

U.S. Department of
Homeland Security

United States
Coast Guard



Commander
United States Coast Guard
Personnel Service Center

Mail Stop 7200
4200 Wilson Boulevard, Suite 1100
Arlington, VA 20598-7200
Staff Symbol: PSC-c
Phone: (202) 493-1901
Fax: (202) 493-1218

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JUN 07 2011

MEMORANDUM

D.R. May 6/7/11
From: D. R. MAY, RDML
CG PSC

To: J. E. RYAN, CAPT
CG-53D

Subj: PRECEPT CONVENING THE PANEL FOR SCREENING OF ACTIVE DUTY
ENLISTED PERSONNEL FOR THE 2011 CAREER RETENTION SCREENING
PANEL (CRSP)

Ref: (a) Coast Guard Personnel Manual, COMDTINST M1000.6A
(b) COGARD WASHINGTON DC 071545Z MAR 11/ALCOAST 086/11
(c) COMCOGARD PSC ARLINGTON VA 252008Z MAR 11/ALCGPSC 048/11

1. A Career Retention Screening Panel (CRSP) is hereby appointed consisting of yourself, as President, and the following members:

CDR Glenn Brunner
CDR Laura Dickey
LCDR Patrick Culver
LCDR Eileen Lutkenhouse
MCPO Daryl Bletso
MCPO Michael Ferreira
MCPO Louis Kitchin
MCPO Terence Vanderwerf

Non-voting member:
MCPOCG Michael Leavitt

Non-voting Recorder:
CWO2 Jeneen Satterfield
YN1 Sabrina Isaac

2. The panel will convene at 0900, 20 June 2011, in the Richard D. Bowman Board Room, 5th Floor, Coast Guard Personnel Service Center, or soon thereafter as practicable for the purpose of selecting applicants for continued service. The prescribed uniform for members of the panel is Tropical Blue.
3. The panel shall consider all retirement eligible enlisted members, pay grade E-6 and below with 20 or more years of active military service as of 1 June 2011, and all retirement eligible enlisted members in pay grade E-7 and above with 20 or more years of active military service and who have three or more years time in grade as of 1 June 2011. Members with approved retirement dates on or before 7

March 2013 and those at or above the cut for advancement on the May 2010 SWE eligibility list as of 1 June 2011 are excluded from the panel process. The Enlisted Advancements and Separations branch will provide a list of 2011 CRSP candidates.

4. I have personally appointed the members of this panel. During the panel process, the personnel assigned as panel members work directly for me, under oath. The performance of these duties will have a greater effect on the future of the Coast Guard than any other duty they perform. During the panel process, all other duties of an assigned member are secondary to the panel process and the utmost care will be given to ensure the process is not compromised or rushed to accommodate outside concerns. Each record reviewed represents over 20 years of service to our Nation by the individual candidate. It is absolutely essential that our evaluation afford each eligible candidate fair and equitable consideration. Chief, Enlisted Personnel Management Division will provide you with a list of those individuals included in the candidate pool.
5. Consistent with longstanding Coast Guard Personnel Policy, the procedures for the CRSP will, to the maximum extent practicable, parallel those for boards convened for officers pursuant to reference (a). This is a performance-based panel, in accordance with references (b) and (c). The goal of this screening panel is to produce a list of screened personnel who show a propensity for superior performance, advancement, and upward mobility within the enlisted ranks, by applying the performance criteria provided and considering the member's record. The panel shall list its results alphabetically by categories of "**selected for continuation**" and "**selected for involuntary retirement.**" There is no quota for the number of personnel selected for continuation and there is no quota for the number of personnel selected for involuntary retirement within a particular rating.
6. In a military structure, advancements to the next higher grade mandate commensurate increases in responsibility and authority over others. You should look to retain members and leaders who have a demonstrated record of creating and sustaining effective command climates and work environments characterized by respect for others and attention to the morale and welfare of subordinates. An effective leader demonstrates the ability to inspire, mentor, and encourage our people to greater levels of performance; to set the bar high, to inculcate the Coast Guard's values. Likewise, leaders must display the strength of character to hold subordinates accountable for lapses in performance and/or behavior. Our people are the Coast Guard's greatest asset. Our ability to perform our mission ultimately depends on ensuring our people are well trained, well led, professional, and dedicated. The Coast Guard needs leaders who put the mission first, but people always, and who look out for their subordinates' professional and personal interests.
7. Those members recommended for retention must personally reflect the highest standards of conduct, integrity, capability, attitude, and military bearing. You should look to retain members who demonstrate dedication to professional growth commensurate with their chosen ratings; show evidence of progressive development within their rate as they ascend in rank; apply their skills aptly, efficiently and effectively; demonstrate a commitment to continual learning and self improvement through the pursuit of advanced education, certifications, or participation in professional organizations; possess an attitude of selflessness, humility, professionalism and enthusiasm; live by our Core Values of Honor, Respect and Devotion to Duty; seek responsibility, understand their authorities, exercise them judiciously, and ensure accountability. These challenges can only be met by people with sound character who have demonstrated a true commitment to the Coast Guard and who possess

