to encourage these new members to strive forward to reach the next higher level.

In coordination with PACAREA afloat units, approximately 1500 PACAREA billets are **first termers**; members with 4 years of service or less. These members normally arrive at PACAREA units with very little knowledge of Coast Guard life. Customarily, this first unit has a *primary responsibility* to develop all new members both professionally and personally.

The purpose for a Professional Development Board is to provide a panel of senior enlisted members from each unit along with the support of the Command Cadre that will provide guidance to our inexperienced newcomers. Their duty is to assist the member in adjusting to the Coast Guard way of life and enhance their career development opportunities by establishing short and long-term goals. Based upon the role of Senior and Master Chiefs, **developing their people** is a prime responsibility.

RECOMMENDATION # 9

- This organizational program aligns with the identified roles and responsibilities required of Senior and Master Chiefs. Using PACAREA model, SENA recommends a **“First Unit Professional Development Board”** (PDB) be established at all major commands where CPO’s – MCPO’s are assigned. Ultimate responsibility lies within the Chief’s Mess.
Area Commanders for action
- Basically, chartering a career road map for our junior enlisted members with an emphasis on **“Target for Success.” Tie into Enlisted Career Development Program.**
G-WT for action

(Contents of First-Unit Professional Development Board – below)

Required Resources: None

COMMENTS:

(Contents of)
First-Unit Professional Development Board (PDB)

PACAREA has partnered with the Coast Guard Cutter BOUTWELL to develop a recommended check sheet. The PDB can be unique to the unit's expertise and resources, but as a recommendation the Command Chief would be the Board Chairman, assisted by the Admin supervisor (YNC/YN1) and the interviewee's CPO supervisor. Others within the Command such as the CO, XO, Training Officer, Division Head, and First Class Petty Officers should be encouraged to be board members.

Interviewees (all First Termers) should sit before the Board within 60 days of reporting onboard. Follow-up sessions should occur every 3 to 5 months for Non-Rated members and every 6 to 9 months for Rated members. Added sessions could occur as recommended by the Command or Supervisor. The added sessions could occur for example when an Exit interview needs to be conducted or when it's evident that a member is clearly deviating from his or her intended track.

The overriding theme for the Professional Development Board is **"Target for Success."** Three equal parts:

1. Setting the Stage
2. The Interview
3. Follow up

SETTING THE STAGE: Simple steps toward preparing the session. The who, what, where, and when are determined. Prior to the session, General Information is abstracted from the member's record and recorded on the Check Sheet.

THE INTERVIEW: This section deals with the actual mechanics of the session. An effective session must include two way communication focused on "Target for Success," but also to identify and establish clear expectations. Additionally, an action plan will be established that the member can use to record their achievements.

FOLLOW-UP: After the session has been completed, it is important to document the session by the use of the Check Sheet. It's recommended that the Chairman maintain a file on each member that will hold the completed Check Sheets and Pledge of Personal Commitment. A good follow-up plan will effectively motivate First Termers to exert the necessary effort to attain their Goals.

BA/BS Degree			
Technical Training			
Vocational Training			
Certificate of Training			
Other			
Other			

‘A’-School:											
<u>ASVAB</u> Scores	<u>GS</u>	<u>AR</u>	<u>WK</u>	<u>PC</u>	<u>NO</u>	<u>CS</u>	<u>AS</u>	<u>MK</u>	<u>MC</u>	<u>ET</u>	<u>VE</u>
Disqualifying Factors: (U.S. Citizen? etc.)											
‘A’-School(s) qualified for:											
‘A’-School(s) desired:											
<u>Background investigation needed? Y N Completed?</u>											
<u>Y N</u>											
<u>Flight physical needed? Y N Completed? Y</u>											
<u>N</u>											
Color blindness? Y N											
Strike for a rate? MGIB? Y N											
Status of Class ‘A’ School (number on list):											
as of: ___/___/___											
Day Mon Yr											

Long-term Goals (discuss and list the following):
<u>◆ Personal (marriage, family, buy a house, complete a degree, etc.)</u>
<u>◆ Professional (career in Coast Guard – CPO, SCPO, MCPO, CWO, OCS, separate/relad)</u>

Discuss and list ideas of how you can achieve your goals while in the Coast Guard:

If you are planning to separate from the Coast Guard, what are the reasons for your decision?
<u>1.</u>
<u>2.</u>

<p align="center">Pledge of Personal Commitment (To be completed by member after initial board)</p>
--

**I pledge to be personally responsible for achieving my goals by doing the following:
(include time lines with dates)**

**I will begin working toward achieving my long-term goals, personal and professional,
by: (list the steps you will take to achieve your goals)**

____Members Signature

Command Chief
Signature

2E — Senior Enlisted Afloat Program

SENA reviewed the two-year Senior Enlisted Afloat Program that was deployed on Coast Guard Cutter's STEADFAST, MOHAWK, GALLATIN, AND SHERMAN. This program was designed to play a crucial leadership role in the development of our junior members by providing additional senior enlisted leadership, mentoring, and personnel management support. In addition, they filled duties as chief of the mess, career development advisor, educational services officer, coordinator and facilitator for informal mentoring, and the command financial counselor.

The survey instrument identified strengths and weaknesses in terms of overall effectiveness:

- Four Coast Guard cutters with an afloat Command Master Chief or Command Senior Chief were surveyed.
- Four like cutters, without an afloat Command Master Chief or Command Senior Chief were surveyed.

As a result, 580 surveys were returned that identified the following:

Successes;

- (a) Educational support for our people in terms of personal growth (tuition assistance, degree planning) increased by 30%.
- (b) The striker program was better defined with recommendations to realign within the enlisted career development program model.
- (c) Command Master Chief or Command Senior Chief assigned provided increased senior enlisted leadership in terms of career development guidance.
- (d) Higher pass rates of first time takers on correspondence courses (EOCT).
- (e) Better communications within the command through the wardroom and the chief's mess.

Obstacles;

- (f) A fulltime Command Master Chief or Command Senior Chief prevented our assigned junior officer corps from learning, developing, and experiencing in terms of understanding the importance of "collateral duties" and overall organizational goals.
- (g) Under Public Law 85-422, E-8 and E-9 pay grades mandates a ceiling limit in terms of maximum authorized billets. Current shipboard billet structure limits assignment without seeking alternate solutions such as reprogramming within the shipboard rating structure.
- (h) The sole responsibility of "developing" our junior members is defined as a "CPO responsibility," meaning, all members of the CPO Mess are responsible - not just one Command Master Chief or Command Senior Chief. This concept reemphasizes the "importance" of training all CPO's at the Chief's Academy and the continued role of the "Chief" as a mentor.

