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COMMANDANT INSTRUCTION M5351.3

Subj: LEADERSHIP DEVELOPMENT FRAMEWORK

1. PURPOSE. To establish a single, uniform leadership development framework for the entire Coast Guard.
2. ACTION. Area, district, and sector commanders, assistant commandants, commanders of maintenance and logistic commands, commanding officers of integrated support commands, commanding officers of headquarters units, Judge Advocate General, and special staff officers at Headquarters shall familiarize themselves with the provisions of this Manual. Internet release of this Manual is authorized.
3. DIRECTIVES AFFECTED. None.
4. DISCUSSION. The intent of this Manual is to establish a single, uniform leadership development framework to be employed in the training and development of all segments of the Coast Guard workforce. This framework is constructed around three components: (i) the Coast Guard’s twenty-eight leadership competencies, (ii) the responsibility levels of members/employees, together with the expertise in each competency required at each level of responsibility, and (iii) methods for gaining and demonstrating competency.
5. PROCEDURE.
 - a. Effective immediately: Commanding officers and officers-in-charge shall ensure all Coast Guard members and employees are aware of this leadership framework, the expectations of demonstrated expertise at each of the five responsibility levels for each of the twenty-eight (28) leadership competencies, and available methods for gaining and maintaining expertise in each competency.

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NON-STANDARD DISTRIBUTION:

- b. All resident and non-resident leadership training and professional development activities shall be aligned to this leadership framework. The Office of Leadership and Professional Development (CG-133), as the program manager, shall:
 - (1) Review all leadership training curriculums and periodically observe training to determine where upon the leadership framework each program falls.
 - (2) In conjunction with the Office of Training, Workforce Performance and Development (CG-132), and as needed, conduct leadership training needs assessments. The results of these assessments shall be incorporated into the leadership framework, leadership training curriculums, and other professional development activities.
 - c. All activities within the Unit Leadership Development Program (ULDP) shall be aligned to this framework. The Leadership Development Center (LDC), as program manager for the ULDP, with the direction of the Office of Leadership and Professional Development (CG-133), as the leadership and professional development program manager, shall ensure: All activities placed within the ULDP are indexed by leadership competency and, within each competency, by responsibility level. All of the leadership competencies are included within the ULDP, with a sufficient variety of activities appropriate to each of the responsibility levels.
 - d. In the future, all proposed additions to the ULDP, resident training, or non-resident training shall include a justification statement specifically addressing the specific needs, by leadership competencies and responsibility levels, the addition fulfills. Conversely, all deletions to the ULDP, resident training, or non-resident training shall include an impact statement addressing why the item being deleted is no longer required (redundant courses, replaced by other media, out-of-date, etc.). All such proposals shall be made using enclosure (1).
6. ENVIRONMENTAL ASPECT and IMPACT CONSIDERATIONS. None.
7. FORMS/REPORTS. All proposed additions or deletions to the ULDP or to leadership and professional development training, resident and non-resident, shall be submitted via enclosure (2).

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CHAPTER 1. INTRODUCTION

- A. General Definition. Leadership is the ability to influence others to obtain their obedience, respect, confidence, and loyal cooperation. Good leadership develops through a never-ending process of self-study, education, training, experience, observation, and emulation. To assist members/employees in developing their leadership abilities, the Coast Guard has developed a leadership and professional development framework constructed around three components: (i) the Coast Guard's twenty-eight leadership competencies, (ii) the responsibility levels of members/employees, together with the expertise in each competency required at each level of responsibility, and (iii) methods for gaining and demonstrating competency.
- B. Organizational Responsibilities. Leadership training, mentoring and member/employee development take place, primarily, at the local command, and local commanders are ultimately responsible for the professional development of their subordinates. This makes sense. The knowledge, skills and abilities a member/employee acquires must be validated, and the primary place where members/employees can do so is in the workplace. It is in the workplace where knowledge, skills, and abilities can be applied, analyzed, tested, synthesized with existing competencies and then, evaluated through performance.
1. Both the individual and the Coast Guard, however, also have responsibilities and play key roles in the development process. The **individual** is responsible for taking the initiative and for creating his/her personal development plan. This should be done in conjunction with input and discussion with mentors, supervisors, spouses, and others.
 2. The **Coast Guard** is responsible for providing unit commanders with the formal systems and processes necessary to support on-going, continuous, uniform developmental programs. Additionally, the Coast Guard has the responsibility and the authority to establish specific leadership performance expectations for the various segments and levels of its workforce. Within Coast Guard Headquarters, these authorities and responsibilities are coordinated through the Office of Leadership and Professional Development (CG-133).
 3. Under the authority of the Assistant Commandant for Human Resources (CG-1) , and the supervision of the Director, Reserve and Training (CG-13), the Office of Leadership and Professional Development oversees a leadership and professional development framework in alignment with Coast Guard leadership competencies. This includes:
 - Program manager for the Coast Guard's leadership, mentoring and professional development programs and related activities.
 - Program manager for the Leadership Development Center.
 - Program manager for the leadership portions of resident training courses.
 - Develop and publish leadership performance expectations.
 - Support and standardize unit-level leadership and professional development activities.
 - Assess leadership performance against defined expectations, determine the causes of any significant performance gaps, and recommend appropriate remedies. Such assessments shall

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include periodic formal leadership training needs assessments, curriculum reviews, studies and findings by subject matter experts, user evaluations of leadership training and professional development activities, and other feedback from end-users.

CHAPTER 2. LEADERSHIP DEVELOPMENT FRAMEWORK

- A. General Definition. Initially approved 7 June 2004, the Coast Guard Leadership Development Framework consists of three components: The Coast Guard's twenty-eight leadership competencies, responsibility levels and required levels of expertise, and methods for gaining and demonstrating competency.
- B. Component 1 – Twenty-Eight Leadership Competencies. Leadership competencies are the knowledge, skills, and expertise the Coast Guard expects of its leaders. While there is some overlap in these competencies, they generally fall within four broad categories: Leading Self, Leading Others, Leading Performance and Change, and Leading the Coast Guard. Together, these four leadership categories and their elements are instrumental to career success. Developing them in all Coast Guard people will result in the continuous improvement necessary for us to remain always ready—Semper Paratus.
1. Leading Self. Fundamental to successful development as a leader is an understanding of self and one's own abilities. This includes understanding one's personality, values, and preferences, while simultaneously recognizing one's potential as a Coast Guard member. Personal conduct, health and well-being, character, technical proficiency, lifelong learning, followership, and organizational commitment are elements to consider when setting short and long-term goals focused upon the leadership development of "self."
 2. Leading Others. Leadership involves working with and influencing others to achieve common goals and to foster a positive workplace climate. Coast Guard members interact with others in many ways, whether as supervisor, mentor, manager, team member, team leader, peer or worker. Positive professional relationships provide a foundation for the success of our Service. Showing respect for others, using effective communications, influencing others, working in teams, and taking care of one's people are elements to consider when evaluating one's capacity for leading others. Developing these qualities will increase capacity to serve.
 3. Leading Performance and Change. The Coast Guard and its members constantly face challenges in mission operations. To meet these challenges, leaders must apply performance competencies to their daily duties. Performance competencies include developing a vision, managing conflict, quality and daily management of projects, appraising performance, problem solving, creativity, innovation, decision making, and customer focus. Having these competencies enables each leader—and the Service—to perform to the utmost in any situation.
 4. Leading the Coast Guard. As leaders gain experience in the Coast Guard they must understand how it fits into a broader structure of department, branch, government, and the nation as a whole. At a local level, leaders often develop partnerships with public and private sector organizations in order to accomplish the mission. The Coast Guard "plugs in" via its key systems: money, people, and technology. A leader must thoroughly understand these systems and how they interact with similar systems outside the Coast Guard. An awareness of the Coast Guard's value to the nation, and promoting that using a deep understanding of the political system in which we operate becomes more important as one gets more senior. Leaders must develop coalitions and partnerships with allies inside and outside the Coast Guard.

Twenty-Eight Leadership Competencies

Leading Self	Leading Others	Leading Performance & Change	Leading The Coast Guard
Accountability & Responsibility	Effective Communications	Conflict Management	Financial Management
Aligning Values	Team Building	Customer Focus	Technology Management
Followership	Influencing Others	Decision Making & Problem Solving	Human Resource Management
Health & Well Being	Mentoring	Management & Process Improvement	External Awareness
Self Awareness & Learning	Respect for Others & Diversity Management	Vision Development & Implementation	Political Savvy
Personal Conduct	Taking Care of People	Creativity & Innovation	Partnering
Technical Proficiency			Entrepreneurship
			Stewardship
			Strategic Thinking

Exhibit 2-1

C. Component 2 - Responsibility Levels and Required Levels of Expertise. Responsibility levels are most generally defined by grade or rank, however, many times rank alone is not an accurate indication of the responsibilities or expertise an individual requires, or has achieved, within a competency. As examples, a PO3 at one work-place may have seven direct reports while a PO3 at another work-place might not have any. A captain may command a cutter or ISC while others might supervise staff sections of six to eight subject matter experts. Notwithstanding current and past assignments and experiences, there is a level of expertise in each leadership competency that can be expected of all individuals within a given grade or rank. As your level of responsibility in the Coast Guard increases, your level of expertise in each of the twenty-eight leadership competencies deepens. The Leadership and Development Framework is a continuum. As you advance, you maintain the expertise you achieved at the lower levels of responsibility and build upon those knowledge, skills, and abilities.

Responsibility Levels

Performance Level	Attendant Responsibilities	Enlisted	Officers	Civilian Employees	Auxiliary
Executive	The highest-level policy and decision makers in the Coast Guard.	E10, CMCs	Flags	SES	COMO
Senior Manager	Officials with programmatic or command responsibilities including overall supervision of an organization or unit.	E9	O6/O5 W4	GS15/14	DC, VCO, RCO, DSO
Mid-Level Manager	Managers of first-line supervisors, such as department heads, executive officers, executive petty officers and division chiefs.	E8/E7	O4/O3 W3/W2	GS13/12 WS (all)	DVC, DCP, VCP, SO
First-line Supervisor	Supervisors of others with responsibility for the accomplishment of specific tasks or processes.	E6-E4	O2/O1	GS11/9 WL (all)	FC, VFC, FSO
Worker	No significant supervisory duties.	E3-E1		GS1/8 WG (all)	MEMBER

Exhibit 2-2

- D. Component 3 – Gaining and Demonstrating Competency. Regardless of whether you are an active duty member, reservist, civilian employee, or Auxiliarist, Coast Guard personnel are interested in knowing how to become competitive for increasingly responsible and rewarding positions. Supervisors and managers want to know how to improve their own performance, how to manage change in their organizations, how to improve organizational performance, and how to assist subordinates with their own professional development.
1. Coast Guard members have access to a variety of means to gain the required levels of expertise in each of the twenty-eight leadership competencies. These include the Unit Leadership Development Program (ULDP), resident and non-resident Coast Guard training programs, voluntary education at local schools and universities, the Defense Activity for Non-Traditional Educational Services (DANTES), SMARTFORCE courses, the Office of Personnel Management’s Go-Learn, the USDA Graduate School, senior service schools, noncommissioned officer academies, and the other Armed Forces’ resident and non-resident training programs. Finally, don’t overlook informal learning opportunities available through unit activities, local experts, mentoring, job aids, desk guides, job assignments (rotational and job shadowing), and reading lists.
 2. Simply learning new skills and abilities is not enough. Education or training alone is never a guarantee of advancement. To complete the professional development cycle you need to practice those skills and to demonstrate your abilities as a leader. If you wait to be presented that “big” leadership challenge, you’ll continue to wait. It is important that you incorporate newly acquired skills into current performance. Look for the numerous, small opportunities that present

themselves daily and practice your newly acquired leadership abilities. (Repeated demonstration of competency is the easiest way to maximize your contributions to Coast Guard missions.)

CHAPTER 3. DEFINITIONS OF THE TWENTY-EIGHT LEADERSHIP COMPETENCIES AND LEVELS OF DEMONSTRATED EXPERTISE ANTICIPATED AT EACH RESPONSIBILITY LEVEL

A. Introduction. Each of the Coast Guard's twenty-eight leadership competencies is generally defined. These general definitions are then further refined into extended definitions reflecting the level of expertise employees / members are expected to demonstrate at each of the five responsibility levels. While this entire body of information should be employed when determining an individual's leadership competence and professional development needs, the behavioral objectives can and should be employed in both the design of terminal learning objectives within leadership training programs and in developing objective measures of competence.

B. Leading Self.

1. Leading Self - Accountability and Responsibility. Coast Guard leaders know ours is a military service and recognize the organizational structure and the chain of command. Each individual is sensitive to the impact of his or her behavior on others and the organization. Leaders take ownership for their areas of responsibility, are accountable to effectively organize and prioritize tasks, and efficiently use resources. Regulations and guidelines that govern accountability and responsibility allow leaders to use appropriate formal tools to hold others accountable when situations warrant.

Leading Self – Accountability and Responsibility

Performance Level	Anticipated Level of Expertise
Executive	Develops and establishes Coast Guard policies and regulations governing the accountability and responsibility of subordinate leaders and provides appropriate formal tools to allow subordinate leaders to hold others accountable as the situation warrants. Accountable for the performance of the Coast Guard.
Senior Manager	Implements Coast Guard policies and regulations and ensures compliance by subordinate activities/sections/departments. Evaluates the performance of subordinate managers and uses formal tools to reward and correct performance. Accountable for the overall performance of the command or program. Holds subordinates accountable for demonstrating anticipated level of expertise.
Mid-Level Manager	Applies Coast Guard policies and regulations and solves performance/compliance issues within activity, section, or department. Makes recommendations to senior managers concerning rewards and corrective actions. Accountable for the overall performance of the activity, section, or department.
First-Line Supervisor	Supervises the job activities and performance of others to ensure compliance with Coast Guard policies and regulations. Solves individual and team performance problems. Refers individuals for rewards and corrective action as warranted. Accountable for the overall performance of those being supervised.
Worker	Recognizes the impact of personal behavior and job performance on co-workers and the Coast Guard. Complies with Coast Guard policies and regulations and accepts responsibility for personal performance and the performance of the work group.

Exhibit 3-1

2. Leading Self – Followership. All Coast Guard members are followers. The followership role encompasses initiative, commitment, responsibility, accountability, critical thinking, and effective communications. Followers look to leaders for guidance and feedback; they expect challenging tasks to both learn and develop competence. Actively involved, they seek to understand through listening, responsible questioning and feedback. Followers have the responsibility to work with leaders to ensure successful mission accomplishment.