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OF ACTIVE DUTY ENLISTED PERSONNEL FOR THE 2011
CAREER RETENTION SCREENING PANEL (CRSP)

competencies to achieve mission success. The enlisted members you select must also be capable of providing the leadership necessary to meet the current missions and operational tempo, while preparing the Coast Guard for future challenges. If we are to be successful in retaining a quality work force, you must ensure only the fully qualified remain in Service.

8. The Coast Guard is firmly committed to equality of treatment and opportunity for all personnel without regard to race, creed, color, gender, or national origin. The candidates you select must be able to help the Coast Guard provide superior public service across all missions and foster cohesiveness in our workforce while strengthening the development of diversity. It is vital that we retain a talented and highly skilled workforce that strengthens our Service by enabling us to better perform our demanding maritime missions. They must have the ability to form effective partnerships within and outside of the service, as our versatile and adaptable maritime service is operating in an increasingly globalized world that continues to present new threats and challenges of ever-increasing complexity. They must be able to sustain key relationships to make our Service more capable and credible in local areas of operation as well as in the greater maritime domain and to support the innovations needed to more effectively and efficiently manage the Coast Guard's resources. This guidance should not be interpreted as requiring or permitting preferential treatment of any candidate or group of candidates on the grounds of race, religion, color, gender, or national origin.

9. You and your panel members are the principal guarantors that the proper balance of leadership, accomplishment, caring, performance, discipline, moral ethics, professional skills, and adherence to our Core Values resides in those selected for continued service. **You may discount minor errors, based on how recently they occurred, as long as subsequent performance reflects lessons learned.**

10. The panel will be provided with the necessary records and clerical assistance by CWO2 Jeneen Satterfield and YN1 Sabrina Isaac of the Enlisted Advancements and Separations Branch. Both will be available at all times to assist you. Furthermore, Chief, Enlisted Advancements and Separations Branch will be available to address any concerns or issues that may arise during the panel discussions. Upon completion of your deliberations, deliver your report to Chief, Enlisted Personnel Management Division.

11. The panel shall be sworn. The recommendations of the panel require a **two-thirds majority vote** of the members and shall be kept confidential until its report is approved. You shall direct panel members not to divulge any information related to the proceedings or deliberations of this panel.

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Encl: (1) General Guidance
(2) Selection Standard
(3) Equal Opportunity Guidance
(4) Panel Reports
(5) Oaths

Copy: CG PSC-epm

GENERAL GUIDANCE

1. **Duties of the Panel President.** The president of the panel has been appointed by me and shall perform prescribed administrative duties. The panel president has no authority to constrain the panel from recommending for continuation those enlisted members whom two-thirds of the members of the panel find would be in the best interest of the Coast Guard.

2. **Panel Procedures.** The following directions apply to all panel proceedings:
 - a. Each of you (president, members, recorders, and administrative support personnel) must maintain the integrity and independence of this screening panel, and foster careful consideration, without prejudice or partiality, of all eligible shipmates.

 - b. You must pay particularly close attention to the rules governing communications with and among other panel members, the information authorized to be furnished to you, and the procedures you should follow if you believe that the integrity of this screening panel has been improperly affected.