The survey did capture that these duties were being performed at each unit, regardless of having a fulltime Command Master Chief or Command Senior Chief assigned, but did not capture the "at what cost factor." Meaning, the person(s) performing these duties completed all the functions listed, regardless of response time, available resources, and ongoing collateral and unit commitments.

Unlike other Team Coast Guard components, the enlisted corps has a different professional developmental need depending upon their rating. For example, a Chief Boatswain's Mate who is an Officer-In-Charge of a cutter has different leadership requirements than one who is a Chief Master-At-Arms at a shore station. SENA found that because of internal advancement and rating specific assignments, most senior enlisted members move into leadership positions at the E-8 level, not the E-7 level. Except for BM's, QM's, and ET's, who generally are assigned as Officers-In-Charge at the CPO level, the opportunity to be the "Chief of the Mess" on a large Coast Guard cutter (378 & Icebreaker) generally elevates to the Senior and Master Chief levels.

To show how individual expectations change from entry level to senior enlisted levels, consider the competency, "Looking out for others" on the senior enlisted evaluation form. It is described: **Successful leaders identify others' needs and abilities. They ensure fair and equitable treatment, project high expectations for subordinates and their teams, know their jobs, express confidence in their abilities, recognize achievements, and use reward systems effectively. Leaders appropriately support and assist in professional and personal situations and use formal and informal processes to positively resolve situations.** As stated earlier, defined character building is such a paramount transformation to career development — "that the right role model — will lead the right person — to do the right thing."

In summary, the performance of commands that take the time to enforce the standards and develop their crews, speaks for itself, and at the core of those successful commands is a chief's mess that is held to standards and doing its job. SENA found that having a fulltime "Command Senior Chief (E-8) paid "large dividends" in terms of coaching and developing our members. SENA found that our current billet structure does not support adding new "Senior and Master Chief billets. Therefore, SENA recommends the following:

Each program manager review their current afloat billet structure on 270's, 378's and Icebreakers.

- Reprogram 1 E-7 billet on each 270' to 1 E-8 billet (collateral duty Command Senior Chief).
- Reprogram 2 E-8 billets on all 378' to 2 E-7 billets. 1 E-8 billet will remain on all 378's (collateral duty Command Senior Chief).

- Reprogram 2 E-9 billets (MKCM & EMCM) on all Icebreakers to 2 E-8 billets (MKCS & EMCS). 1 E-9 billet (QMCM) will remain onboard (collateral duty Command Master Chief).
- The results: Every 270 and 378 in the fleet will have 1 E-8 billet with the remainder of the CPO Mess as E-7's. This E-8 will serve as the "Chief of the Mess," either full time or part time, pending final determination by SEAT. An additional E-6 billet on 378's for rating support should be considered. Every Icebreaker will have 1 E-9 billet (QMCM) as the "Chief of the Mess," either full time or part time, pending final determination by SEAT.

The downside to one of these recommendations would be the change of 2 E-8 billets to 2 E-7 billets onboard all 378's. The 378-billet structure was established many years ago and has not changed even though the technical responsibilities of CPO's and SCPO's have changed. Most recently, as a result of the military draw down, personnel reduction, right-sizing and fiscal shrinking, the do-more-with-less philosophy forced us to utilize a certain amount of leadership to make things work. The result, "*what is truly needed... not, what is nice to have*" in terms of evaluating and reprogramming existing billets.

SENA found having a Master Chief onboard a 378' was convenient, but not necessary. Any well-trained competent Senior Chief could do the job on both our 270's and 378's. SENA's goal is to promote a "win-win situation" for everyone—the member, the unit, and the organization.

RECOMMENDATION # 10

- Reprogram 1 E-7 billet to 1 E-8 billet onboard all 270's.
G-W/G-O/G-S/G-CPA for action
- Reprogram 2 E-8 billets to 2 E-7 billets onboard all 378's. 1 E-8 billet will remain as Chief of the Mess.
G-W/G-O/G-S/G-CPA for action
- Reprogram 2 E-9 billets (MKCM & EMCM) on all Icebreakers to 2 E-8 billets (MKCS & EMCS). Leave QMCM billet onboard.
G-W/G-O/G-S/G-CPA for action

Required Resources: None Normal AFC20 funding. Billets already exist - reprogram within rating. SEAT assistance for guidance.

COMMENTS:

Section III

Professional Development

3A — Enlisted Performance Qualifications

The Performance Qualifications Systems (PQS) ensures consistent and coordinated oversight on organization-wide performance requirements. To ensure consistency, SENA recommends we continue our improvement on documenting performance requirements of each rate and rating, and organizationally align ourselves with G-W's roadmap capabilities model that sets new procedures on how performance is evaluated and how training should be conducted to ensure a complete performance-based set of qualifications exist for each and every enlisted rating.

G-W's roadmap capabilities model

- 1) Capability to acquire the workforce of the future**
- 2) Capability to prepare and deliver people for the work of today and tomorrow**
- 3) Capability to envision and create an attractive and effective workplace for the future**
- 4) Strategic capability for operating and improving the HR system as a system**

SENA has linked its recommendations with each capability by focusing on the Enlisted Performance Qualification System (defined optimals/KSAA's) as a database management system that will identify new methods and means to capture, store, and retrieve a member's record of personal qualifications (job/performance skills) as they progress in their career. People Soft Capabilities (i.e. First-Unit Professional Development Board, Senior Enlisted Accession Training, Senior Enlisted Afloat, Enlisted Career Development Program, etc).

COMMENTS :

3B — Military Requirements (MRN) System

SENA research and analysis identified knowledge, skills, attitudes and abilities (KSAA's) required of all Senior and Master Chief Petty Officers. The attributes of the ideal Senior Chief and Master Chief, defined in section 1, provides a solid foundation for continued education and training that will better prepare our Senior and Master Chiefs for their next assignment. Many Senior Enlisted Billets (Command Master Chiefs, Rating Force Master Chiefs, Leading Chiefs, Officers-In-Charge, Executive Petty Officers, Shop Supervisors, and Independent Duty Assignments) require skills that go beyond the specific knowledge needed for a particular rating.

As a continuance of our MRN advancement modules, SENA recommends *a two-phase process*; phase-one will consist of a nonresident MRN course for advancement to Senior Chief, phase-two will be a nonresident MRN course for advancement to Master Chief. Both courses will fall under our current Military Requirement System and will be designed using the defined optimals required for transition from Chief Petty Officer to Senior Chief and from Senior Chief to Master Chief Petty Officer.