Leading Self – Followership

Performance Level	Anticipated Level of Expertise
Executive	Looks to leadership for guidance and feedback and actively seeks to understand through listening. Is responsible for asking questions and providing feedback when appropriate. Accountable to leadership for the efficient and effective performance of tasks assigned. Responsible to subordinates and co-workers for requesting and obtaining the resources needed to ensure proper mission performance. Attempts to anticipate current and future requirements and makes preparations to fulfill such requirements through appropriate use of time and resources.
Senior Manager	
Mid-Level Manager	
First-Line Supervisor	
Worker	

Exhibit 3-2

3. **Leading Self - Self Awareness and Learning.** Coast Guard leaders continually work to assess self and personal behavior, seek and are open to feedback to confirm strengths and identify areas for improvement, and are sensitive to the impact of their behavior on others. Successful leaders use various evaluation tools and indicators to assist in this process of understanding themselves. They understand that leadership and professional development are a life-long journey and always work to improve knowledge, skills and expertise. They seek feedback from others and opportunities for self-learning and development, always learning from their experiences. Leaders are open to and seek new information, and adapt their behavior and work methods in response to changing conditions.

Leading Self - Self Awareness and Learning

Performance Level	Anticipated Level of Expertise
Executive	Based upon the Coast Guard's strategic vision, develops and resources comprehensive plans for the preparation and training of the force. Constantly seeks new information and provides organizational stability assisting subordinates in adapting current structures and methods to emerging requirements. Ensures adequate succession planning.
Senior Manager	Executes and administers the comprehensive plans for the preparation and training of the force. Maintains personal expertise and continues to prepare for greater responsibilities. Evaluates training and performance; as appropriate, takes corrective action or recommends changes. Holds subordinates accountable for demonstrating anticipated level of expertise. Prepares self for greater responsibility through completion of senior service schools or other similar professional development.
Mid-Level Manager	Plans, supervises, schedules, and evaluates the preparation and development of subordinates using guidance provided by senior management. Continues to develop personal knowledge, skills, and abilities through advanced education, senior service schools, and professional military education opportunities. Together with technical and tactical expertise, develops critical and strategic analysis skills and expanded DHS/DoD interoperability literacy.
First-Line Supervisor	Conducts training of subordinates. Continues to develop personal knowledge, skills, and abilities through continuing education, intermediate level service schools, and professional military education opportunities with goal of mastery of all technical and tactical abilities necessary for success and advancement in field(s) of expertise.
Worker	Seeks out individual education, training, and development opportunities. Explores possible long-term career options; identifies personal strengths and weaknesses and undertakes a plan to achieve technical and tactical expertise.

Exhibit 3-3

4. Leading Self - Aligning Values. Coast Guard leaders develop and maintain an understanding of the Coast Guard Core Values of Honor, Respect and Devotion to Duty. Leaders align personal values with organizational values, reconciling any differences that exist. Leaders embody the highest standards of Coast Guard Core Values; can communicate their meaning; hold peers and subordinates accountable to these organizational merits; and use them to guide performance, conduct, and decisions—every day.

Leading Self - Aligning Values

Performance Level	Anticipated Level of Expertise
Executive	Develops and communicates organizational values to the force. Ensures values reflect both Coast Guard heritage and contemporary ethical thought and standards for conduct for members of the American Armed Forces.
Senior Manager	Provides direction and leads the workforce in the alignment of personal values and the integration of values with daily performance. Holds subordinates accountable for demonstrating anticipated level of expertise.
Mid-Level Manager	Assists subordinates in the alignment of personal values with Coast Guard core values and reconciles differences through counseling, training, or other interventions.
First-Line Supervisor	Communicates the meaning of Coast Guard’s core values to others and holds peers and subordinates accountable for demonstrating same in performance and conduct.
Worker	Employs Coast Guard core values to guide performance, conduct, and decisions. Aligns personal values with Coast Guard core values.

Exhibit 3-4

5. Leading Self - Health and Well-Being. Leaders consider the environment in which they and their people work, attending to safety and well-being. They effectively identify and manage stress. They set a personal health example with emphasis on a program of physical fitness and emotional strength. Leaders encourage others to develop personal programs including physical, mental, and spiritual well-being.

Leading Self - Health and Well-Being

Performance Level	Anticipated Level of Expertise
Executive	Conducts strategic planning considering the health and well-being of the force. Develops Coast Guard policy concerning health, well-being, safety, and acceptable risk.
Senior Manager	Implements Coast Guard policies and programs and monitors performance. Develops methods for integrating health, well-being, and safety with daily performance. Holds subordinates accountable for demonstrating anticipated level of expertise.
Mid-Level Manager	Implements policies and methods developed by superiors and supervises subordinates' activities. Evaluates performance by subordinates and takes corrective action as necessary.
First-Line Supervisor	Takes responsibility for the health and well-being of subordinates. Continuously evaluates the work-place, eliminates unsafe or unhygienic conditions consistent with mission performance and acceptable risk.
Worker	Maintains personal health and well-being and ensures personal work place is safe and hygienic consistent with mission performance and acceptable risk.

Exhibit 3-5

6. Leading Self - Personal Conduct. Leaders demonstrate belief in their own abilities and ideas; are self-motivated, results-oriented, and accountable for their performance; recognize personal strengths and weaknesses; emphasize personal character development; and use position and personal power appropriately. They understand the relevance and importance of Coast Guard Core Values and strive for personal conduct that exemplifies these values.

Leading Self - Personal Conduct

Performance Level	Anticipated Level of Expertise
Executive	Develops and establishes Coast Guard policies and regulations governing personal conduct and provides appropriate formal tools to allow subordinate leaders to hold others accountable as the situation warrants. Accountable for the overall conduct of the Coast Guard.
Senior Manager	Implements Coast Guard policies and regulations and ensures compliance by subordinate activities, sections, and departments. Accountable for the overall conduct of the command or program. Holds subordinates accountable for the conduct of their activities, sections, and/or departments.
Mid-Level Manager	Applies Coast Guard policies and regulations and solves conduct issues within activity, section, or department. Makes recommendations to senior managers concerning rewards and corrective actions. Accountable for the overall conduct of the activity, section, or department.
First-Line Supervisor	Supervises others to ensure compliance with Coast Guard policies and regulations. Solves individual and team conduct problems. Refers individuals for rewards and corrective action as warranted. Accountable for the overall performance of those being supervised.
Worker	Recognizes the impact of personal behavior and conduct on coworkers and the Coast Guard. Complies with Coast Guard policies and regulations and accepts responsibility for personal conduct and the conduct of the work group.

Exhibit 3-6

7. Leading Self - Technical Proficiency. Coast Guard leaders' technical knowledge, skills, and expertise allow them to effectively organize and prioritize tasks and use resources efficiently. Always aware of how their actions contribute to overall organizational success, leaders demonstrate technical and functional proficiency. They maintain credibility with others on technical matters and keep current on technological advances in professional areas. Successful leaders work to initiate actions and competently maintain systems in their area of responsibility.

Leading Self - Technical Proficiency

Performance Level	Anticipated Level of Expertise
Executive	Combines mastery of Coast Guard roles, missions, and operations with knowledge of U.S. policy and operational domains to advance Coast Guard goals and to provide for continuing mission success.
Senior Manager	Has a sophisticated grasp of Coast Guard roles, missions, and operations and is the subject matter expert within domains of responsibility. When necessary, is able to act independently to further Coast Guard goals or complete missions. Able to supervise and evaluate the training and development elements of the workforce.
Mid-Level Manager	Understands Coast Guard roles and missions and capable of completing mission tasks with limited supervision. Directs completion of missions and supporting tasks. Capable of planning and conducting training and development activities for elements of the workforce.
First-Line Supervisor	Understands Coast Guard roles and missions and is capable of leading work teams in completing mission under the direction of supervisor. Assists work group members in developing skills and assists manager in the delivery of training. Takes responsibility for the development of subordinates.
Worker	Knows the Coast Guard's roles and missions and understands personal role in fulfilling mission tasks. Takes responsibility for personal development.

Exhibit 3-7

C. Leading Others.

1. Leading Others - Effective Communications. Coast Guard leaders communicate effectively in both formal and informal settings. Good listeners, they reinforce the message they convey with supportive mannerisms. Leaders express facts and ideas succinctly and logically, facilitate an open exchange of ideas, ask for feedback routinely, and communicate face-to-face whenever possible. They write clear, concise, and organized correspondence and reports. Successful leaders prepare and deliver effective presentations. In situations requiring public speaking, they deliver organized statements, field audience questions, confidently communicate with the media and other external entities, and distinguish between personal communication situations and those as a Coast Guard representative. Competent coaches, supervisors, followers, performance counselors, interviewers, and negotiators, leaders know how to approach many situations to achieve organizational goals.

Leading Others - Effective Communications

Performance Level	Anticipated Level of Expertise
Executive	Shows sophisticated ability to analyze, synthesize, and advocate in a timely manner. Effectively argues complex policy issues; deals comfortably with the media and with senior levels of government and society. Adeptly discerns the inner most meanings and nuances of messages others convey.
Senior Manager	Exhibits full mastery of written communications, and edits others' texts judiciously. Assists subordinates develop effective-writing skills. Effective in public outreach and in dealing with policy issues. Articulates in ways most helpful to superior's policy and operational issues.
Mid-Level Manager	Writes persuasively and follows the conventions of Coast Guard correspondence. Speaks with authority and demonstrates comprehensive understanding of issues and options. Instills trust in others and motivates them to speak openly and candidly.
First-Line Supervisor	Writes succinctly and produces written materials that are clear and articulate. Speaks in concise, effective, organized manner; tailored to the audience and situation. Listens attentively, understands and absorbs the message of others. Observes body language and other forms of non-verbal communication.
Worker	Can communicate with others both in writing and orally. Understands and follows the basic conventions of work place communication. Is candid, honest and unbiased when presenting facts. Listens to others and asks relevant questions to better understand or to gain additional needed information.

Exhibit 3-8

2. Leading Others - Influencing Others. Coast Guard leaders possess the ability to persuade and motivate others to achieve the desired outcome: to create change. They influence and persuade by communicating, directing, coaching, and delegating, as the situation requires. Successful leaders understand the importance and relevance of professional relationships; develop networks; gain cooperation and commitment from others; build consensus; empower others by sharing power and responsibility; and establish and maintain rapport with key players.

Leading Others - Influencing Others

Performance Level	Anticipated Level of Expertise
Executive	Negotiates effectively in a wide range of issues in internal, bilateral, and multilateral environments. Manages and resolves major conflicts and disagreements in an interest-based manner. Manifests a faculty for astute compromise without sacrificing ultimate goals.
Senior Manager	Influences others deftly and fosters understanding of USCG missions, policy, and procedures. Develops alliances with others and finds common ground among disparate forces and builds consensus. Facilitates win-win situations.
Mid-Level Manager	
First-Line Supervisor	Learns to influence others; gains cooperation, while showing respectful understanding of others' positions.
Worker	Works cooperatively with others, develops a respectful understanding of others' positions, and develops the ability to gain cooperation by giving cooperation.

Exhibit 3-9

3. Leading Others - Respect for Others and Diversity Management. Through trust, empowerment, and teamwork, Coast Guard leaders create an environment that supports diverse perspectives, approaches and thinking, fairness, dignity, compassion, and creativity. They demonstrate sensitivity to cultural diversity, race, gender, background, experience, and other individual differences in the workplace. Leaders guide and persuade others to see the value of diversity, building and maintaining a healthy working environment.

Leading Others - Respect for Others and Diversity Management

Performance Level	Anticipated Level of Expertise
Executive	Fosters and promotes a culture in which diversity is valued and respected. Provides personal leadership and support of workplace diversity, EEO, and fair employment practices.
Senior Manager	Ensures by example and instruction, and verifies through monitoring and follow-up, that all members/employees are treated in a fair manner. Applies EEO and merit principles consistently; identifies and addresses situations giving rise to complaints and grievances based on issues of fairness in the workplace.
Mid-Level Manager	Demonstrates sensitivity and responds considerately to the needs, feelings, and capabilities of others. Shows respect for cultural differences. Navigates easily in an environment of shifting relationships, anticipates socially sensitive issues, and takes appropriate action.
First-Line Supervisor	Treats all individuals fairly and without bias. Acts in compliance with Coast Guard policies.
Worker	

Exhibit 3-10

4. **Leading Others - Team Building.** Leaders recognize and contribute to group processes; encourage and facilitate cooperation, pride, trust, and group identity; and build commitment, team spirit, and strong relationships. Coast Guard leaders inspire, guide, and create an environment that motivates others toward goal accomplishment; consider and respond to others' needs, feelings, and capabilities; and adjust their approach to suit various individuals and situations. Coast Guard leaders have a historical perspective of leadership theory that they continually develop through personal experience and study of contemporary leadership issues. They work with subordinates to develop their leadership knowledge and skills. Coast Guard leaders adapt leadership styles to a variety of situations and personify high standards of honesty, integrity, trust, openness, and respect for others by applying these values and styles to daily behavior.

Leading Others - Team Building

Performance Level	Anticipated Level of Expertise
Executive	Fosters and promotes a culture to inspire and motivate all members / employees to participate and contribute. Develops policies and procedures to encourage the sharing of information among members/employees. Recognizes the value of teamwork in the development of guidance, doctrine, and procedures / processes.
Senior Manager	Inspires and motivates subordinates to participate and contribute; encourages and develops a team identity and cohesiveness among staff. Resolves work-related problems by mobilizing team skills and resources.
Mid-Level Manager	Facilitates open exchange of ideas; fosters cooperation and collaboration among subordinates and peers; motivates and guides team members toward a common goal.
First-Line Supervisor	Is open to views of others; works in collaborative, inclusive, outcome-oriented manner with supervisors, peers, and subordinates.
Worker	

Exhibit 3-11

5. Leading Others - Taking Care of People. Successful leaders identify others' needs and abilities in the Coast Guard, particularly those of subordinates. They ensure fair, equitable treatment; project high expectations for subordinates and/or their teams; express confidence in abilities; recognize efforts and use reward systems effectively and fairly. Leaders appropriately support and assist in professional and personal situations and use formal programs to resolve situations positively.

Leading Others - Taking Care of People

Performance Level	Anticipated Level of Expertise
Executive	Identifies others' needs and abilities, particularly for subordinates. Ensures fair, equitable treatment; projects high expectations of superiors, peers and subordinates alike. Expresses confidence in the abilities of others and recognizes their efforts. Uses reward systems effectively and fairly. Appropriately supports and assists in professional and personal situations and uses formal programs to resolve situations positively.
Senior Manager	
Mid-Level Manager	
First-Line Supervisor	
Worker	Projects high expectations of superiors, peers, and subordinates alike. Expresses confidence in the abilities of others and recognizes their efforts. Takes appropriate action to safeguard the welfare of other crew – work team members.

Exhibit 3-12

6. Leading Others – Mentoring. Drawing on their experience and knowledge, leaders deliberately assist others in developing themselves; provide objective feedback about leadership and career development; and help identify professional potential, strengths, and areas for improvement. Successful leaders identify with the role of mentor to their staff. They have the skill to advise and develop others in the competencies needed to accomplish current and future goals. Leaders seek out mentors for themselves and may be engaged in the formal Coast Guard mentoring program both as mentors and mentees.