Since both of these advancements are monumental in one's enlisted career and usually the deciding factor toward continuance of enlisted ranks, vice warrant ranks, SENA found it was equally important that our senior enlisted members continue their learning process and take the lead, by gaining firsthand knowledge of what works and what doesn't work. The basic principle here is the higher you go within the organization, the more you should learn not the less.

The course will be titled -- *Senior Enlisted Command Admin (SECA) Course*. Phase I, will derive all of the identified optimals (knowledge, skills, attitudes, and abilities) required for Senior Chiefs. Phase II, will derive all of the identified optimals (knowledge, skills, attitudes, and abilities) required for Master Chiefs, Rating Force Master Chiefs, Command Master Chiefs (Gold Badge), and collateral duty Command Chiefs (Silver Badge).

In addition, both courses will include existing military requirement subjects that are common to all ratings: Coast Guard Human Resource Management Programs, Public Affairs, Leadership, Wellness, TQM Principles, Gender Equality, Diversity Management, Code of Conduct, Administration, Training, Uniforms, Medals and Awards, Courtesies, Drills, Ceremonies, Coast Guard History, Military Justice, Career Information, Ethics, Security, Coast Guard Traditions, Safety, Occupational Health, First Aid, and Fitness.

The SECA course will be significant—by matching each of the 21 leadership competencies, along with the identified KSAA’s at the Senior and Master Chief levels, thus providing the right “skill sets” so our people can perform well in the Coast Guard.

SENA did not consider any alternative training solutions (i. e. resident based, computer based, or interactive module) due to current funding issues. However, these options should be explored based upon current training inventories (i. e. effective team building requires multiple players).

RECOMMENDATION # 11

- Develop and incorporate non-resident courses into our Military Requirements (MRN) System
G-WT/G-WTT for action

- Explore training solutions options
SEAT for Action

Required Resources: Minimal Course writer billet already exist

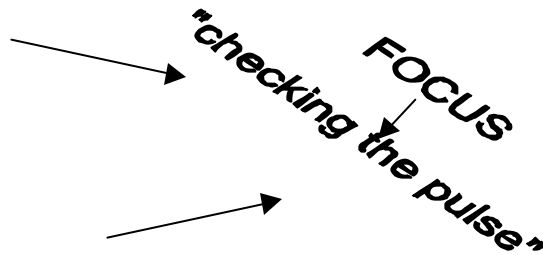
COMMENTS:

3C — Workforce Competency Assessment

An instrument should be designed to assess Senior and Master Chief competencies based on performance expectations—a comprehensive evaluation and measurement system to show the results, quantitative and qualitative, for every senior and master chief billet.

Since leadership competencies are measurable patterns of behavior essential to learning, a check and balance system should be implemented that will monitor any indication of problems with the newly defined roles, responsibilities, and optimal for Senior and Master Chiefs. Basically...ensuring we are doing “right things right.”

What do we want to measure?
Is it value-added?
How will we measure?
Establish baseline?
Establish system for review?
Make adjustments?
What do we want to achieve?



Must comply with the Government Performance & Results Act (GPRA) mandates

RECOMMENDATION # 12

- Implement a Workforce Evaluation Competency Assessment Model (current training structure supports this initiative. Partner with Leadership Development Center/HRSIC/CG Institute, and G-WP.

G-WT for action

Required Resources: None

COMMENTS:

Section IV

IV. Human Resource Systems

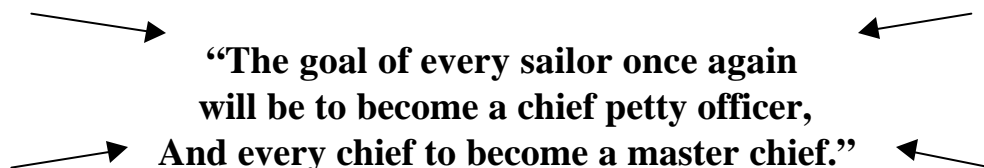
4A – Enlisted Continuation Board (ECB)

To better prepare our senior enlisted members to meet mission needs, our human resource management system must focus on building people that are multi-talented, technical capable, experienced, and have great future potential. SENA found that the senior enlisted members who had the most acquired skills were the one's who seek out the most challenging jobs. What does this mean in terms of keeping the "best and brightest" workforce? SENA found that our current High Year Tenure (HYT) policy did not sort the "good from the bad" in terms of retaining the best and brightest, but instead based human resource management decisions on accumulated service, not on proven performance. In general terms, highly motivated individuals leave the organization much sooner due to planned second career tracks and age discrimination factors on workforce marketability.

Using the guidelines of our sister services, continuation boards would eliminate the HYT policy in part – mainly E-5's would be capped at 20 years of active/reserve service. Beyond E-5, E-6's through E-9's would be reviewed at certain intervals for continued service up to 30 years. SENA found that many of our senior enlisted members (E-6 and above) have acquired equivalent technical and educational levels as compared to many of our junior officers. The offset, many of these highly motivated individuals have ten or more years of service and have shown a "good faith" effort toward continued dedicated service, especially during a time when marketable "technical skills" are in high demand.

Now that the organization has identified the roles and responsibilities expected of Senior and Master Chiefs, we must remove barriers so our high performers (E-6's to E-9's) can excel in their profession. Basically, we must build a solid foundation toward mission performance, so our junior members can identify with senior enlisted roles, both personally and professionally.

"Capturing technical talent"


**"The goal of every sailor once again
will be to become a chief petty officer,
And every chief to become a master chief."**

When just under 50% of your workers eligible for retirement - retire, at the earliest available date, major damage occurs to our human resource infrastructure. In today's supercharged economy, our most experienced asset; our senior enlisted members (E-6 through E-9), must be encouraged to stay and challenge the future. What counts today is an understanding that the old rules (HYT) should no longer apply and an organization-wide willingness to embrace new ideas and technology that would serve us effectively for years to come should be implemented.

Right now, many of our Rating Force Master Chief's are working with fewer people on the inside of the Coast Guard and more people on the outside of the organization, due to networking connected with modern commercial technology. The time has arrived to reexamine our human resource management policies on reenlistment, extensions, and career limitations. Using a non-descriptive guideline on "who stays and who goes" must be defined based upon performance, not time limitations, if we strive for building..."workforce readiness skills."

SENA found many senior enlisted positions were filled by two categories of people. First category were members who possessed most of the identified KSAA's of Senior and Master Chiefs and continued forward serving, regardless of career obstacles. Second category were members who possess very few of the identified KSAA's and have no desire to attain the required skill sets. Both groups viewed HYT differently. First category viewed the policy as a serious career decision factor - do I stay or do I go, now that I'm limited on years of service. Second category viewed the policy as a "stay of execution," thus allowing them to stay with little or no consequences to their poor performance. Obviously, as a healthy organization, we want to keep the first category. The second category who is failing to meet the new job description is the one's we must target for training to do a better job. If training is not successful and they refuse to step up to the plate, we must demand they find another livelihood.