Leading Others – Mentoring

Performance Level	Anticipated Level of Expertise
Executive	Fosters and promotes a culture to inspire and motivate all members/employees to participate and contribute. Develops policies and procedures to encourage professional development and the sharing of information among members/employees.
Senior Manager	Anticipates the need for new information or knowledge for self and others; identifies sources of new information and communicates these sources to subordinates.
Mid-Level Manager	Develops plans to broaden own knowledge and to teach others in the workplace; provides informal feedback to colleagues.
First-Line Supervisor	Seeks out job related knowledge and readily grasps its implication for the workplace. Seeks and provides informal feedback and learns from others. Coaches others and provides sound, thoughtful advice. Helps others to gain insight regarding professional development needs and opportunities.
Worker	Recognizes own strengths and weaknesses and pursues self-development.

Exhibit 3-13

D. Leading Performance and Change.

1. Leading Performance and Change - Customer Focus. Coast Guard leaders know who their customers are and make every possible effort to find out their customers’ needs and to hear their customers’ voices. Leaders understand the importance of measuring and monitoring the degree to which their customers’ needs are met or exceeded, and continually strive to improve that. Coast Guard leaders understand the distinction between “customer” and “boss” and act accordingly to balance competing demands.

Leading Performance and Change - Customer Focus

Performance Level	Anticipated Level of Expertise
Executive	Fosters a customer-oriented culture throughout the organization. Develops policy and procedures to ensure commitment to continuing service improvement.
Senior Manager	Implements Coast Guard policies and procedures at major activities and encourages subordinates to maintain and strengthen service orientation. Monitors the professional responsiveness of subordinate organizations and activities.
Mid-Level Manager	Encourages and assists subordinates to maintain and strengthen service orientation. Anticipates and meets the changing needs of customers. Monitors the performance of work sections/departments to ensure a service orientation consistent with Coast Guard policy. Uses metrics and customer feedback systems to identify customer needs and to ensure appropriate service levels.
First-Line Supervisor	Understands the importance of professional responsiveness to the changing needs of customers. Monitors the performance of individuals and work teams to ensure a service orientation consistent with Coast Guard policy.
Worker	Demonstrates quality service by responding professionally and competently to both internal and external customers.

Exhibit 3-14

2. Leading Performance and Change - Management and Process Improvement. Successful leaders demonstrate the ability to plan, organize, and prioritize realistic tasks and responsibilities for themselves and their people. They use goals, milestones, and control mechanisms for projects. Leaders seek, anticipate, and meet customers' needs—internal and external. To achieve quality results, Coast Guard leaders monitor and evaluate progress and outcomes produced by current processes; ensure continuous improvement through periodic assessment; and are committed to improving products, services, and overall customer satisfaction. They effectively manage time and resources to successfully accomplish goals.

Leading Performance and Change - Management and Process Improvement

Performance Level	Anticipated Level of Expertise
Executive	Integrates fully a wide range of information and prior experiences in policy making. Employs sophisticated institutional understanding to avoid problems and advance Coast Guard goals. Establishes organization-wide performance expectations and inspires a high level of performance. Develops guidance to assist subordinates in the execution of their responsibilities.
Senior Manager	Analyzes and defines complex policy issues clearly, in terms which permit them to be dealt with in a practical way. Encourages staff to analyze. Establishes broad performance expectations for major Coast Guard activities, focusing on results. Establishes effective management procedures and controls; foresees challenges to, and opportunities for, major Coast Guard activities and takes steps in advance to deal with them. Continually reviews major Coast Guard activities for compliance with policy and procedure and to identify possible process improvements.
Mid-Level Manager	Isolates key points, central issues, and common themes to determine best solution or a range of options. Objectively analyzes the organization's strengths and weaknesses and takes appropriate action. Monitors plans to accomplish work requirements, delegates appropriately, and ensures that effective internal controls are in place. Continually reviews significant tasks and processes for possible improvement.
First-Line Supervisor	Identifies key information, central issues, and common themes to identify strengths and weaknesses of various approaches. Participates in the preparation of work requirements for self and works with subordinates in preparing their work requirements. Plans, organizes, and directs activities effectively; ensures that projects within area of responsibility are completed in a timely manner.
Worker	Plans and organizes personal work activities ensuring personal activities contribute to successful performance of the larger team / section / workgroup tasks. Looks for ways to improve personal performance and makes recommendations to superiors concerning ways to improve work processes.

Exhibit 3-15

3. Leading Performance and Change - Decision Making and Problem Solving. Leaders identify and analyze problems; use facts, input from others, and sound reasoning to reach conclusions; explore various alternative solutions; distinguish between relevant and irrelevant information; perceive the impact and implications of decisions; and commit to action, even in uncertain situations, to accomplish organizational goals. They evaluate risk levels, create risk control alternatives, and implement risk controls. Successful leaders are able to isolate high-importance issues, analyze pertinent information, involve others in decisions that affect them, generate promising solutions, and consistently render judgments with lasting, positive impact.

Leading Performance and Change - Decision Making and Problem Solving

Performance Level	Anticipated Level of Expertise
Executive	Integrates policy and administration factors into problem solving and decision making in a manner enhancing the entire Coast Guard. Provides general decision guidance to subordinates.
Senior Manager	Makes reasoned, effective, and timely decisions after considering all relevant factors and options. Implements decisions and evaluates their impact and implications, making adjustments as needed.
Mid-Level Manager	Identifies issues within the context of own activity/division/ department which require decisions or other action and arrives at logical recommendations. Acts confidently and decisively within own purview, relying on guidance provided by seniors.
First-Line Supervisor	Carries out the decisions of seniors effectively and efficiently. Solves issues within own authority and refers others to supervisor promptly, providing all pertinent facts without bias.
Worker	Solves routine problems and makes appropriate decisions consistent with the performance of primary duties. Keeps supervisor informed on matters requiring their involvement or supervision.

Exhibit 3-16

4. Leading Performance and Change - Conflict Management. Coast Guard leaders facilitate open communication of controversial issues while maintaining relationships and teamwork. They effectively use collaboration as a style of managing contention; confront conflict positively and constructively to minimize impact to self, others and the organization; and reduce conflict and build relationships and teams by specifying clear goals, roles, and processes.

Leading Performance and Change - Conflict Management

Performance Level	Anticipated Level of Expertise
Executive	Fosters and promotes a culture of cooperation and open communication. Ensures policies and practices promote teamwork and specify clear goals, roles, processes and standards.
Senior Manager	Identifies and takes steps to prevent potential situations that could result in unpleasant confrontations. Manages and resolves conflicts and disagreements in a positive and constructive manner to minimize negative impact.
Mid-Level Manager	
First-Line Supervisor	
Worker	Resolves conflicts and disagreements in a positive and constructive manner to minimize negative impact.

Exhibit 3-17

5. Leading Performance and Change - Creativity and Innovation. Leaders develop new insights into situations and apply innovative solutions to make unit and functional improvements. Leaders create a work environment that encourages creative thinking and innovation. They take reasonable risks and learn from the inevitable mistakes that accompany prudent risk-taking—and they apply this same thinking to those who work for them, encouraging innovation and helping their people apply the lessons learned. Leaders design and implement new or cutting-edge programs and processes.

Leading Performance and Change - Creativity and Innovation

Performance Level	Anticipated Level of Expertise
Executive	Fosters and promotes a culture which encourages new insights and the application of innovative solutions and creative thinking. Develops policies that encourage new or cutting-edge programs and processes.
Senior Manager	Develops new insights into situations and applies innovative solutions to make organizational improvements; fosters a work environment that encourages creative thinking and innovation
Mid-Level Manager	Designs, recommends, and implements new cutting-edge programs and processes. Encourages creative thinking and innovation in subordinates.
First-Line Supervisor	
Worker	Applies innovative methods to accomplish individual and team tasks. Recommends innovations to supervisor.

Exhibit 3-18

6. Leading Performance and Change - Vision Development and Implementation. Leaders are able to envision a preferred future for their units and functions, setting this picture in the context of the Coast Guard's overall vision, missions, strategy, and driving forces. Concerned with long-term success, leaders establish and communicate organizational objectives and monitor progress toward objectives; initiate action; and provide structure and systems to achieve goals. Leaders create a shared vision of the organization; promote wide ownership; manage and champion organizational change; and engineer changes in processes and structure to improve organizational goal accomplishment.

Leading Performance and Change - Vision Development and Implementation

Performance Level	Anticipated Level of Expertise
Executive	Creates and communicates a shared vision for the Coast Guard. As necessary, is the catalyst for organizational change.
Senior Manager	Influences others to translate the shared vision into action. Uses the shared vision to guide personal actions and to prioritize activities.
Mid-Level Manager	
First-Line Supervisor	
Worker	Uses the shared vision to guide personal actions and to prioritize activities.

Exhibit 3-19

E. Leading the Coast Guard.

1. Leading the Coast Guard – Stewardship. The Coast Guard’s unofficial motto was once “You have to go out – but you don’t have to come back!” This bravado was a testament to the bravery and commitment to service of Coast Guard men and women. But a more appropriate motto might be “You have to go out, and you have to come back, and you have to bring our resources back because we’ll need them again tomorrow!” Performing the mission at ANY cost is an unacceptable risk, not only for those immediately involved, but for all who would have benefited from the efforts of Coast Guard crews tomorrow, and next week, and next year. Protecting the nation’s investment is important and presents the difficult task of balancing performance with risk. Achieving the proper balance is a crucial element of leading.

Leading the Coast Guard – Stewardship

Performance Level	Anticipated Level of Expertise
Executive	Fosters and promotes a culture of careful management of resources and the preservation of future mission capability. Creates an environment where mission requirements and risk are critically analyzed and a proper balance between performance and risk maintained. Provides general guidance to subordinate leaders.
Senior Manager	Using the general guidance provided, has primary responsibility and authority for conducting critical analysis of mission requirements/risk and for ensuring the proper balance between performance and risk. Provides subordinate leaders with direction and counsel concerning risk management. At major Coast Guard activities, monitors the use of resources and ensures continuing mission capability.
Mid-Level Manager	Conducts mission related tasks in accordance with guidance provided by senior managers. Makes operational decisions applying the same critical analysis of performance/risk as superiors. Ensures the proper use and maintenance of Coast Guard resources.
First-Line Supervisor	Develops a foundational understanding of issues and responsibilities related to leading the Coast Guard by observing those currently leading the Coast Guard. Seeks opportunities to prepare self for greater responsibilities and to gain a deeper understanding of the elements of stewardship.
Worker	

Exhibit 3-20

2. Leading the Coast Guard - Technology Management. Technological advances make it possible to improve mission performance provided prudent investments are made up front. Coast Guard leaders use efficient and cost-effective approaches to integrate technology into the workplace and improve program effectiveness. Leaders develop strategies using new technology to enhance decision-making. They fully appreciate the impact of technological changes on the organization.

Leading the Coast Guard - Technology Management

Performance Level	Anticipated Level of Expertise
Executive	Fosters and promotes a culture that encourages the efficient and effective use of technology. Understands the impact of technological change and develops service-wide policies, procedures, and plans for technology integrations.
Senior Manager	Finds opportunities for the use of efficient and cost-effective approaches to integrate technology into the workplace. Implements strategies for using new technology to enhance performance. Understands and manages the impact of technological changes.
Mid-Level Manager	Integrates technology into the workplace. Identifies possible opportunities for improvement through the use of technology and makes recommendations concerning same. Responsible for the technical competency of those supervised.
First-Line Supervisor	Responsible for the proper use of technology in the workplace and for training of subordinates.
Worker	Develops a foundational understanding of issues and responsibilities related to leading the Coast Guard by observing those currently leading the Coast Guard. Seeks out opportunities to prepare self for greater responsibilities and to gain a deeper understanding of all elements of technology management.

Exhibit 3-21

3. Leading the Coast Guard - Financial Management. Leaders must demonstrate broad understanding of the principles of financial management and marketing expertise necessary to ensure appropriate funding levels for their areas of responsibility. They prepare, justify, and/or administer the budget for the unit or program; use cost-benefit thinking to set priorities; and monitor expenditures in support of programs and policies. Leaders seek and identify cost-effective approaches and manage procurement and contracting appropriately.

Leading the Coast Guard - Financial Management

Performance Level	Anticipated Level of Expertise
Executive	Develops and establishes Coast Guard policies and regulations concerning financial management practices. Within the Coast Guard, has ultimate responsibility for the budget, financial execution, contracting, and procurement. Provides guidance and direction to subordinate leaders concerning financial management.
Senior Manager	Implements guidance, policy, and regulations and ensures compliance by subordinate activities/sections/departments. Exercises responsibility and control over significant financial management functions/activities. Prepares, justifies, and/or administers the budget for program area(s); uses cost benefit analysis to set priorities; identifies cost-effective approaches; and monitors expenditures and/or contracting and procurement.
Mid-Level Manager	Applies Coast Guard guidance, policy, and regulation in managing finances within an activity / section / department. Exercises first level control and accountability, ensures adherence with previously determined cost-benefit priorities and cost-effective approaches.
First-Line Supervisor	Develops a foundational understanding of issues and responsibilities related to leading the Coast Guard by observing those currently leading the Coast Guard. Seeks opportunities to prepare self for greater responsibilities and to gain a deeper understanding of all elements of financial management.
Worker	

Exhibit 3-22

4. Leading the Coast Guard - Human Resource Management. Coast Guard leaders understand and support the civilian and military staffing systems and assess current and future staffing needs based on organizational goals and budget realities. Making decisions that are merit-based, they ensure their people are appropriately selected, developed, trained, assigned, evaluated, and rewarded. Leaders take corrective action when needed. They guide and mentor others in appropriate interaction with these system elements. Leaders support personnel completing requirements for advancement, special programs, or future assignment; recognize positive performance and development through the formal and informal reward system; and assist others in requesting formal training or developmental assignments.

Leading the Coast Guard - Human Resource Management

Performance Level	Anticipated Level of Expertise
Executive	Develops and establishes Coast Guard policies and regulations concerning human resources and their employment. Provides subordinate leaders with appropriate formal tools to allow them to develop, utilize, appraise, reward, and discipline subordinates. Controls current and future staffing based on organizational goals, mission requirements, and budgets.
Senior Manager	Implements Coast Guard policies and regulations concerning human resources and ensures compliance by subordinate activities / sections / departments. Supervises subordinate leaders as they apply appropriate tools to develop, utilize, appraise, reward, and discipline subordinates. Accountable for maintaining current staffing at approved levels and for communicating organizational, mission, or budget requirements impacting current or future staffing.
Mid-Level Manager	Applies Coast Guard personnel policies and regulations to successfully perform assigned mission responsibilities. Uses available tools in supervising subordinates and makes recommendations or referrals to senior managers concerning personnel development, utilization, appraisal, rewards, and discipline actions outside of the mid-level manager's authority. Communicates personnel requirements to superiors.
First-Line Supervisor	Supervises the job activities and performance of others to ensure compliance with Coast Guard policies and regulations. Uses available tools in supervising subordinates and makes recommendations or referrals concerning other personnel actions as warranted.
Worker	Develops a foundational understanding of issues and responsibilities related to leading the Coast Guard by observing those currently leading the Coast Guard. Seeks opportunities to prepare self for greater responsibilities and to gain a deeper understanding of all elements of human resource management.