RECOMMENDATION # 13

- SENA recommends an enlisted continuation board process be implemented. This board would be chartered by a precept that requires all E-6's through E-9's (active and reserve) with over 20 years of active or reserve military service to be

reviewed for continued service. *Exception:* Rating Force Master Chiefs and Command Master Chiefs (gold badge) may extend beyond 30 years based upon the needs of the service.

G-WP/G-CMCPO for action

- Recommend the Senior Enlisted Advisory Team (SEAT) review and set criteria reference/policy guidelines.

G-CMCPO for action

Required Resources: Minimal (Annual board convening cost)

COMMENTS :

4B -Assignments

SENA found many Senior and Master Chief billets lacked identified job descriptions. Some billets required skills that go beyond the expected performance qualifications of that particular rating or assigned billet (i. e. BM, MK, TC), while other billets had members assigned that were overqualified for the job. When we base assignment preferences upon the member's last geographic location as a determining factor, and not on future performance potential, we end up with member's being assigned to positions either overqualified, underqualified, or undertrained.

SENA found that Senior and Master Chief assignments should be based upon a "best qualified" system only, not on the current SPEAR assignment process. We found the SPEAR process worked well with E-4's through E-7's, but didn't work well with the senior enlisted ranks (E-8 & E-9). Why? First, Senior and Master Chiefs have more experience within the enlisted ranks and are organizationally designed to be "closer to the deckplates" where performance counts the most. Since job classifications for Senior and Master Chiefs were never clearly defined, the organization has done it's best to fulfill the needs of unit commands. Second, now that Senior and Master Chief roles and responsibilities have been identified, we must align our human resource policies and assignments to support this new change and place the "right person in the right job." SENA considers Senior and Master Chief assignments are just as important if not more so, than senior officer assignments. The level of influence that is distributed based upon the member's skilled set and contributions -- provides an everlasting impact at the unit and organization level.

One of SENA's recommendations is to reward Rating Force Master Chiefs and Command Master Chiefs who successfully complete a tour of duty for their dedicated efforts. Not because they are special, but because we need to minimize assignment barriers and encourage our senior enlisted members to pursue non-rate-related assignments. Unlike DOD, who grooms their future E-8's and E-9's at an early age, we do a poor job preparing and encouraging our Senior and Master Chiefs to pursue special assignments. Each year, less than 5% of our E-9's seek out-of-rating leadership assignments. The next lower sister service is the Air Force with 28% of their E-9's seeking out-of-rate assignments.

What does this mean? First, many of our Master Chief billets must be restructured based upon the defined definition:

Master Chief Petty Officer (MCPO/E-9)

The senior most members in the enlisted workforce, Master Chief Petty Officers are leaders and managers at the organizational level. Their primary responsibilities are to focus on the global view of the Coast Guard in order to participate in developing and implementing strategic policies and programs. In addition, Master Chief Petty Officers serve as mentors who communicate personnel concerns and issues that impact mission accomplishment between the workforce and senior management.

Generally, Master Chief billets should focus on organizational level management and workforce development. As an active organization, we must provide avenues and rewards for members who seek "out of the box" assignments that benefit the organization as a whole. Using the officer corps promotion/assignment model, any 0-3 through 0-6 who didn't seek higher leadership opportunities, would have a short-lived career. Not so for the enlisted workforce structure. Under current assignment policies, a member must volunteer for leadership assignments. Ultimately, the ideal organizational goal should be every Master Chief Petty Officer is reviewed for a RFMC, CMC, or other leadership position, regardless of personal preference.

SENA recommends that in order to attract the best candidates to these profoundly influential jobs, we minimize the motivation and incentive barriers to attract the highest caliber candidates. Either assign under a "best qualified/future potential model" similar to our officer assignment policy, or remain with the SPEAR policy procedure, but reward RFMC's and CMC's with an assignment preference of 2, vice the current category 5. Category 5 means our CMC's and RFMC's must compete with non-leadership billets that are generally "good rating assignments."

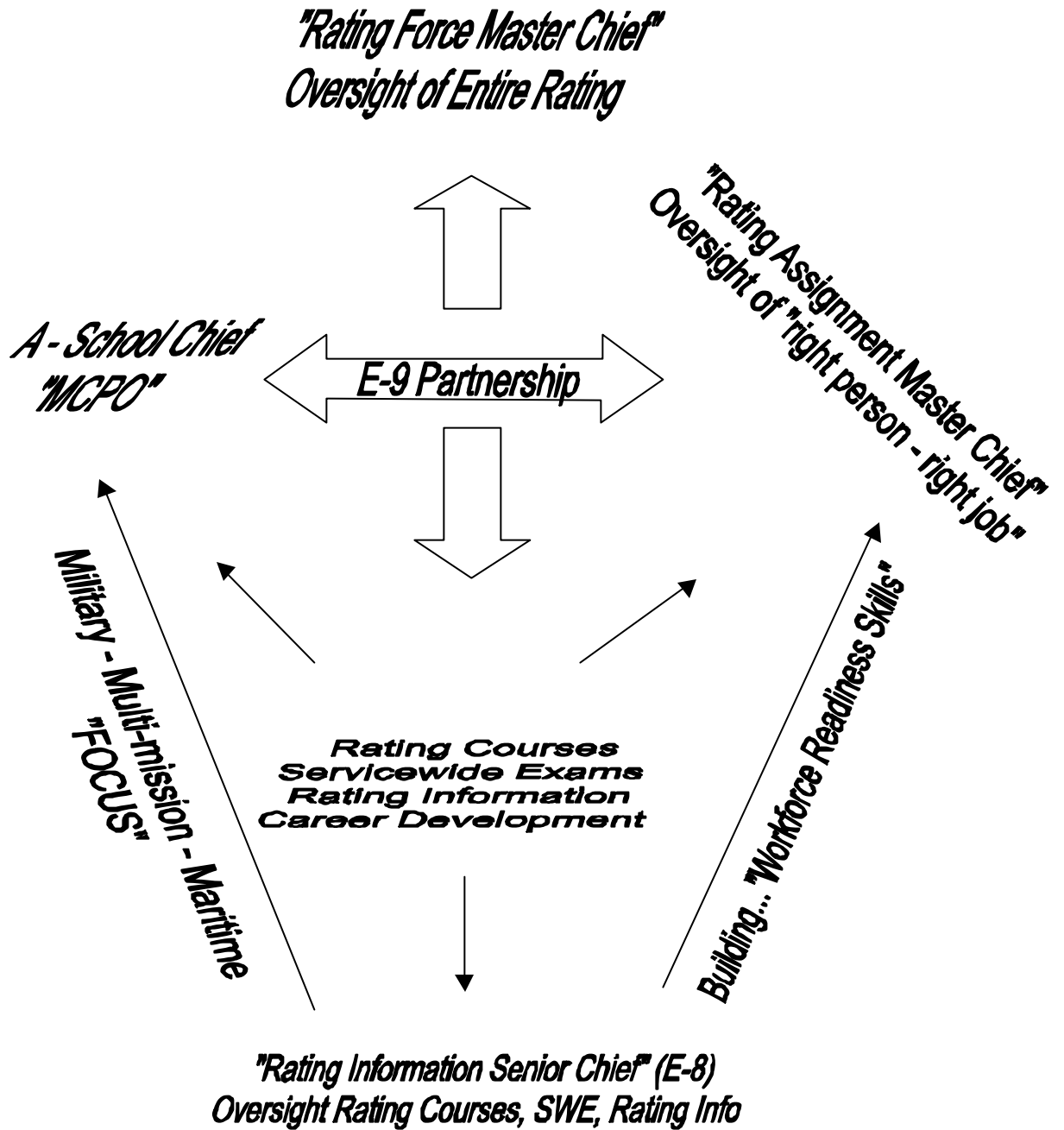
SENA found that RFMC's and CMC's held one of the most important positions of all enlisted members, in terms of trust, resources, decision-making, and problem solving. These positions deal with organizational involvement, not small unit involvement. They are truly accountable to many, not a few, and we must encourage the "best of the best" to seek these positions. Unless we change this policy, we will not see an increase in Master Chief's who seek these types of assignments. SENA cannot overemphasize the importance of having the "right person in the right position."