Exhibit 3-23

5. Leading the Coast Guard – Partnering. The Coast Guard exists within a broader envelope of partners and stakeholder organizations. Leaders must develop networks and build alliances, engaging in cross-functional activities where it makes sense. Leaders collaborate across boundaries and find common ground with a widening range of stakeholders at the local, regional, national, and international levels, and use their contacts to build and strengthen internal bases of support.

Leading the Coast Guard – Partnering

Performance Level	Anticipated Level of Expertise
Executive	Fosters a culture that encourages the development of networks and the building of alliances; collaborates across boundaries and engages in cross-functional activities. Maintains international, national, and federal contacts to build and strengthen support base.
Senior Manager	Continues to develop international, national, and federal contacts. Develops and maintains networks and alliances to enhance and support major Coast Guard activities while introducing and encouraging subordinates to engage in across boundaries collaborations and cross-functional activities.
Mid-Level Manager	As appropriate, develops federal, regional, and local contacts. Develops and maintains network and alliances to enhance and support assigned missions and tasks. Engages in across boundaries collaborations and cross-functional activities.
First-Line Supervisor	Develops a foundational understanding of issues and responsibilities related to leading the Coast Guard by observing those currently leading the Coast Guard. Seeks opportunities to prepare self for greater responsibilities and to gain a deeper understanding of all elements of effective partnering.
Worker	

Exhibit 3-24

6. Leading the Coast Guard - External Awareness. Leaders identify and keep up to date on key national and international policies and economic, political, military, and social trends that affect the organization. Coast Guard leaders understand near-term and long-range plans and determine how best to be positioned to achieve the advantage in an increasingly competitive national economic climate.

Leading the Coast Guard - External Awareness

Performance Level	Anticipated Level of Expertise
Executive	Has expert knowledge of key national and international policies. Maintains appropriate level of contact and expertise with third parties and can identify emerging trends-political, economic, military, and social. Develops short and long-term plans and determines how best to position the Coast Guard to achieve both mission and long-term competitive advantage.
Senior Manager	Understands short and long-term plans and determines how best to execute current operations to achieve both mission and long-term competitive advantage. Keeps up to date on key issues critical to current and future operations. Understands key national and international issues. Maintains appropriate level of contact with local, regional, and subject area communities and can advise executive leadership on local, regional, and subject area issues with immediate and future impact on the Coast Guard.
Mid-Level Manager	Keeps up to date on key issues critical to current and future operations. Maintains appropriate level of contact with local, regional, and subject area communities. Understands national, local, regional, and subject area issues with immediate and future impact on the Coast Guard.
First-Line Supervisor	Develops a foundational understanding of issues and responsibilities related to leading the Coast Guard by observing those currently leading the Coast Guard. Seeks out opportunities to prepare self for greater responsibilities and to gain a deeper understanding of all elements of external awareness. Fosters appropriate level of contact and interaction with community.
Worker	

Exhibit 3-25

7. Leading the Coast Guard – Entrepreneurship. Leaders seek and identify opportunities to develop and market new methods within or outside of the Coast Guard. Leaders are willing to take risks and initiates actions that involve a deliberate risk to achieve a recognized benefit or advantage.

Leading the Coast Guard – Entrepreneurship

Performance Level	Anticipated Level of Expertise
Executive	Fosters a culture that encourages the development and marketing of new methods within or outside of the Coast Guard. Establishes policy and provides guidance concerning entrepreneurship and acceptable entrepreneurial risks.
Senior Manager	Identifies opportunities to develop and market new methods both within and outside of the Coast Guard. Initiates actions that involve deliberate risk to achieve a recognized benefit or advantage. Encourages innovation on the part of subordinates.
Mid-Level Manager	Assists in the development and marketing of new methods. Looks for new and innovative methods and encourages innovation on the part of subordinates.
First-Line Supervisor	Develops a foundational understanding of issues and responsibilities related to leading the Coast Guard by observing those currently leading the Coast Guard. Seeks out opportunities to prepare self for greater responsibilities and to gain a deeper understanding of all elements of responsible, effective entrepreneurship. Looks for ways to improve team and individual performance. Makes recommendations concerning possible innovations.
Worker	

Exhibit 3-26

8. Leading the Coast Guard - Political Savvy. Coast Guard leaders identify the internal and external politics that impact the work of the Coast Guard and the Department of Homeland Security. Leaders approach each situation with a clear perception of organizational and political reality and recognize the impact of alternative courses of action.

Leading the Coast Guard - Political Savvy

Performance Level	Anticipated Level of Expertise
Executive	Is expert in identifying the internal and external politics that impact the Coast Guard. Develops Coast Guard policy and guidance reflecting organizational and political reality.
Senior Manager	Develops and directs approaches to each situation with a clear understanding of organizational and political reality; recognizes the impact of alternative courses of action.
Mid-Level Manager	Implements the approach to each situation with a clear understanding of organizational and political reality. Takes action consistent with those realities and recommends alternative courses of action.
First-Line Supervisor	Develops a foundational understanding of issues and responsibilities related to leading the Coast Guard by observing those currently leading the Coast Guard. Seeks opportunities to prepare self for greater responsibilities and to gain a deeper understanding of the elements of political savvy.
Worker	

Exhibit 3-27

9. Leading the Coast Guard - Strategic Thinking. Coast Guard leaders react to crises immediately and routinely solve urgent problems. In keeping with the concepts described as Stewardship, Coast Guard leaders must also consider multiple time horizons and very complex interactions. This requires thinking strategically, which consists of adopting a systems view; focusing on intent—what are we really trying to accomplish; thinking across time horizons; creating and testing hypotheses; and being intelligently opportunistic—taking advantage of current conditions.

Leading the Coast Guard - Strategic Thinking

Performance Level	Anticipated Level of Expertise
Executive	Formulates effective strategies consistent with the roles, missions, and strategy of the Coast Guard. Examines policy issues and strategic planning with a long-term perspective. Determines objectives and sets priorities; anticipates potential threats or opportunities.
Senior Manager	Implements strategies, provides guidance, and exercises control over significant Coast Guard activities. Ensures objectives and priorities are efficiency and effectively pursued while providing feedback to executive management concerning potential threats and opportunities. Prepares self for greater responsibility through completion of senior service schools or other similar professional development.
Mid-Level Manager	Assists seniors in the formulation of policy and strategic plans or in the implementation of these strategies. Provides direction and supervision to subordinates to ensure efficient and effective execution. Prepares self for greater responsibility through postgraduate education and through completion of appropriate service schools.
First-Line Supervisor	Develops a foundational understanding of issues and responsibilities related to leading the Coast Guard by observing those currently leading the Coast Guard. Seeks opportunities to prepare self for greater responsibilities and to gain a deeper understanding of all elements of strategic thinking.
Worker	

Exhibit 3-28

CHAPTER 4. METHODS FOR GAINING AND DEMONSTRATING COMPETENCE

LEADERSHIP EDUCATION AND PROFESSIONAL DEVELOPMENT ENLISTED MEMBERS	Leading Self						
	Accountability & Responsibility	Aligning Values	Followership	Health & Well Being	Self Awareness & Learning	Personal Conduct	Technical Proficiency
RESPONSIBILITY LEVEL ONE (E1 – E4)							
Recruit Training	-- TO BE DETERMINED --						
“A” School Leadership Training	-- TO BE DETERMINED --						
Petty Officer Development Course	-- TO BE DETERMINED --						
SMARTFORCE					X		X
OPM Go Learn	X		X		X	X	X
Enlisted Professional Military Education (EPME)	X	X	X	X	X	X	X
Unit Leadership Development Program (ULDP)	X	X	X	X	X	X	X
USCG E-Mentoring	X	X	X	X	X	X	X
Commandant’s Reading List	X	X	X	X	X	X	X
Voluntary Education (Tuition Asst, DANTES, SOCCOAST, USMAP)	X	X	X	X	X	X	X
RESPONSIBILITY LEVEL TWO (E5 – E6)							
Leadership and Management School (LAMS)	-- TO BE DETERMINED --						
SMARTFORCE					X		X
OPM Go Learn	X		X		X	X	X
Enlisted Professional Military Education (EPME)	X	X	X	X	X	X	X
Unit Leadership Development Program (ULDP)	X	X	X	X	X	X	X
USCG E-Mentoring	X	X	X	X	X	X	X
Commandant’s Reading List	X	X	X	X	X	X	X
Voluntary Education (Tuition Asst, DANTES, SOCCOAST, USMAP)	X	X	X	X	X	X	X

**LEADERSHIP EDUCATION AND PROFESSIONAL DEVELOPMENT
ENLISTED MEMBERS**

	Leading Self						
	Accountability & Responsibility	Aligning Values	Followership	Health & Well Being	Self Awareness & Learning	Personal Conduct	Technical Proficiency
RESPONSIBILITY LEVEL THREE (E7 – E8)							
Chief Petty Officers Academy (CPOA)	-- TO BE DETERMINED --						
USAF Senior Enlisted Academy	-- TO BE DETERMINED --						
US Navy Senior Enlisted Academy	-- TO BE DETERMINED --						
Enlisted Professional Military Education (EPME)	X	X	X	X	X	X	X
Unit Leadership Development Program (ULDP)	X	X	X	X	X	X	X
USCG E-Mentoring	X	X	X	X	X	X	X
Commandant’s Reading List	X	X	X	X	X	X	X
Voluntary Education (Tuition Asst, DANTES, SOCCOAST, USMAP)	X	X	X	X	X	X	X
RESPONSIBILITY LEVEL FOUR (E9)							
Command Master Chief Course (CMC)	-- TO BE DETERMINED --						
US Navy Senior Enlisted Academy	-- TO BE DETERMINED --						
US Navy Command Master Chief Course	-- TO BE DETERMINED --						
Army Sergeants Major Academy	-- TO BE DETERMINED --						
Unit Leadership Development Program (ULDP)	X	X	X	X	X	X	X
USCG E-Mentoring	X	X	X	X	X	X	X
Commandant’s Reading List	X	X	X	X	X	X	X
Voluntary Education (Tuition Asst, DANTES, SOCCOAST, USMAP)	X	X	X	X	X	X	X

**LEADERSHIP EDUCATION AND PROFESSIONAL DEVELOPMENT
ENLISTED MEMBERS**

	Leading Self						
	Accountability & Responsibility	Aligning Values	Followership	Health & Well Being	Self Awareness & Learning	Personal Conduct	Technical Proficiency
RESPONSIBILITY LEVEL FIVE (MCPOCG & CMCs)							
Command Master Chief Course (CMC)	-- TO BE DETERMINED --						
Unit Leadership Development Program (ULDP)	X	X	X	X	X	X	X
USCG E-Mentoring	X	X	X	X	X	X	X
Commandant's Reading List	X	X	X	X	X	X	X
Voluntary Education (Tuition Asst, DANTES, SOCCOAST, USMAP)	X	X	X	X	X	X	X

**LEADERSHIP EDUCATION AND PROFESSIONAL DEVELOPMENT
ENLISTED MEMBERS**

	Leading Others						
	Effective Communications	Team Building	Influencing Others	Mentoring	Respect for Others, Diversity	Taking Care Of People	
RESPONSIBILITY LEVEL ONE (E1 – E4)							
Recruit Training	-- TO BE DETERMINED --						
“A” School Leadership Training	-- TO BE DETERMINED --						
Petty Officer Development Course	-- TO BE DETERMINED --						
SMARTFORCE							
OPM Go Learn	X	X	X	X	X	X	
Enlisted Professional Military Education (EPME)	X	X	X	X	X	X	
Unit Leadership Development Program (ULDP)	X	X	X	X	X	X	
USCG E-Mentoring	X	X	X	X	X	X	
Commandant’s Reading List	X	X	X	X	X	X	
Voluntary Education (Tuition Asst, DANTES, SOCCOAST, USMAP)	X	X	X	X	X	X	
RESPONSIBILITY LEVEL TWO (E5 – E6)							
Leadership and Management School (LAMS)	-- TO BE DETERMINED --						
SMARTFORCE							
OPM Go Learn	X	X	X	X	X	X	
Enlisted Professional Military Education (EPME)	X	X	X	X	X	X	
Unit Leadership Development Program (ULDP)	X	X	X	X	X	X	
USCG E-Mentoring	X	X	X	X	X	X	
Commandant’s Reading List	X	X	X	X	X	X	
Voluntary Education (Tuition Asst, DANTES, SOCCOAST, USMAP)	X	X	X	X	X	X	

**LEADERSHIP EDUCATION AND PROFESSIONAL DEVELOPMENT
ENLISTED MEMBERS**

	Leading Others						
	Effective Communications	Team Building	Influencing Others	Mentoring	Respect for Others, Diversity	Taking Care Of People	
RESPONSIBILITY LEVEL THREE (E7 – E8)							
Chief Petty Officers Academy (CPOA)	-- TO BE DETERMINED --						
USAF Senior Enlisted Academy	-- TO BE DETERMINED --						
US Navy Senior Enlisted Academy	-- TO BE DETERMINED --						
Enlisted Professional Military Education (EPME)	X	X	X	X	X	X	
Unit Leadership Development Program (ULDP)	X	X	X	X	X	X	
USCG E-Mentoring	X	X	X	X	X	X	
Commandant's Reading List	X	X	X	X	X	X	
Voluntary Education (Tuition Asst, DANTES, SOCCOAST, USMAP)	X	X	X	X	X	X	
RESPONSIBILITY LEVEL FOUR (E9)							
Command Master Chief Course (CMC)	-- TO BE DETERMINED --						
US Navy Senior Enlisted Academy	-- TO BE DETERMINED --						
US Navy Command Master Chief Course	-- TO BE DETERMINED --						
Army Sergeants Major Academy	-- TO BE DETERMINED --						
Unit Leadership Development Program (ULDP)	X	X	X	X	X	X	
USCG E-Mentoring	X	X	X	X	X	X	
Commandant's Reading List	X	X	X	X	X	X	
Voluntary Education (Tuition Asst, DANTES, SOCCOAST, USMAP)	X	X	X	X	X	X	

**LEADERSHIP EDUCATION AND PROFESSIONAL DEVELOPMENT
ENLISTED MEMBERS**

	Leading Others						
	Effective Communications	Team Building	Influencing Others	Mentoring	Respect for Others, Diversity	Taking Care Of People	
RESPONSIBILITY LEVEL FIVE (E10, CMC)							
Command Master Chief Course (CMC)	-- TO BE DETERMINED --						
Unit Leadership Development Program (ULDP)	X	X	X	X	X	X	
USCG E-Mentoring	X	X	X	X	X	X	
Commandant's Reading List	X	X	X	X	X	X	
Voluntary Education (Tuition Asst, DANTES, SOCCOAST, USMAP)	X	X	X	X	X	X	

**LEADERSHIP EDUCATION AND PROFESSIONAL DEVELOPMENT
ENLISTED MEMBERS**

	Leading Performance & Change						
	Conflict Management	Customer Focus	Decision Making Problem solving	Mgt & Process Improvement	Vision Developmt Implementation	Creativity & Innovation	
RESPONSIBILITY LEVEL ONE (E1 – E4)							
Recruit Training							
“A” School Leadership Training	-- TO BE DETERMINED --						
Petty Officer Development Course	-- TO BE DETERMINED --						
SMARTFORCE							
OPM Go Learn	X	X					
Enlisted Professional Military Education (EPME)	X	X	X	X	X	X	
Unit Leadership Development Program (ULDP)	X	X	X	X	X	X	
USCG E-Mentoring	X	X	X	X	X	X	
Commandant’s Reading List	X	X	X	X	X	X	
Voluntary Education (Tuition Asst, DANTES, SOCCOAST, USMAP)	X	X	X	X	X	X	
RESPONSIBILITY LEVEL TWO (E5 – E6)							
Leadership and Management School (LAMS)	-- TO BE DETERMINED --						
SMARTFORCE							
OPM Go Learn	X	X					
Enlisted Professional Military Education (EPME)	X	X	X	X	X	X	
Unit Leadership Development Program (ULDP)	X	X	X	X	X	X	
USCG E-Mentoring	X	X	X	X	X	X	
Commandant’s Reading List	X	X	X	X	X	X	
Voluntary Education (Tuition Asst, DANTES, SOCCOAST, USMAP)	X	X	X	X	X	X	

**LEADERSHIP EDUCATION AND PROFESSIONAL DEVELOPMENT
ENLISTED MEMBERS**

	Leading Performance & Change					
	Conflict Management	Customer Focus	Decision Making Problem solving	Mgt & Process Improvement	Vision Developmt Implementation	Creativity & Innovation
RESPONSIBILITY LEVEL THREE (E7 – E8)						
Chief Petty Officers Academy (CPOA)	-- TO BE DETERMINED --					
USAF Senior Enlisted Academy	-- TO BE DETERMINED --					
US Navy Senior Enlisted Academy	-- TO BE DETERMINED --					
Enlisted Professional Military Education (EPME)	X	X	X	X	X	X
Unit Leadership Development Program (ULDP)	X	X	X	X	X	X
USCG E-Mentoring	X	X	X	X	X	X
Commandant’s Reading List	X	X	X	X	X	X
Voluntary Education (Tuition Asst, DANTES, SOCCOAST, USMAP)	X	X	X	X	X	X
RESPONSIBILITY LEVEL FOUR (E9)						
Command Master Chief Course (CMC)	-- TO BE DETERMINED --					
US Navy Senior Enlisted Academy	-- TO BE DETERMINED --					
US Navy Command Master Chief Course	-- TO BE DETERMINED --					
Army Sergeants Major Academy	-- TO BE DETERMINED --					
Unit Leadership Development Program (ULDP)	X	X	X	X	X	X
USCG E-Mentoring	X	X	X	X	X	X
Commandant’s Reading List	X	X	X	X	X	X
Voluntary Education (Tuition Asst, DANTES, SOCCOAST, USMAP)	X	X	X	X	X	X

**LEADERSHIP EDUCATION AND PROFESSIONAL DEVELOPMENT
ENLISTED MEMBERS**

	Leading Performance & Change						
	Conflict Management	Customer Focus	Decision Making Problem solving	Mgt & Process Improvement	Vision Developmt Implementation	Creativity & Innovation	
RESPONSIBILITY LEVEL FIVE (E10, CMC)							
Command Master Chief Course (CMC)	-- TO BE DETERMINED --						
Unit Leadership Development Program (ULDP)	X	X	X	X	X	X	
USCG E-Mentoring	X	X	X	X	X	X	
Commandant's Reading List	X	X	X	X	X	X	
Voluntary Education (Tuition Asst, DANTES, SOCCOAST, USMAP)	X	X	X	X	X	X	

**LEADERSHIP EDUCATION & PROFESSIONAL DEVELOP.
ENLISTED MEMBERS**

	Leading the Coast Guard								
	Financial Management	Technology Management	HR Management	External Awareness	Political Savvy	Partnering	Entrepreneurship	Stewardship	Strategic Thinking
RESPONSIBILITY LEVEL ONE (E1 – E4)									
Recruit Training	-- TO BE DETERMINED --								
“A” School Leadership Training	-- TO BE DETERMINED --								
Petty Officer Development Course	-- TO BE DETERMINED --								
SMARTFORCE									
OPM Go Learn									
Enlisted Professional Military Education (EPME)									
Unit Leadership Development Program (ULDP)									
USCG E-Mentoring	X	X	X	X	X	X	X	X	X
Commandant’s Reading List	X	X	X	X	X	X	X	X	X
Voluntary Education (Tuition Asst, DAN TES, SOCCOAST, USMAP)	X	X	X	X	X	X	X	X	X
RESPONSIBILITY LEVEL TWO (E5 – E6)									
Leadership and Management School (LAMS)	-- TO BE DETERMINED --								
SMARTFORCE									
OPM Go Learn									
Enlisted Professional Military Education (EPME)									
Unit Leadership Development Program (ULDP)									
USCG E-Mentoring	X	X	X	X	X	X	X	X	X
Commandant’s Reading List	X	X	X	X	X	X	X	X	X
Voluntary Education (Tuition Asst, DAN TES, SOCCOAST, USMAP)	X	X	X	X	X	X	X	X	X

**LEADERSHIP EDUCATION & PROFESSIONAL DEVELOP.
ENLISTED MEMBERS**

	Leading the Coast Guard								
	Financial Management	Technology Management	HR Management	External Awareness	Political Savvy	Partnering	Entrepreneurship	Stewardship	Strategic Thinking
RESPONSIBILITY LEVEL THREE (E7 – E8)									
Chief Petty Officers Academy (CPOA)	-- TO BE DETERMINED --								
USAF Senior Enlisted Academy	-- TO BE DETERMINED --								
US Navy Senior Enlisted Academy	-- TO BE DETERMINED --								
Enlisted Professional Military Education (EPME)									
Unit Leadership Development Program (ULDP)									
USCG E-Mentoring	X	X	X	X	X	X	X	X	X
Commandant's Reading List	X	X	X	X	X	X	X	X	X
Voluntary Education (Tuition Asst, DANTES, SOCCOAST, USMAP)	X	X	X	X	X	X	X	X	X
RESPONSIBILITY LEVEL FOUR (E9)									
Command Master Chief Course (CMC)	-- TO BE DETERMINED --								
US Navy Senior Enlisted Academy	-- TO BE DETERMINED --								
US Navy Command Master Chief Course	-- TO BE DETERMINED --								
Army Sergeants Major Academy	-- TO BE DETERMINED --								
Unit Leadership Development Program (ULDP)									
USCG E-Mentoring	X	X	X	X	X	X	X	X	X
Commandant's Reading List	X	X	X	X	X	X	X	X	X
Voluntary Education (Tuition Asst, DANTES, SOCCOAST, USMAP)	X	X	X	X	X	X	X	X	X

**LEADERSHIP EDUCATION & PROFESSIONAL DEVELOP.
ENLISTED MEMBERS**

	Leading the Coast Guard								
	Financial Management	Technology Management	HR Management	External Awareness	Political Savvy	Partnering	Entrepreneurship	Stewardship	Strategic Thinking
RESPONSIBILITY LEVEL FIVE (E10, CMC)									
Command Master Chief Course (CMC)	-- TO BE DETERMINED --								
Unit Leadership Development Program (ULDP)	-- TO BE DETERMINED --								
USCG E-Mentoring	X	X	X	X	X	X	X	X	X
Commandant's Reading List	X	X	X	X	X	X	X	X	X
Voluntary Education (Tuition Asst, DANTES, SOCCOAST, USMAP)	X	X	X	X	X	X	X	X	X

**LEADERSHIP EDUCATION AND PROFESSIONAL DEVELOPMENT
COMMISSIONED OFFICERS**

	Leading Self						
	Accountability & Responsibility	Aligning Values	Followership	Health & Well Being	Self Awareness & Learning	Personal Conduct	Technical Proficiency
ACCESSION POINT:							
Coast Guard Academy	-- TO BE DETERMINED --						
Officer Candidate School	-- TO BE DETERMINED --						
RESPONSIBILITY LEVEL TWO (W-2, O-1/2)							
CWO Professional Development	-- TO BE DETERMINED --						
Unit Leadership Development Program (ULDP)	X	X	X	X	X	X	X
USCG E-Mentoring	X	X	X	X	X	X	X
Commandant's Reading List	X	X	X	X	X	X	X
Voluntary Education (Tuition Asst, DANTES, SOCCOAST)	X	X	X	X	X	X	X
RESPONSIBILITY LEVEL THREE (W3/4, O-3/4):							
Leadership Potential Seminar	-- TO BE DETERMINED --						
Supervisory Leadership Seminar	-- TO BE DETERMINED --						
Supervisory Leadership and Principles Skills	-- TO BE DETERMINED --						
Seminar for New Managers	-- TO BE DETERMINED --						
Civilian Personnel Procedures for Supervisors	-- TO BE DETERMINED --						
Management Development Seminar	-- TO BE DETERMINED --						
Naval War College (Fleet Seminar Program)	X	X	X	X	X	X	X
Advanced Education Program (Leadership & Organizational Behavior)	X	X	X	X	X	X	X
Unit Leadership Development Program (ULDP)	X	X	X	X	X	X	X
USCG E-Mentoring	X	X	X	X	X	X	X
Commandant's Reading List	X	X	X	X	X	X	X
Voluntary Education (Tuition Asst, DANTES, SOCCOAST)	X	X	X	X	X	X	X

**LEADERSHIP EDUCATION AND PROFESSIONAL DEVELOPMENT
COMMISSIONED OFFICERS**

	Leading Self						
	Accountability & Responsibility	Aligning Values	Followership	Health & Well Being	Self Awareness & Learning	Personal Conduct	Technical Proficiency
RESPONSIBILITY LEVEL FOUR (05/6):							
Seminar for New Managers	-- TO BE DETERMINED --						
Civilian Personnel Procedures for Supervisors	-- TO BE DETERMINED --						
Management Development Seminar	-- TO BE DETERMINED --						
Executive Potential Program	-- TO BE DETERMINED --						
Council for Excellence in Government	-- TO BE DETERMINED --						
Power of Vision	-- TO BE DETERMINED --						
Capitol Hill Workshop	-- TO BE DETERMINED --						
White House Workshop	-- TO BE DETERMINED --						
Executive Development Seminar	-- TO BE DETERMINED --						
Naval War College (Fleet Seminar Program)	X	X	X	X	X	X	X
Unit Leadership Development Program (ULDP)	X	X	X	X	X	X	X
USCG E-Mentoring	X	X	X	X	X	X	X
Commandant's Reading List	X	X	X	X	X	X	X
Voluntary Education (Tuition Asst, DANTES, SOCCOAST)	X	X	X	X	X	X	X
RESPONSIBILITY LEVEL FIVE (Flag Officers):							
Executive Professional Development			X	X	X		
SES/Flag Officers' Conferences	-- TO BE DETERMINED --						
Unit Leadership Development Program (ULDP)	X	X	X	X	X	X	X
USCG E-Mentoring	X	X	X	X	X	X	X
Commandant's Reading List	X	X	X	X	X	X	X

**LEADERSHIP EDUCATION AND PROFESSIONAL DEVELOPMENT
COMMISSIONED OFFICERS**

	Leading Others						
	Effective Communi- cations	Team Building	Influencing Others	Mentoring	Respect for Others, Diversity	Taking Care Of People	
ACCESSION POINT:							
Coast Guard Academy	<i>-- TO BE DETERMINED --</i>						
Officer Candidate School	<i>-- TO BE DETERMINED --</i>						
RESPONSIBILITY LEVEL TWO (W-2, O-1/2)							
CWO Professional Development	<i>-- TO BE DETERMINED --</i>						
Unit Leadership Development Program (ULDP)	X	X	X	X	X	X	
USCG E-Mentoring	X	X	X	X	X	X	
Commandant's Reading List	X	X	X	X	X	X	
Voluntary Education (Tuition Asst, DANTES, SOCCOAST)	X	X	X	X	X	X	
RESPONSIBILITY LEVEL THREE (W3/4, O-3/4):							
Leadership Potential Seminar	<i>-- TO BE DETERMINED --</i>						
Supervisory Leadership Seminar	<i>-- TO BE DETERMINED --</i>						
Supervisory Leadership and Principles Skills	<i>-- TO BE DETERMINED --</i>						
Seminar for New Managers	<i>-- TO BE DETERMINED --</i>						
Civilian Personnel Procedures for Supervisors	<i>-- TO BE DETERMINED --</i>						
Management Development Seminar	<i>-- TO BE DETERMINED --</i>						
Naval War College (Fleet Seminar Program)	X	X	X	X	X	X	X
Advanced Education Program (Leadership & Organizational Behavior)	X	X	X	X	X	X	
Unit Leadership Development Program (ULDP)	X	X	X	X	X	X	
USCG E-Mentoring	X	X	X	X	X	X	
Commandant's Reading List	X	X	X	X	X	X	
Voluntary Education (Tuition Asst, DANTES, SOCCOAST)	X	X	X	X	X	X	

**LEADERSHIP EDUCATION AND PROFESSIONAL DEVELOPMENT
COMMISSIONED OFFICERS**

	Leading Others						
	Effective Communi- cations	Team Building	Influencing Others	Mentoring	Respect for Others, Diversity	Taking Care Of People	
RESPONSIBILITY LEVEL FOUR (05/6):							
Seminar for New Managers	-- TO BE DETERMINED --						
Civilian Personnel Procedures for Supervisors	-- TO BE DETERMINED --						
Management Development Seminar	-- TO BE DETERMINED --						
Executive Potential Program	-- TO BE DETERMINED --						
Council for Excellence in Government	-- TO BE DETERMINED --						
Power of Vision	-- TO BE DETERMINED --						
Capitol Hill Workshop	-- TO BE DETERMINED --						
White House Workshop	-- TO BE DETERMINED --						
Executive Development Seminar	-- TO BE DETERMINED --						
Naval War College (Fleet Seminar Program)	X	X	X	X	X	X	X
Unit Leadership Development Program (ULDP)	X	X	X	X	X	X	
USCG E-Mentoring	X	X	X	X	X	X	
Commandant's Reading List	X	X	X	X	X	X	
Voluntary Education (Tuition Asst, DANTES, SOCCOAST)	X	X	X	X	X	X	
RESPONSIBILITY LEVEL FIVE (Flag Officers):							
Executive Professional Development	X		X				
SES/Flag Officers' Conferences	-- TO BE DETERMINED --						
Unit Leadership Development Program (ULDP)	X	X	X	X	X	X	
USCG E-Mentoring	X	X	X	X	X	X	
Commandant's Reading List	X	X	X	X	X	X	