E-9's should be assigned to the following organizational positions:

- ***Enlisted Assignment Officers.*** We are the only military service that has officers assigning enlisted members. All other branches of the Armed Forces have senior enlisted members as assignment officers. SENA data clearly showed that our current enlisted assignment structure performs exceptionally well. However, individual

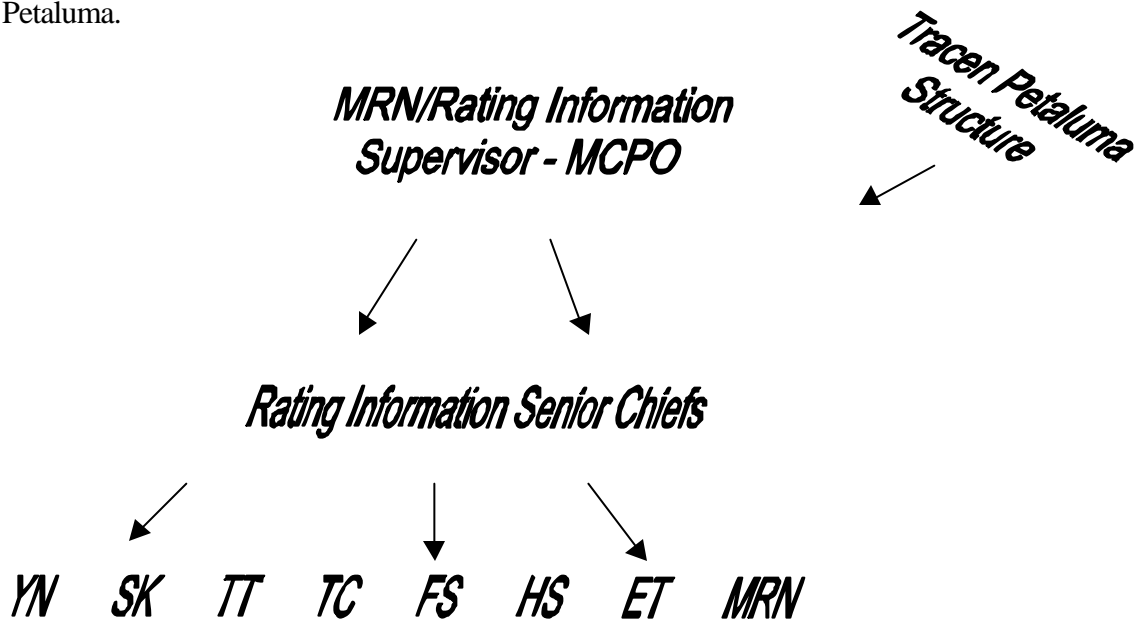
- career counseling and leadership development influence should rests solely with the senior enlisted corps. Based upon Senior and Master Chief optimal, responsibility for leadership development at the individual, unit, and organizational level has been identified as characteristics within the role of senior and master chiefs. ***Always has been....Always should be!***
- As stated earlier, an analysis of Coast Guard leadership indicates that the “organizational leadership” most often affecting enlisted performance is from the CPO Corps rather than the Officer Corps. Master Chief’s are “developers of the workforce” which includes the oversight of the Human Resource Management System; Advancements, Assignments, Rewards, and Evaluations of enlisted personnel.
- SENA recommends that the 22 CWO billets currently assigned to Coast Guard Personnel Command/EPM-2 be reprogrammed with 22 Master Chief billets. Using a 4 year rotation model, the goal is to provide a starting point by using existing experience, knowledge, and skills of current assignment officers and rotate annually 5 CWO billets with 5 E-9 billets -- over a four year period, beginning with SPEAR FY01. **(New Title: “Rating Assignment Master Chief (RAMC).”**
- **“A” School Chief/Course Writer:** The senior most members at each “A” school should be a Master Chief Petty Officer. Of three “A” school training centers, none have the same enlisted pyramid structure in regards to “A” school leadership. Basically, a mismatch of leadership ranges from senior chiefs to warrant officers. As a result of non-alignment within our training system, we have allowed billets to be reprogrammed based upon personalities and conveniences. Master Chiefs are truly the senior most member of each enlisted rating and should be assigned positions that exhibit “role modeling and developing of the workforce.” SENA recommends all “A” Schools have MCPO’s assigned as School Chiefs.
- Accepting the new optimal of a Senior Chief, SCPO’s should be assigned as “technical advisors at the unit level” which clearly demonstrates their role as **‘Rating Information Senior Chiefs (RISC).’** Currently, this billet is the rating course writer, which varies in pay grade from E-7 to E-9, depending upon the training center. SENA recommends that all course writer billets be reprogrammed to E-8 billets and be titled “Rating Information Senior Chiefs.” RISC’s will have complete oversight of all rating courses, servicewide examinations, and other pertinent rating information that pertains to one’s enlisted career. The Master Chief assigned as the “A” School Chief will be responsible for the E-9 Rating Servicewide Examination only. In partnership with the Rating Force Master Chief, Rating Assignment Master Chief, and the Rating “A” School Master Chief, the Rating Information Senior Chief will now be organizationally aligned to administer an effective nonresident course(s).