**LEADERSHIP EDUCATION AND PROFESSIONAL DEVELOPMENT
COMMISSIONED OFFICERS**

	Leading Performance & Change						
	Conflict Management	Customer Focus	Decision Making Problem solving	Mgt & Process Improvement	Vision Developmt Implementation	Creativity & Innovation	
ACCESSION POINT:							
Coast Guard Academy	-- TO BE DETERMINED --						
Officer Candidate School	-- TO BE DETERMINED --						
RESPONSIBILITY LEVEL TWO (W-2, O-1/2)							
CWO Professional Development	-- TO BE DETERMINED --						
Unit Leadership Development Program (ULDP)	X	X	X	X	X	X	
USCG E-Mentoring	X	X	X	X	X	X	
Commandant's Reading List	X	X	X	X	X	X	
Voluntary Education (Tuition Asst, DANTES, SOCCOAST)	X	X	X	X	X	X	
RESPONSIBILITY LEVEL THREE (W3/4, O-3/4):							
Leadership Potential Seminar	-- TO BE DETERMINED --						
Supervisory Leadership Seminar	-- TO BE DETERMINED --						
Supervisory Leadership and Principles Skills	-- TO BE DETERMINED --						
Seminar for New Managers	-- TO BE DETERMINED --						
Civilian Personnel Procedures for Supervisors	-- TO BE DETERMINED --						
Management Development Seminar	-- TO BE DETERMINED --						
Naval War College (Fleet Seminar Program)	X	X	X	X	X	X	X
Advanced Education Program (Leadership & Organizational Behavior)	X	X	X	X	X	X	
Unit Leadership Development Program (ULDP)	X	X	X	X	X	X	
USCG E-Mentoring	X	X	X	X	X	X	
Commandant's Reading List	X	X	X	X	X	X	
Voluntary Education (Tuition Asst, DANTES, SOCCOAST)	X	X	X	X	X	X	

**LEADERSHIP EDUCATION AND PROFESSIONAL DEVELOPMENT
COMMISSIONED OFFICERS**

	Leading Performance & Change						
	Conflict Management	Customer Focus	Decision Making Problem solving	Mgt & Process Improvement	Vision Developmt Implementation	Creativity & Innovation	
RESPONSIBILITY LEVEL FOUR (05/6):							
Seminar for New Managers	-- TO BE DETERMINED --						
Civilian Personnel Procedures for Supervisors	-- TO BE DETERMINED --						
Management Development Seminar	-- TO BE DETERMINED --						
Executive Potential Program	-- TO BE DETERMINED --						
Council for Excellence in Government	-- TO BE DETERMINED --						
Power of Vision	-- TO BE DETERMINED --						
Capitol Hill Workshop	-- TO BE DETERMINED --						
White House Workshop	-- TO BE DETERMINED --						
Executive Development Seminar	-- TO BE DETERMINED --						
Naval War College (Fleet Seminar Program)	X	X	X	X	X	X	X
Unit Leadership Development Program (ULDP)	X	X	X	X	X	X	
USCG E-Mentoring	X	X	X	X	X	X	
Commandant's Reading List	X	X	X	X	X	X	
Voluntary Education (Tuition Asst, DANTES, SOCCOAST)	X	X	X	X	X	X	
RESPONSIBILITY LEVEL FIVE (Flag Officers):							
Executive Professional Development			X	X	X	X	
SES/Flag Officers' Conferences	-- TO BE DETERMINED --						
Unit Leadership Development Program (ULDP)	X	X	X	X	X	X	
USCG E-Mentoring	X	X	X	X	X	X	
Commandant's Reading List	X	X	X	X	X	X	

**LEADERSHIP EDUCATION & PROFESSIONAL DEVELOP.
COMMISSIONED OFFICERS**

	Leading the Coast Guard								
	Financial Management	Technology Management	HR Management	External Awareness	Political Savvy	Partnering	Entrepreneurship	Stewardship	Strategic Thinking
ACCESSION POINT:									
Coast Guard Academy	-- TO BE DETERMINED --								
Officer Candidate School	-- TO BE DETERMINED --								
RESPONSIBILITY LEVEL TWO (W-2, O-1/2)									
CWO Professional Development	-- TO BE DETERMINED --								
Unit Leadership Development Program (ULDLP)									
USCG E-Mentoring	X	X	X	X	X	X	X	X	X
Commandant's Reading List	X	X	X	X	X	X	X	X	X
Voluntary Education (Tuition Asst, DAN TES, SOCCOAST)	X	X	X	X	X	X	X	X	X
RESPONSIBILITY LEVEL THREE (W3/4, O-3/4):									
Leadership Potential Seminar	-- TO BE DETERMINED --								
Supervisory Leadership Seminar	-- TO BE DETERMINED --								
Supervisory Leadership and Principles Skills	-- TO BE DETERMINED --								
Seminar for New Managers	-- TO BE DETERMINED --								
Civilian Personnel Procedures for Supervisors	-- TO BE DETERMINED --								
Management Development Seminar	-- TO BE DETERMINED --								
Advanced Education Program (Leadership & Org Behavior)	-- TO BE DETERMINED --								
Unit Leadership Development Program (ULDLP)									
USCG E-Mentoring	X	X	X	X	X	X	X	X	X
Commandant's Reading List	X	X	X	X	X	X	X	X	X
Voluntary Education (Tuition Asst, DAN TES, SOCCOAST)	X	X	X	X	X	X	X	X	X

**LEADERSHIP EDUCATION & PROFESSIONAL DEVELOP.
COMMISSIONED OFFICERS**

	Leading the Coast Guard								
	Financial Management	Technology Management	HR Management	External Awareness	Political Savvy	Partnering	Entrepreneurship	Stewardship	Strategic Thinking
RESPONSIBILITY LEVEL FOUR (05/6):									
Seminar for New Managers	-- TO BE DETERMINED --								
Civilian Personnel Procedures for Supervisors	-- TO BE DETERMINED --								
Management Development Seminar	-- TO BE DETERMINED --								
Executive Potential Program	-- TO BE DETERMINED --								
Council for Excellence in Government	-- TO BE DETERMINED --								
Power of Vision	-- TO BE DETERMINED --								
Capitol Hill Workshop	-- TO BE DETERMINED --								
White House Workshop	-- TO BE DETERMINED --								
Executive Development Seminar	-- TO BE DETERMINED --								
Unit Leadership Development Program (ULDP)									
USCG E-Mentoring	X	X	X	X	X	X	X	X	X
Commandant's Reading List	X	X	X	X	X	X	X	X	X
Voluntary Education (Tuition Asst, DANES, SOCCOAST)	X	X	X	X	X	X	X	X	X
Senior Service Schools	X	X	X	X	X	X	X	X	X
RESPONSIBILITY LEVEL FIVE (Flag Officers):									
Executive Professional Development	X	X	X	X	X	X	X	X	X
SES/Flag Officers' Conferences	-- TO BE DETERMINED --								
Unit Leadership Development Program (ULDP)									
USCG E-Mentoring	X	X	X	X	X	X	X	X	X
Commandant's Reading List	X	X	X	X	X	X	X	X	X
Capstone	X	X	X	X	X	X	X	X	X
Pinnacle	X	X	X	X	X	X	X	X	X

**LEADERSHIP EDUCATION AND PROFESSIONAL DEVELOPMENT
CIVILIAN EMPLOYEES**

	Leading Self						
	Accountability & Responsibility	Aligning Values	Followership	Health & Well Being	Self Awareness & Learning	Personal Conduct	Technical Proficiency
RESPONSIBILITY LEVEL ONE (GS 1-8, ALL WGs):							
SMARTFORCE					X		X
OPM Go Learn	X		X		X	X	X
Civilian Orientation (Web-based & CD-ROM)	X	X	X	X	X	X	X
Aspiring Leader	-- TO BE DETERMINED --						
Career Enrichment Seminar	-- TO BE DETERMINED --						
Unit Leadership Development Program (ULDP)	X	X	X	X	X	X	X
USCG E-Mentoring	X	X	X	X	X	X	X
Commandant's Reading List	X	X	X	X	X	X	X
Voluntary Education (Tuition Asst, DANTES, SOCCOAST)	X	X	X	X	X	X	X
RESPONSIBILITY LEVEL TWO (GS 9-11, ALL WLs):							
Civilian Orientation – Resident LDC	-- TO BE DETERMINED --						
Leadership and Management Skills (LAMS)	-- TO BE DETERMINED --						
New Leader	-- TO BE DETERMINED --						
Leadership Potential Seminar	-- TO BE DETERMINED --						
Supervisory Leadership Seminar	-- TO BE DETERMINED --						
Unit Leadership Development Program (ULDP)	X	X	X	X	X	X	X
USCG E-Mentoring	X	X	X	X	X	X	X
Commandant's Reading List	X	X	X	X	X	X	X
Voluntary Education (Tuition Asst, DANTES, SOCCOAST)	X	X	X	X	X	X	X

**LEADERSHIP EDUCATION AND PROFESSIONAL DEVELOPMENT
CIVILIAN EMPLOYEES**

	Leading Self						
	Accountability & Responsibility	Aligning Values	Followership	Health & Well Being	Self Awareness & Learning	Personal Conduct	Technical Proficiency
RESPONSIBILITY LEVEL THREE (GS 12-13, ALL WSs):							
Senior Leadership Principles and Skills (SLPS)	-- TO BE DETERMINED --						
Seminar for New Managers	-- TO BE DETERMINED --						
Management Development Seminar	-- TO BE DETERMINED --						
Executive Potential Program	-- TO BE DETERMINED --						
Power of Vision	-- TO BE DETERMINED --						
Capitol Hill Workshop	-- TO BE DETERMINED --						
Whitehouse Workshop	-- TO BE DETERMINED --						
Naval War College (Fleet Seminar Program)	-- TO BE DETERMINED --						
Naval War College	-- TO BE DETERMINED --						
Unit Leadership Development Program (ULDP)	X	X	X	X	X	X	X
USCG E-Mentoring	X	X	X	X	X	X	X
Commandant's Reading List	X	X	X	X	X	X	X
Voluntary Education (Tuition Asst, DANTES, SOCCOAST)	X	X	X	X	X	X	X

**LEADERSHIP EDUCATION AND PROFESSIONAL DEVELOPMENT
CIVILIAN EMPLOYEES**

	Leading Self						
	Accountability & Responsibility	Aligning Values	Followership	Health & Well Being	Self Awareness & Learning	Personal Conduct	Technical Proficiency
RESPONSIBILITY LEVEL FOUR (GS 14-15):							
Senior Leadership Principles and Skills (SLPS)	-- TO BE DETERMINED --						
Seminar for New Managers	-- TO BE DETERMINED --						
Management Development Seminar	-- TO BE DETERMINED --						
Executive Potential Program	-- TO BE DETERMINED --						
Power of Vision	-- TO BE DETERMINED --						
Capitol Hill Workshop	-- TO BE DETERMINED --						
Whitehouse Workshop	-- TO BE DETERMINED --						
Executive Development Seminar	-- TO BE DETERMINED --						
SES Candidate Development Program(s)	-- TO BE DETERMINED --						
Naval War College (Fleet Seminar Program)	-- TO BE DETERMINED --						
Naval War College	-- TO BE DETERMINED --						
Unit Leadership Development Program (ULDP)	X	X	X	X	X	X	X
USCG E-Mentoring	X	X	X	X	X	X	X
Commandant's Reading List	X	X	X	X	X	X	X
Voluntary Education (Tuition Asst, DANTES, SOCCOAST)	X	X	X	X	X	X	X

**LEADERSHIP EDUCATION AND PROFESSIONAL DEVELOPMENT
CIVILIAN EMPLOYEES**

	Leading Self						
	Accountability & Responsibility	Aligning Values	Followership	Health & Well Being	Self Awareness & Learning	Personal Conduct	Technical Proficiency
RESPONSIBILITY LEVEL FIVE (SES):							
Executive Professional Development	-- TO BE DETERMINED --						
SES/Flag Officers' Conferences	-- TO BE DETERMINED --						
Executive Development Seminar	-- TO BE DETERMINED --						
Federal Executive Institute	-- TO BE DETERMINED --						
Unit Leadership Development Program (ULDP)	X	X	X	X	X	X	X
USCG E-Mentoring	X	X	X	X	X	X	X
Commandant's Reading List	X	X	X	X	X	X	X
Voluntary Education (Tuition Asst, DANTES, SOCCOAST)	X	X	X	X	X	X	X

**LEADERSHIP EDUCATION AND PROFESSIONAL DEVELOPMENT
CIVILIAN EMPLOYEES**

	Leading Others						
	Effective Communications	Team Building	Influencing Others	Mentoring	Respect for Others, Diversity	Taking Care Of People	
RESPONSIBILITY LEVEL ONE (GS 1-8, ALL WGs):							
SMARTFORCE							
OPM Go Learn	X	X	X	X	X	X	
Civilian Orientation (Web-based & CD-ROM)	X	X	X	X	X	X	
Aspiring Leader	-- TO BE DETERMINED --						
Career Enrichment Seminar	-- TO BE DETERMINED --						
Unit Leadership Development Program (ULDP)	X	X	X	X	X	X	
USCG E-Mentoring	X	X	X	X	X	X	
Commandant's Reading List	X	X	X	X	X	X	
Voluntary Education (Tuition Asst, DANTES, SOCCOAST)	X	X	X	X	X	X	
RESPONSIBILITY LEVEL TWO (GS 9-11, ALL WLs):							
Civilian Orientation – Resident LDC	-- TO BE DETERMINED --						
Leadership and Management Skills (LAMS)	-- TO BE DETERMINED --						
New Leader	-- TO BE DETERMINED --						
Leadership Potential Seminar	-- TO BE DETERMINED --						
Supervisory Leadership Seminar	-- TO BE DETERMINED --						
Unit Leadership Development Program (ULDP)	X	X	X	X	X	X	
USCG E-Mentoring	X	X	X	X	X	X	
Commandant's Reading List	X	X	X	X	X	X	
Voluntary Education (Tuition Asst, DANTES, SOCCOAST)	X	X	X	X	X	X	

**LEADERSHIP EDUCATION AND PROFESSIONAL DEVELOPMENT
CIVILIAN EMPLOYEES**

	Leading Others					
	Effective Communications	Team Building	Influencing Others	Mentoring	Respect for Others, Diversity	Taking Care Of People
RESPONSIBILITY LEVEL THREE (GS 12-13, ALL WSs):						
Senior Leadership Principles and Skills (SLPS)	-- TO BE DETERMINED --					
Seminar for New Managers	-- TO BE DETERMINED --					
Management Development Seminar	-- TO BE DETERMINED --					
Executive Potential Program	-- TO BE DETERMINED --					
Power of Vision	-- TO BE DETERMINED --					
Capitol Hill Workshop	-- TO BE DETERMINED --					
Whitehouse Workshop	-- TO BE DETERMINED --					
Naval War College (Fleet Seminar Program)	-- TO BE DETERMINED --					
Naval War College	-- TO BE DETERMINED --					
Unit Leadership Development Program (ULDLP)	X	X	X	X	X	X
USCG E-Mentoring	X	X	X	X	X	X
Commandant's Reading List	X	X	X	X	X	X
Voluntary Education (Tuition Asst, DANTES, SOCCOAST)	X	X	X	X	X	X