Developing Our Workforce



Therefore, all assignment officer and “A” school positions should be reprogrammed to Master Chiefs. The course writer recommendation is drastically needed due to the high turnover currently being experienced within the course writer arena (promotions, advancements, and assignments).

- **MRN Course Writer:** (Tracen Petaluma) Based upon the above recommendation and the contents of the Enlisted Career Development Program (ECDP), SENA recommends reprogramming the MRN course writer billet from CWO to E-9 to align with the “A” School Chief position. This billet will be responsible for E-8 and E-9 courses and military requirements, in addition, will supervise all Rating Information Senior Chiefs (E-8) assigned to Tracen Petaluma.



- **Enlisted Leadership Program Manager:** (G-WTL-2) This billet is currently a SCPO billet. Should be upgraded to MCPO based upon the identified optimal requirements of MCPO’s and Rating Force Master Chief’s. Direct liaison with organizational level management of enlisted leadership programs (military requirements, enlisted leadership training programs (LAMS, CPO Academy, Unit leadership program, A school leadership, senior enlisted NCO courses, etc).
- **Enlisted Fellowship Programs:** The ultimate goal of the U. S. Army Sergeants Major Academy (USASMA) is to conduct a quality educational program that will contribute significantly to the professional development and motivation of our Senior Enlisted Workforce. Building upon team and military leadership, fitness fundamentals, professional development, strategy, logistics, training management, and war fighting skills, attendees who complete USASMA will be assigned to strategic leadership positions. This provides a

logical stepping stone toward building “optimal” Rating Force Master Chiefs, Command Master Chiefs, and other high profile leadership positions.

- SENA recognizes that many Senior and Master Chief billets must be reexamined/reprogrammed in order to meet Public Law 85-422. SENA recommends that the Senior Enlisted Advisory Team work directly with each Coast Guard Directorate on identifying billets that should be reprogrammed to meet this need.
- *And last.....*

E-6’s through E-9’s should remain in Officer-In-Charge and Executive Petty Officer positions. <i>“Manning lifeboat stations is an enlisted role, Always has been, and always should be.”</i> This humanitarian mission is the livelihood of every enlisted member’s contribution to “Semper Paratus.” Allowing any one else to assume this role would be detrimental to what we stand for in terms of pursuing lifelong commitment.
--

RECOMMENDATION # 14

- Approve all recommendations
G-C for action
- SENA recognizes that many Senior and Master Chief billets must be reexamined/reprogrammed in order to meet the defined definition of Public Law 85-422 (Senior Chief and Master Chief Petty Officers roles and responsibilities). SENA recommends that the Senior Enlisted Advisory Team work directly with each Coast Guard Directorate on identifying these billets for reprogramming.
G-CCS for Action

Required Resources: Minimal (Reprogram billets)

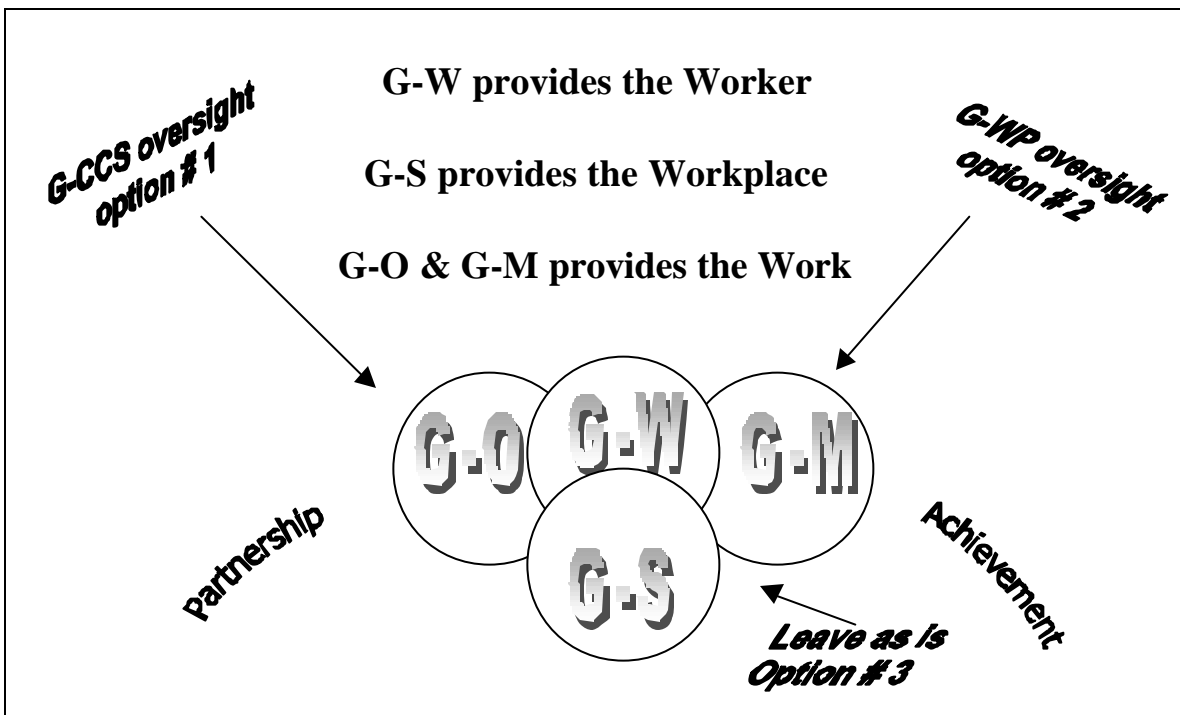
COMMENTS:

4C — Enlisted Force Management (EFM)

Organizational Control: The current Rating Force Master Chief (RFMC) structure is divided within 4 programs: G-S, G-O, G-M, and G-W. SENA’s data found that the current structure (e.g., separate Flag Officers for each program) exacerbates a problem of alignment among enlisted rating management. Basically, rating force master chiefs are not located where they can achieve best results.

Consistent with practices of other Services, all RFMC’s should be accountable to the same Flag Officer for the same results. Placing a greater emphasis on the common goal of producing the same results across the board only better prepares our enlisted members for service to the Coast Guard, and provides better management within the human resource management arena. Removing the assigned Rating Force Master Chiefs from their current structure, and replace each directorate with a Senior Chief (E-8) for technical advisory purposes, will provide the “One Boss – One Way” concept, which reduces resource demands now being placed on the four directorates.

SENA found 65% of the required work that is performed by each RFMC, has a direct connection to the Office of Personnel Management (G-WP). In addition, using a “best business approach” model, RFMC’s should be located under one directorate based on such factors as customer service, personnel issues, and policy and procedures. The objective is to tie productivity standards to our enlisted rating structure.



RECOMMENDATION # 15

- Option # 1 Relocate all Rating Force Master Chiefs under G-CCS directorate (CROSS PROGRAMMATIC BOUNDARIES)

G-CCS for action

- Option # 2 Relocate all Rating Force Master Chiefs under G-WP directorate

G-CCS for action

- Option # 3 Rating Force Master Chiefs remain in respective programs. SENA's main objective with the Rating Force Master Chief program was to identify the required optimal so each RFMC will have access to a “reference guide” that will guide them in the performance of their duties. The current billet structure does work. However, the “one boss-one way” concept would organizationally ensure each program was aligned with other programs in terms of support, logistics, and current CG policies.

G-CCS for action

- Relocate the SN and FN Force Management program under G-WTT, rather than G-OCU and G-SRF respectively. This would shift all nonrate performance requirements to G-WTT who now has oversight of all military requirement performance qualifications (particularly E-2/ recruit training curriculum). This change would be resource neutral with no billet move required.

G-WT/G-O/G-S for action

- Recommend the YNCM billet assigned to G-WTT be redesigned to a MCPO billet. This billet would serve as the ‘Nonrate Rating Force Master Chief’ in alignment with other enlisted rating force master chiefs. This billet would have administrative responsibility for all nonrate performance qualifications (SN, FN, Aviation, and MRN qualifications & courses). In addition, this member serves as the program coordinator for recruit training implementation. Under our current structure, only a YNCM could assume this role and this would eliminate any possible qualified candidates who have acquired the necessary skill set as a Rating Force Master Chief to assume this position. This recommend change would create your basic “one-stop shopping” structure in regards to all nonrate issues. Resource neutral.

G-WT for action

Required Resources: None (SEAT involvement with recommendations)

COMMENTS:

4C – Evaluations & Advancements

SENA found that advancements, rather than bonuses or incentive pay, offers the increased responsibility and opportunity that appeals to our most talented members. Only advancement to a higher pay grade enables our members to improve their quality of life.

- Based upon the findings of the Enlisted Performance Evaluation Study (EPES) and the Enlisted Advancement Study Team (EAST), SENA recommends that the Senior Enlisted Advisory Team (SEAT) and the Rating Force Master Chiefs are involved in any and all EAST & EPEF implementation.

Required Resources: None

COMMENTS:

Section V

Implementation Plan

5A — Senior Enlisted Advisory Team (SEAT)

Senior Enlisted Advisory Team (SEAT) is an independent body that acts under an informal charter at the discretion of the Master Chief Petty Officer of the Coast Guard (G-CMCPO). SEAT meets regularly and works closely with G-CMCPO on issues affecting the enlisted workforce. SEAT's goal is to assist and provide guidance to the Master Chief Petty Officer of the Coast Guard.

RECOMMENDATION # 16

- SENA recommends that SEAT **review all recommendations** for implementation feasibility.

G-CMCPO for action

- SEAT should review public law 85-422 and explore the possibility of drafting legislation that would allow the Coast Guard to expand the 3% ceiling limit on E-8's and E-9's. Other armed forces have been successful with this recommendation.

G-CMCPO/G-L/SEAT for action

Required Resources: None

COMMENTS:

5B — Implementation Schedule

The Office of Training and Reserve (G-WT) having served as overall planner, coordinator, and leader of the SENA project, will work with the SEAT team and other programs involved toward implementation. **Because 98% of SENA’s recommendations are resource neutral** and G-WT’s proactive nature, work on many of the recommendations are being addressed through other HR studies (Enlisted Career Development Program, Joint Rating Review, Junior Officer Needs Assessment, and the Skills Analysis Management Study, to name a few).

COMMENTS:

5C — Summary of Recommendations

RECOMMENDATION # 1

- Adopt the defined role, responsibilities, and optimal of a Senior Chief Petty Officer.
G-W for action
- Incorporate the defined definition into all Coast Guard publications (CG Persman, CG Enlisted Qualifications Manual, Enlisted Qualifications Code Manual, and CG Organization Manual, etc).
G-WT/G-WP for action

Resource Neutral

APPROVED: _____

DISAPPROVED: _____

RECOMMENDATION # 2

- Adopt the defined role, responsibilities, and optimal of a Master Chief Petty Officer.
G-W for action
- Incorporate defined definition into all Coast Guard publications (CG Persman, CG Enlisted Qualifications Manual, Enlisted Qualifications Code Manual, and CG Organization Manual, etc).
G-WT/G-WP for action

Resource Neutral

APPROVED: _____

DISAPPROVED: _____

RECOMMENDATION # 3

- Adopt the defined role, responsibilities, and optimal of a Rating Force Master Chief.
G-W/G-S/G-O/G-M for action
- Incorporate defined definition into all Coast Guard publications (CG Persman, CG Enlisted Qualifications Manual, Enlisted Qualifications Code Manual, and CG Organization Manual, etc).

G-WT/G-WP/G-O/G-S/G-M for action

- Using the required optimals as a guide, program/force managers should provide on-the-job training to all new RFMC's. A desktop reference ("recipe book") guide should be developed that provides guidance, resources, and problem solving tools (standard operation procedures) to increase effectiveness.

G-S/G-O/G-M/G-W for action

- Change title: From Rating Manager to Rating Force Master Chief (RFMC).

G-CCS for action

- Elevate status of the position

G-S/G-O/G-M/G-W for action

Resources: Minimal cost to develop a desktop reference guide

APPROVED: _____

DISAPPROVED: _____

RECOMMENDATION # 4

- Adopt the defined role, responsibilities, and optimals of a Command Master Chief. (Gold Badge)
G-W for action
- Incorporate defined definition into all Coast Guard publications (CG Persman, CG Enlisted Qualifications Manual, Enlisted Qualifications Code Manual, and CG Organization Manual, etc).
G-WT/G-WP for action
- Incorporate defined definition into Commandant Instruction 1306 (Command Master Chief).
G-CMCPO for action
- Explore the option of adding a Command Master Chief training course (resident or nonresident) each year. The agenda would consist of building upon the required optimals. Conduct at a Training Center to reduce cost or explore the development of a nonresident on-line interactive course.