**LEADERSHIP EDUCATION AND PROFESSIONAL DEVELOPMENT
CIVILIAN EMPLOYEES**

	Leading Others						
	Effective Communications	Team Building	Influencing Others	Mentoring	Respect for Others, Diversity	Taking Care Of People	
RESPONSIBILITY LEVEL FOUR (GS 14-15):							
Senior Leadership Principles and Skills (SLPS)	-- TO BE DETERMINED --						
Seminar for New Managers	-- TO BE DETERMINED --						
Management Development Seminar	-- TO BE DETERMINED --						
Executive Potential Program	-- TO BE DETERMINED --						
Power of Vision	-- TO BE DETERMINED --						
Capitol Hill Workshop	-- TO BE DETERMINED --						
Whitehouse Workshop	-- TO BE DETERMINED --						
Executive Development Seminar	-- TO BE DETERMINED --						
SES Candidate Development Program(s)	-- TO BE DETERMINED --						
Naval War College (Fleet Seminar Program)	-- TO BE DETERMINED --						
Naval War College	-- TO BE DETERMINED --						
Unit Leadership Development Program (ULDP)	X	X	X	X	X	X	
USCG E-Mentoring	X	X	X	X	X	X	
Commandant's Reading List	X	X	X	X	X	X	
Voluntary Education (Tuition Asst, DANTES, SOCCOAST)	X	X	X	X	X	X	

**LEADERSHIP EDUCATION AND PROFESSIONAL DEVELOPMENT
CIVILIAN EMPLOYEES**

	Leading Others						
	Effective Communications	Team Building	Influencing Others	Mentoring	Respect for Others, Diversity	Taking Care Of People	
RESPONSIBILITY LEVEL FIVE (SES):							
Executive Professional Development							
SES/Flag Officers' Conferences	-- TO BE DETERMINED --						
Executive Development Seminar	-- TO BE DETERMINED --						
Federal Executive Institute	-- TO BE DETERMINED --						
Unit Leadership Development Program (ULDP)	X	X	X	X	X	X	
USCG E-Mentoring	X	X	X	X	X	X	
Commandant's Reading List	X	X	X	X	X	X	
Voluntary Education (Tuition Asst, DANTES, SOCCOAST)	X	X	X	X	X	X	

**LEADERSHIP EDUCATION AND PROFESSIONAL
DEVELOPMENT
CIVILIAN EMPLOYEES**

	Leading Performance & Change					
	Conflict Management	Customer Focus	Decision Making Problem solving	Mgt & Process Improvement	Vision Developmt Implementation	Creativity & Innovation
RESPONSIBILITY LEVEL ONE (GS 1-8, ALL WGs):						
SMARTFORCE						
OPM Go Learn	X	X				
Civilian Orientation (Web-based & CD-ROM)	X	X	X	X	X	X
Aspiring Leader	<i>-- TO BE DETERMINED --</i>					
Career Enrichment Seminar	<i>-- TO BE DETERMINED --</i>					
Unit Leadership Development Program (ULDLP)	X	X	X	X	X	X
USCG E-Mentoring	X	X	X	X	X	X
Commandant's Reading List	X	X	X	X	X	X
Voluntary Education (Tuition Asst, DANTES, SOCCOAST)	X	X	X	X	X	X
RESPONSIBILITY LEVEL TWO (GS 9-11, ALL WLs):						
Civilian Orientation – Resident LDC	<i>-- TO BE DETERMINED --</i>					
Leadership and Management Skills (LAMS)	<i>-- TO BE DETERMINED --</i>					
New Leader	<i>-- TO BE DETERMINED --</i>					
Leadership Potential Seminar	<i>-- TO BE DETERMINED --</i>					
Supervisory Leadership Seminar	<i>-- TO BE DETERMINED --</i>					
Unit Leadership Development Program (ULDLP)	X	X	X	X	X	X
USCG E-Mentoring	X	X	X	X	X	X
Commandant's Reading List	X	X	X	X	X	X
Voluntary Education (Tuition Asst, DANTES, SOCCOAST)	X	X	X	X	X	X

**LEADERSHIP EDUCATION AND PROFESSIONAL
DEVELOPMENT
CIVILIAN EMPLOYEES**

	Leading Performance & Change						
	Conflict Management	Customer Focus	Decision Making Problem solving	Mgt & Process Improvement	Vision Developmt Implementation	Creativity & Innovation	
RESPONSIBILITY LEVEL THREE (GS 12-13, ALL WSs):							
Senior Leadership Principles and Skills (SLPS)	-- TO BE DETERMINED --						
Seminar for New Managers	-- TO BE DETERMINED --						
Management Development Seminar	-- TO BE DETERMINED --						
Executive Potential Program	-- TO BE DETERMINED --						
Power of Vision	-- TO BE DETERMINED --						
Capitol Hill Workshop	-- TO BE DETERMINED --						
Whitehouse Workshop	-- TO BE DETERMINED --						
Naval War College (Fleet Seminar Program)	-- TO BE DETERMINED --						
Naval War College	-- TO BE DETERMINED --						
Unit Leadership Development Program (ULDP)	X	X	X	X	X	X	
USCG E-Mentoring	X	X	X	X	X	X	
Commandant's Reading List	X	X	X	X	X	X	
Voluntary Education (Tuition Asst, DANTES, SOCCOAST)	X	X	X	X	X	X	

**LEADERSHIP EDUCATION AND PROFESSIONAL DEVELOPMENT
CIVILIAN EMPLOYEES**

	Leading Performance & Change						
	Conflict Management	Customer Focus	Decision Making Problem solving	Mgt & Process Improvement	Vision Developmt Implementation	Creativity & Innovation	
RESPONSIBILITY LEVEL FOUR (GS 14-15):							
Senior Leadership Principles and Skills (SLPS)	-- TO BE DETERMINED --						
Seminar for New Managers	-- TO BE DETERMINED --						
Management Development Seminar	-- TO BE DETERMINED --						
Executive Potential Program	-- TO BE DETERMINED --						
Power of Vision	-- TO BE DETERMINED --						
Capitol Hill Workshop	-- TO BE DETERMINED --						
Whitehouse Workshop	-- TO BE DETERMINED --						
Executive Development Seminar	-- TO BE DETERMINED --						
SES Candidate Development Program(s)	-- TO BE DETERMINED --						
Naval War College (Fleet Seminar Program)	-- TO BE DETERMINED --						
Naval War College	-- TO BE DETERMINED --						
Unit Leadership Development Program (ULDP)	X	X	X	X	X	X	
USCG E-Mentoring	X	X	X	X	X	X	
Commandant's Reading List	X	X	X	X	X	X	
Voluntary Education (Tuition Asst, DANTES, SOCCOAST)	X	X	X	X	X	X	

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**LEADERSHIP EDUCATION & PROFESSIONAL DEVELOP.
CIVILIAN EMPLOYEES**

	Leading the Coast Guard								
	Financial Management	Technology Management	HR Management	External Awareness	Political Savvy	Partnering	Entrepreneurship	Stewardship	Strategic Thinking
RESPONSIBILITY LEVEL ONE (GS 1-8, ALL WGs):									
SMARTFORCE									
OPM Go Learn									
Civilian Orientation (Web-based & CD-ROM)	X	X	X	X	X	X	X	X	X
Aspiring Leader	-- <i>TO BE DETERMINED</i> --								
Career Enrichment Seminar	-- <i>TO BE DETERMINED</i> --								
Unit Leadership Development Program (ULDP)	-- <i>TO BE DETERMINED</i> --								
USCG E-Mentoring	X	X	X	X	X	X	X	X	X
Commandant's Reading List	X	X	X	X	X	X	X	X	X
Voluntary Education (Tuition Asst, DANTES, SOCCOAST)	X	X	X	X	X	X	X	X	X
RESPONSIBILITY LEVEL TWO (GS 9-11, ALL WLs):									
Civilian Orientation – Resident LDC	-- <i>TO BE DETERMINED</i> --								
Leadership and Management Skills (LAMS)	-- <i>TO BE DETERMINED</i> --								
New Leader	-- <i>TO BE DETERMINED</i> --								
Leadership Potential Seminar	-- <i>TO BE DETERMINED</i> --								
Supervisory Leadership Seminar	-- <i>TO BE DETERMINED</i> --								
Unit Leadership Development Program (ULDP)	-- <i>TO BE DETERMINED</i> --								
USCG E-Mentoring	X	X	X	X	X	X	X	X	X
Commandant's Reading List	X	X	X	X	X	X	X	X	X
Voluntary Education (Tuition Asst, DANTES, SOCCOAST)	X	X	X	X	X	X	X	X	X

**LEADERSHIP EDUCATION & PROFESSIONAL DEVELOP.
CIVILIAN EMPLOYEES**

	Leading the Coast Guard								
	Financial Management	Technology Management	HR Management	External Awareness	Political Savvy	Partnering	Entrepreneurship	Stewardship	Strategic Thinking
RESPONSIBILITY LEVEL THREE (GS 12-13, ALL WSs):									
Senior Leadership Principles and Skills (SLPS)	-- TO BE DETERMINED --								
Seminar for New Managers	-- TO BE DETERMINED --								
Management Development Seminar	-- TO BE DETERMINED --								
Executive Potential Program	-- TO BE DETERMINED --								
Power of Vision	-- TO BE DETERMINED --								
Capitol Hill Workshop	-- TO BE DETERMINED --								
Whitehouse Workshop	-- TO BE DETERMINED --								
Naval War College (Fleet Seminar Program)	-- TO BE DETERMINED --								
Naval War College	-- TO BE DETERMINED --								
Unit Leadership Development Program (ULDLP)									
USCG E-Mentoring	X	X	X	X	X	X	X	X	X
Commandant's Reading List	X	X	X	X	X	X	X	X	X
Voluntary Education (Tuition Asst, DANTES, SOCCOAST)	X	X	X	X	X	X	X	X	X

**LEADERSHIP EDUCATION & PROFESSIONAL DEVELOP.
CIVILIAN EMPLOYEES**

	Leading the Coast Guard								
	Financial Management	Technology Management	HR Management	External Awareness	Political Savvy	Partnering	Entrepreneurship	Stewardship	Strategic Thinking
RESPONSIBILITY LEVEL FOUR (GS 14-15):									
Senior Leadership Principles and Skills (SLPS)	-- TO BE DETERMINED --								
Seminar for New Managers	-- TO BE DETERMINED --								
Management Development Seminar	-- TO BE DETERMINED --								
Executive Potential Program	-- TO BE DETERMINED --								
Power of Vision	-- TO BE DETERMINED --								
Capitol Hill Workshop	-- TO BE DETERMINED --								
White House Workshop	-- TO BE DETERMINED --								
Executive Development Seminar	-- TO BE DETERMINED --								
SES Candidate Development Program(s)	-- TO BE DETERMINED --								
Naval War College (Fleet Seminar Program)	-- TO BE DETERMINED --								
Naval War College	-- TO BE DETERMINED --								
Unit Leadership Development Program (ULD)									
USCG E-Mentoring	X	X	X	X	X	X	X	X	X
Commandant's Reading List	X	X	X	X	X	X	X	X	X
Voluntary Education (Tuition Asst, DANTES, SOCCOAST)	X	X	X	X	X	X	X	X	X

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**LEADERSHIP EDUCATION & PROFESSIONAL DEVELOP.
CIVILIAN EMPLOYEES**

	Leading the Coast Guard								
	Financial Management	Technology Management	HR Management	External Awareness	Political Savvy	Partnering	Entrepreneurship	Stewardship	Strategic Thinking
RESPONSIBILITY LEVEL FIVE (SES):									
Executive Professional Development	X	X	X	X	X	X	X	X	X
SES/Flag Officers' Conferences	-- TO BE DETERMINED --								
Executive Development Seminar	-- TO BE DETERMINED --								
Federal Executive Institute	-- TO BE DETERMINED --								
Unit Leadership Development Program (ULDP)									
USCG E-Mentoring	X	X	X	X	X	X	X	X	X
Commandant's Reading List	X	X	X	X	X	X	X	X	X
Voluntary Education (Tuition Asst, DANTES, SOCCOAST)	X	X	X	X	X	X	X	X	X

**LEADERSHIP EDUCATION AND PROFESSIONAL DEVELOPMENT
AUXILIARY**

	Leading Self						
	Accountability & Responsibility	Aligning Values	Followership	Health & Well Being	Self Awareness & Learning	Personal Conduct	Technical Proficiency
RESPONSIBILITY LEVEL ONE (MEMBER)							
New Member Orientation	X	X	X		X	X	X
Civilian Orientation (Web-based & CD-ROM)	X	X	X	X	X	X	X
Administrative Procedures Course (APC)	-- TO BE DETERMINED --						
Unit Leadership Development Program (ULDP)	X	X	X	X	X	X	X
USCG E-Mentoring	X	X	X	X	X	X	X
Commandant's Reading List	X	X	X	X	X	X	X
National Commodore's Reading List	X	X	X	X	X	X	X
RESPONSIBILITY LEVEL TWO (FC, VFC, FSO)							
Flotilla Commander's Academy	X	X	X		X	X	X
Leadership & Management School-Part A (AUXLAMs-A)	X	X	X		X	X	X
Leadership & Management School-Part B (AUXLAMs-B)	X	X	X		X	X	X
Unit Leadership Development Program (ULDP)	X	X	X	X	X	X	X
USCG E-Mentoring	X	X	X	X	X	X	X
Commandant's Reading List	X	X	X	X	X	X	X
National Commodore's Reading List	X	X	X	X	X	X	X

**LEADERSHIP EDUCATION AND PROFESSIONAL DEVELOPMENT
AUXILIARY**

	Leading Self						
	Accountability & Responsibility	Aligning Values	Followership	Health & Well Being	Self Awareness & Learning	Personal Conduct	Technical Proficiency
RESPONSIBILITY LEVEL THREE (DVC, DCP, VCP, SO)							
Division Procedures Seminar	-- TO BE DETERMINED --						
Auxiliary Mid-Level Officers Course-Part A (AMLOC-A)	X	X	X		X	X	X
Auxiliary Mid-Level Officers Course-Part B (AMLOC-B)	X	X	X		X	X	X
Staff Officer Course (DVC, SO)	-- TO BE DETERMINED --						
Unit Leadership Development Program (ULDP)	X	X	X	X	X	X	X
USCG E-Mentoring	X	X	X	X	X	X	X
Commandant's Reading List	X	X	X	X	X	X	X
National Commodore's Reading List	X	X	X	X	X	X	X
RESPONSIBILITY LEVEL FOUR (DC, VCO, RCO, DSO)							
Auxiliary Senior Officer Course (ASOC, VCOs only)	X	X	X	X	X	X	X
Auxiliary Mid-Level Officers Course-Resident (RCOs only)	X	X		X	X	X	X
Staff Officers Course (DCs, DSOs only)	-- TO BE DETERMINED --						
Unit Leadership Development Program (ULDP)	X	X	X	X	X	X	X
USCG E-Mentoring	X	X	X	X	X	X	X
Commandant's Reading List	X	X	X	X	X	X	X
National Commodore's Reading List	X	X	X	X	X	X	X

**LEADERSHIP EDUCATION AND PROFESSIONAL DEVELOPMENT
AUXILIARY**

	Leading Self						
	Accountability & Responsibility	Aligning Values	Followership	Health & Well Being	Self Awareness & Learning	Personal Conduct	Technical Proficiency
RESPONSIBILITY LEVEL FIVE (COMMODORE)							
Auxiliary Flag Conference	-- TO BE DETERMINED --						
National Area Meeting Leadership Seminars	-- TO BE DETERMINED --						
Auxiliary Senior Officer Course	X	X	X	X	X	X	X
Unit Leadership Development Program (ULDP)	X	X	X	X	X	X	X
USCG E-Mentoring	X	X	X	X	X	X	X
Commandant's Reading List	X	X	X	X	X	X	X
National Commodore's Reading List	X	X	X	X	X	X	X

**LEADERSHIP EDUCATION AND PROFESSIONAL DEVELOPMENT
AUXILIARY**

	Leading Others					
	Effective Communications	Team Building	Influencing Others	Mentoring	Respect for Others, Diversity	Taking Care Of People
RESPONSIBILITY LEVEL ONE (MEMBER)						
New Member Orientation					X	
Civilian Orientation (Web-based & CD-ROM)	X	X	X	X	X	X
Administrative Procedures Course (APC)	-- TO BE DETERMINED --					
Unit Leadership Development Program (ULDP)	X	X	X	X	X	X
USCG E-Mentoring	X	X	X	X	X	X
Commandant's Reading List	X	X	X	X	X	X
National Commodore's Reading List	X	X	X	X	X	X
RESPONSIBILITY LEVEL TWO (FC, VFC, FSO)						
Flotilla Commander's Academy	X	X	X		X	X
Leadership & Management School-Part A (AUXLAMs-A)	X		X	X	X	X
Leadership & Management School-Part B (AUXLAMs-B)	X	X	X	X	X	X
Unit Leadership Development Program (ULDP)	X	X	X	X	X	X
USCG E-Mentoring	X	X	X	X	X	X
Commandant's Reading List	X	X	X	X	X	X
National Commodore's Reading List	X	X	X	X	X	X

**LEADERSHIP EDUCATION AND PROFESSIONAL DEVELOPMENT
AUXILIARY**

	Leading Others					
	Effective Communications	Team Building	Influencing Others	Mentoring	Respect for Others, Diversity	Taking Care Of People
RESPONSIBILITY LEVEL THREE (DVC, DCP, VCP, SO)						
Division Procedures Seminar	-- TO BE DETERMINED --					
Auxiliary Mid-Level Officers Course-Part A (AMLOC-A)	X		X		X	
Auxiliary Mid-Level Officers Course-Part B (AMLOC-B)	X	X	X	X	X	X
Staff Officer Course (DVC, SO)	-- TO BE DETERMINED --					
Unit Leadership Development Program (ULDP)	X	X	X	X	X	X
USCG E-Mentoring	X	X	X	X	X	X
Commandant's Reading List	X	X	X	X	X	X
National Commodore's Reading List	X	X	X	X	X	X
RESPONSIBILITY LEVEL FOUR (DC, VCO, RCO, DSO)						
Auxiliary Senior Officer Course (ASOC, VCOs only)	X	X	X	X	X	X
Auxiliary Mid-Level Officers Course-Resident (RCOs only)	X	X	X		X	X
Staff Officers Course (DCs, DSOs only)	-- TO BE DETERMINED --					
Unit Leadership Development Program (ULDP)	X	X	X	X	X	X
USCG E-Mentoring	X	X	X	X	X	X
Commandant's Reading List	X	X	X	X	X	X
National Commodore's Reading List	X	X	X	X	X	X

**LEADERSHIP EDUCATION AND PROFESSIONAL DEVELOPMENT
AUXILIARY**

	Leading Others					
	Effective Communications	Team Building	Influencing Others	Mentoring	Respect for Others, Diversity	Taking Care Of People
RESPONSIBILITY LEVEL FIVE (COMMODORE)						
Auxiliary Flag Conference	-- TO BE DETERMINED --					
National Area Meeting Leadership Seminars	-- TO BE DETERMINED --					
Auxiliary Senior Officer Course	X	X	X	X	X	X
Unit Leadership Development Program (ULDP)	X	X	X	X	X	X
USCG E-Mentoring	X	X	X	X	X	X
Commandant's Reading List	X	X	X	X	X	X
National Commodore's Reading List	X	X	X	X	X	X

**LEADERSHIP EDUCATION AND PROFESSIONAL DEVELOPMENT
AUXILIARY**

	Leading Performance & Change						
	Conflict Management	Customer Focus	Decision Making Problem solving	Mgt & Process Improvement	Vision Developmt Implementation	Creativity & Innovation	
RESPONSIBILITY LEVEL ONE (MEMBER)							
New Member Orientation							
Civilian Orientation (Web-based & CD-ROM)	X	X	X	X	X	X	
Administrative Procedures Course (APC)	-- TO BE DETERMINED --						
Unit Leadership Development Program (ULDP)	X	X	X	X	X	X	
USCG E-Mentoring	X	X	X	X	X	X	
Commandant's Reading List	X	X	X	X	X	X	
National Commodore's Reading List	X	X	X	X	X	X	
RESPONSIBILITY LEVEL TWO (FC, VFC, FSO)							
Flotilla Commander's Academy				X	X		
Leadership & Management School-Part A (AUXLAMs-A)	X	X	X	X			
Leadership & Management School-Part B (AUXLAMs-B)	X	X	X	X			
Unit Leadership Development Program (ULDP)	X	X	X	X	X		
USCG E-Mentoring	X	X	X	X	X		
Commandant's Reading List	X	X	X	X	X		
National Commodore's Reading List	X	X	X	X	X		

**LEADERSHIP EDUCATION AND PROFESSIONAL DEVELOPMENT
AUXILIARY**

	Leading Performance & Change						
	Conflict Management	Customer Focus	Decision Making Problem solving	Mgt & Process Improvement	Vision Developmt Implementation	Creativity & Innovation	
RESPONSIBILITY LEVEL THREE (DVC, DCP, VCP, SO)							
Division Procedures Seminar	-- TO BE DETERMINED --						
Auxiliary Mid-Level Officers Course-Part A (AMLOC-A)				X			
Auxiliary Mid-Level Officers Course-Part B (AMLOC-B)	X	X	X				
Staff Officer Course (DVC, SO)	-- TO BE DETERMINED --						
Unit Leadership Development Program (ULDP)	X	X	X	X	X	X	
USCG E-Mentoring	X	X	X	X	X	X	
Commandant's Reading List	X	X	X	X	X	X	
National Commodore's Reading List	X	X	X	X	X	X	
RESPONSIBILITY LEVEL FOUR (DC, VCO, RCO, DSO)							
Auxiliary Senior Officer Course (ASOC, VCOs only)	X	X	X	X	X	X	
Auxiliary Mid-Level Officers Course-Resident (RCOs only)			X	X	X	X	
Staff Officers Course (DCs, DSOs only)	-- TO BE DETERMINED --						
Unit Leadership Development Program (ULDP)	X	X	X	X	X	X	
USCG E-Mentoring	X	X	X	X	X	X	
Commandant's Reading List	X	X	X	X	X	X	
National Commodore's Reading List	X	X	X	X	X	X	

**LEADERSHIP EDUCATION AND PROFESSIONAL DEVELOPMENT
AUXILIARY**

	Leading Performance & Change						
	Conflict Management	Customer Focus	Decision Making Problem solving	Mgt & Process Improvement	Vision Developmt Implementation	Creativity & Innovation	
RESPONSIBILITY LEVEL FIVE (COMMODORE)							
Auxiliary Flag Conference	-- TO BE DETERMINED --						
National Area Meeting Leadership Seminars	-- TO BE DETERMINED --						
Auxiliary Senior Officer Course	X	X	X	X	X	X	
Unit Leadership Development Program (ULDP)	X	X	X	X	X	X	
USCG E-Mentoring	X	X	X	X	X	X	
Commandant's Reading List	X	X	X	X	X	X	
National Commodore's Reading List	X	X	X	X	X	X	

**LEADERSHIP EDUCATION & PROFESSIONAL DEVELOP.
AUXILIARY**

	Leading the Coast Guard								
	Financial Management	Technology Management	HR Management	External Awareness	Political Savvy	Partnering	Entrepreneurship	Stewardship	Strategic Thinking
RESPONSIBILITY LEVEL ONE (MEMBER)									
New Member Orientation									
Civilian Orientation (Web-based & CD-ROM)									
Administrative Procedures Course (APC)									
Unit Leadership Development Program (ULDP)									
USCG E-Mentoring	X	X	X	X	X	X	X	X	X
Commandant's Reading List	X	X	X	X	X	X	X	X	X
National Commodore's Reading List	X	X	X	X	X	X	X	X	X
RESPONSIBILITY LEVEL TWO (FC, VFC, FSO)									
Flotilla Commander's Academy	X								
Leadership & Management School-Part A (AUXLAMs-A)			X						
Leadership & Management School-Part B (AUXLAMs-B)			X						
Unit Leadership Development Program (ULDP)									
USCG E-Mentoring	X	X	X	X	X	X	X	X	X
Commandant's Reading List	X	X	X	X	X	X	X	X	X
National Commodore's Reading List	X	X	X	X	X	X	X	X	X

**LEADERSHIP EDUCATION & PROFESSIONAL DEVELOP.
AUXILIARY**

	Leading the Coast Guard								
	Financial Management	Technology Management	HR Management	External Awareness	Political Savvy	Partnering	Entrepreneurship	Stewardship	Strategic Thinking
RESPONSIBILITY LEVEL THREE (DVC, DCP, VCP, SO)									
Division Procedures Seminar	-- TO BE DETERMINED --								
Auxiliary Mid-Level Officers Course-Part A (AMLOC-A)	X	X	X	X	X	X	X	X	
Auxiliary Mid-Level Officers Course-Part B (AMLOC-B)	X	X	X	X	X	X	X	X	
Staff Officer Course (DVC, SO)	-- TO BE DETERMINED --								
Unit Leadership Development Program (ULDP)									
USCG E-Mentoring	X	X	X	X	X	X	X	X	X
Commandant's Reading List	X	X	X	X	X	X	X	X	X
National Commodore's Reading List	X	X	X	X	X	X	X	X	X
RESPONSIBILITY LEVEL FOUR (DC, VCO, RCO, DSO)									
Auxiliary Senior Officer Course (ASOC, VCOs only)	X	X	X	X	X	X	X	X	X
Auxiliary Mid-Level Officers Course-Resident (RCOs only)			X						
Staff Officers Course (DCs, DSOs only)	-- TO BE DETERMINED --								
Unit Leadership Development Program (ULDP)									
USCG E-Mentoring	X	X	X	X	X	X	X	X	X
Commandant's Reading List	X	X	X	X	X	X	X	X	X
National Commodore's Reading List	X	X	X	X	X	X	X	X	X

**LEADERSHIP EDUCATION & PROFESSIONAL DEVELOP.
AUXILIARY**

	Leading the Coast Guard								
	Financial Management	Technology Management	HR Management	External Awareness	Political Savvy	Partnering	Entrepreneurship	Stewardship	Strategic Thinking
RESPONSIBILITY LEVEL FIVE (COMMODORE)									
Auxiliary Flag Conference	-- TO BE DETERMINED --								
National Area Meeting Leadership Seminars	-- TO BE DETERMINED --								
Auxiliary Senior Officer Course	X	X	X	X	X	X	X	X	X
Unit Leadership Development Program (ULDP)									
USCG E-Mentoring	X	X	X	X	X	X	X	X	X
Commandant's Reading List	X	X	X	X	X	X	X	X	X
National Commodore's Reading List	X	X	X	X	X	X	X	X	X

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APPENDIX A – COMPARISON: COAST GUARD, DEPARTMENT OF HOMELAND SECURITY (DHS) AND OFFICE OF PERSONNEL MANAGEMENT (OPM) LEADERSHIP COMPETENCIES

COAST GUARD	DHS	OPM
<p>Leading Self Accountability & Responsibility Aligning Values Followership Health & Well Being Self Awareness & Learning Personal Conduct Technical Proficiency</p>	<p>Core (All Employees) Communication Influencing/Negotiating Customer Service Resilience Interpersonal Skills Continual Learning Flexibility Integrity/Honesty</p>	<p>Leading Change Continual Learning Creativity/Innovation External Awareness Flexibility Resilience Service Motivation Strategic Thinking Vision</p>
<p>Leading Others Effective Communications Team Building Influencing Others Mentoring Respect for Other & Diversity Mgt Taking Care of People</p>	<p>Team/Project Leader Team Building Technical Credibility Problem Solving Accountability Decisiveness</p>	<p>Leading People Conflict Management Leveraging Diversity Integrity/Honesty Teaming Building</p>
<p>Leading Performance & Change Conflict Management Customer Focus Decision Making & Problem Solving Management & Process Improvement Vision Development & Implementation Creativity and Innovation</p>	<p>Supervisor Human Resource Management Leveraging Diversity Conflict Management Service Motivation</p>	<p>Results Driven Accountability Customer Service Decisiveness Entrepreneurship Problem Solving Technical Credibility</p>
<p>Leading the Coast Guard Financial Management Technology Management Human Resource Management External Awareness Political Savvy Partnering Entrepreneurship Stewardship Strategic Thinking</p>	<p>Manager Technology Management Financial Management Creativity & Innovation Partnering</p> <p>Executive External Awareness Vision Strategic Thinking Entrepreneurship Political Savvy</p>	<p>Business Acumen Financial Management Human Resource Mgt Technology Management Human Resource Mgt Technology Management</p> <p>Building Coalitions & Communications Influencing/Negotiating Interpersonal Skills Oral Communications Partnering Political Savvy Written Communication</p>

**CHANGE PROPOSAL
COAST GUARD LEADERSHIP PROGRAMS**

<p>TYPE OF PROGRAM: <input type="checkbox"/> Resident Course <input type="checkbox"/> Non-resident Course <input type="checkbox"/> ULDP <input type="checkbox"/> Other</p> <p>TYPE OF CHANGE: <input type="checkbox"/> Addition <input type="checkbox"/> Deletion <input type="checkbox"/> Revision <input type="checkbox"/> Other</p> <p>INITIATED BY: _____</p> <p>POC: _____ PHONE: _____</p> <p>E-MAIL: _____ DATE SUBMITTED: _____</p>	<p>CG-133</p> <p>RECEIVED: _____</p> <p>REVIEWED BY: _____</p> <p>RECOMMENDATION: <input type="checkbox"/> APPROVE <input type="checkbox"/> DISAPPROVE</p> <p>ACTION: <input type="checkbox"/> APPROVE <input type="checkbox"/> DISAPPROVE</p> <p>OFFICE CHIEF: _____</p>
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SUMMARY OF PROPOSAL
(Why is this proposal necessary? What gap in the existing program structure is being addressed?
What new or existing need is being met? What will be the impact upon existing programs?)

CONNECTION TO LEADERSHIP FRAMEWORK

LEADERSHIP COMPETENCIES ADDRESSED:

RESPONSIBILITY LEVEL OF TARGET AUDIENCE:

ATTACHMENTS REQUIRED

- If Coast Guard resident or non-resident course – Curriculum Outline
- If resident or non-resident course conducted by another organization – Program Outline/Summary
- If ULDP activity – Summary of the activity.