G-WTT For action

Resources: Minimal cost for training development (resident/nonresident trng)

APPROVED: _____

DISAPPROVED: _____

RECOMMENDATION # 5

- Adopt the defined role, responsibilities, and optimal of a Collateral Duty Command Chief, Command Senior Chief, & Command Master Chief (Silver Badge).
G-W for action
- Incorporate defined definition into all Coast Guard publications (CG Persman, CG Enlisted Qualifications Manual, Enlisted Qualifications Code Manual, and CG Organization Manual, etc).
G-WT/G-WP for action
- Incorporate defined definition into Commandant Instruction 1306 (CMC instruction). **G-CMCP**
O for action
- Work with Area, District, and Group commands to explore the option of conducting a collateral duty Command Chief training course (resident or nonresident) each year. The agenda would consist of building upon the required optimal. Conduct at a Training Center to reduce cost or explore the development of a nonresident on-line interactive course.
G-WTT for action

Resources: Minimal cost for training development (resident/nonresident trng)

APPROVED: _____

DISAPPROVED: _____

RECOMMENDATION # 6:

- Adopt the defined role — Publish ALCOAST
G-CCS Approval

Resource Neutral

APPROVED: _____

DISAPPROVED: _____

RECOMMENDATION # 7

- Publish senior enlisted roles and responsibilities at recruiting and all accession-training points (Brochure & Video). Incorporate into Military Requirement (MRN) courses and Servicewide Examinations (SWE).

G-WT for action

Resources: Minimal

APPROVED: _____

DISAPPROVED: _____

RECOMMENDATION # 8

- Recommend reprogram 14 SCPO billets (Programs can reprogram current E-7/E-8/E-9 billets within their particular rating)

G-S, G-O, G-M, G-W, G-CPA for action

Resources: Normal AFC20 funding – reprogram existing billets

APPROVED: _____

DISAPPROVED: _____

RECOMMENDATION # 9

- This organizational program aligns with the identified roles and responsibilities required of E-8's and E-9's. Using PACAREA model, SENA recommends a **"First Unit Professional Development Board"** (PDB) be established at all major commands where E-7's – E-9's are assigned. Ultimate responsibility lies with the Chief's Mess.

Area Commanders for action

- Basically, chartering a career road map for our junior enlisted members with an emphasis on *"Target for Success."* Tie into *Enlisted Career Development Program.*

G-WT for action

Resource neutral

APPROVED: _____

DISAPPROVED: _____

RECOMMENDATION # 10

- Reprogram one E-7 billet to one E-8 billet onboard all 270's.
G-O/G-S/G-CPA for action
- Reprogram two E-8 billets to two E-7 billets onboard all 378's. One E-8 billet onboard all 378' will remain as the Chief of the Mess.
G-O/G-S/G-CPA for action
- Reprogram 2 E-9 billets (MKCM & EMCM) on all Icebreakers to 2 E-8 billets (MKCS & EMCS). Leave QMCM billet onboard.

Resources: Normal AFC20 funding – Reprogram existing billets

APPROVED: _____

DISAPPROVED: _____

RECOMMENDATION # 11

- Incorporate Senior and Master Chief non-resident courses into our Military Requirements (MRN) System.
G-WT/G-WTT for action

Resources: Minimal - Course writer billet already exists (cost to produce & distribute courses)

APPROVED: _____

DISAPPROVED: _____

RECOMMENDATION # 12

- Implement a Workforce Evaluation Competency Assessment Model (Current training structure supports this initiative – Partner with Leadership Development Center/HRSIC/CG Institute (research & assessment) and G-WP.
G-WT for action

Resource neutral

APPROVED: _____

DISAPPROVED: _____

RECOMMENDATION # 13

- SENA recommends an enlisted continuation board process be implemented. This board would be chartered by a precept that requires all E-6's through E-9's (active and reserve) with over 20 years of active or reserve military service to be reviewed for continued service.
G-WP/G-CMCPO for action
- Recommend the Senior Enlisted Advisory Team (SEAT) review and set criteria references.
G-CMCPO for action

Resources: Minimal - CGPC coordinate board review

APPROVED: _____

DISAPPROVED: _____

RECOMMENDATION # 14

- Approve all recommendations
G-C for action
- SENA recognizes that many Senior and Master Chief billets must be reexamined/reprogrammed in order to meet the defined definition of Public Law 85-422 (Senior Chief and Master Chief Petty Officers roles and responsibilities). SENA recommends that the Senior Enlisted Advisory Team work directly with each Coast Guard Directorate on identifying these billets for reprogramming.
G-CCS for Action

Resource neutral - Normal AFC20 funding

APPROVED: _____

DISAPPROVED: _____

RECOMMENDATION # 15

- Option # 1 Relocate all Rating Force Master Chiefs under G-CCS directorate (CROSS PROGRAMMATIC BOUNDARIES)
G-CCS for action
- Option # 2 Relocate all Rating Force Master Chiefs under G-WP directorate
G-CCS for action

- Option # 3 Rating Force Master Chiefs remain in respective programs
G-CCS for action
- Relocate the SN and FN Force Management program under G-WTT, rather than G-OCU and G-SRF respectively. This would shift all nonrate performance requirements to G-WTT who now has oversight of all military requirement performance qualifications (particularly E-2/ recruit training curriculum). This change would be resource neutral with no billet move required.

G-W-T/G-O/G-S for action

- Recommend the YNCM billet assigned to G-WTT be redesigned to a MCPO billet. This billet would serve as the ‘Nonrate Rating Force Master Chief’ in alignment with enlisted rating force master chiefs. This billet would have administrative responsibility for all nonrate performance qualifications (SN, FN, Aviation, and MRN quals & courses). In addition, this member serves as the program coordinator for recruit training implementation. Under our current structure, only a YNCM could assume this role and this would eliminate many possible qualified candidates who have acquired the necessary skill set as a Rating Force Master Chief to assume this position. This recommend change would create your basic “one-stop shopping” structure in regards to all nonrate issues.

G-W/G-WT for action

Resource neutral **Normal AFC20 funding – internal program realignment**

APPROVED:_____

DISAPPROVED:_____

RECOMMENDATION # 16

- SENA recommends that SEAT review all recommendations for implementation feasibility and organizational alignment. In addition, SEAT will work directly with CG Directorates on billet review/alignment in accordance with Public Law 85-422.

G-CCS/G-W for action

- SEAT should explore the possibility of drafting legislation that would allow the Coast Guard to expand the 3% ceiling limit on E-8’s and E-9’s. Other armed forces have been successful with this recommendation.

G-CMCPO/G-L/SEAT for action

APPROVED:_____

DISAPPROVED:_____