 - c. You may not receive, initiate, or participate in communications or discussions involving information that Department of Homeland Security (DHS) and Service policy preclude from consideration by a screening panel. Base your recommendations on the material in each CRSP candidate's official Military Personnel Data Record, any information I have provided to the panel in accordance with DHS and Service policies, and any information communicated to you by individual eligible Coast Guard personnel under regulations I have issued. In your deliberations, you must limit your discussions to matters contained in the records provided to you. Any information or personal knowledge, positive or negative, that any board member may have about a CRSP candidate, shall not be discussed, unless that information is otherwise available from the records provided to you. You may not discuss or disclose the opinion of any person not a member of the panel concerning a CRSP candidate being considered unless that opinion is contained in material provided to the panel. When discussing your own personal knowledge concerning the professional qualifications of CRSP candidates, the member shall not discuss that personal knowledge or evaluation unless such matters are contained in the CRSP candidate's official record or other material placed before the panel in compliance with the law and Service policy. In addition, should a CRSP candidate's record reveal the removal of an Enlisted Evaluation Report (EER), the panel member may not discuss any personal knowledge regarding the circumstance which resulted in the removal of the EER.

 - d. The Master Chief Petty Officer of the Coast Guard (MCPOCG) and I are the only persons who may appear in person to address you on other than administrative matters. All communications with this panel, other than those that are clearly administrative, must be in writing, given to each of you, and made part of the panel's

record. I have designated in writing those persons authorized to provide routine administrative information to you.

e. To ensure impartiality, you may not visit or communicate with Assignment Officer's (AO's) or any candidate immediately prior to or during the screening panel. Communications with outside parties (i.e., other than panel members, recorders, the panel sponsor, and support staff) before, during, or after the panel relating in any way to the screening panel or its proceedings are completely prohibited. Questions concerning the propriety of any communications prior to the panel should be addressed to EPM or EPM-1. Proceedings, deliberations, or recommendations of the screening panel may not be disclosed unless expressly authorized or required by me.

f. Before the report of the FY-11 Career Retention Screening Panel is signed, the recommendations may be disclosed only to members of the panel, recorders, and those administrative support personnel I have designated in writing. I will release the names of the selectees for notification after the panel's report is approved. Do not discuss the names of recommended selectees until after those recommended for involuntary retirement have been notified. The proceedings and deliberations of the panel may not be disclosed to any person who is not a panel member, panel recorder, or administrative support personnel.

g. If at any time you believe that you cannot in good conscience perform your duties as a member of the screening panel without prejudice or partiality, you shall request relief by me from this duty. I will honor any such request. If a member or recorder believes that the integrity of the panel's proceedings has been affected by an improper influence of military or civilian authority, misconduct by the panel president or a member, or any other reason, or believes someone is exerting or attempting to exert inappropriate influence over the panel or its proceedings, he or she shall request from me relief from the obligation not to disclose panel proceedings and, upon receiving it, to report the basis for this belief.

h. During the period the panel is in session, you are not authorized to hold social gatherings/meetings that involve groups of panel members/recorders and non-board members. Discussions involving panel actions may be held only in panel spaces with recorders present.

3 **Marital Status.** Screening panels are prohibited from considering the marital status of an eligible CRSP candidate or the employment, education, or volunteer service of an eligible CRSP candidate's spouse.

4. **Leadership of Diverse Organizations.** When reviewing a CRSP candidate's potential for continuation, consider that the Coast Guard benefits when Coast Guard leadership possesses a broad spectrum of experience with a depth and breadth of vision. The Coast Guard needs innovative and bold leaders who think creatively, challenge assumptions, and take well calculated risks that maximize effectiveness. Deck plate results and command success through team performance are significant

criteria for consideration. Within today's Coast Guard are shipmates representing 24 ethnic groups and literally hundreds of cultural heritages. In light of this diversity, you should give careful attention to selecting shipmates who have demonstrated the potential to lead a diverse workforce and create circumstances for the success of all Coast Guard members. The Coast Guard's ability to meet this leadership challenge depends, in part, on having deck plate leaders capable of influencing diverse groups of people to successfully complete their assigned mission.

5. **Adverse Information**. Just as you must consider positive performance, you must consider incidents of misconduct and substandard performance documented in a CRSP candidate's official Military Personnel Data Record (PDR) when determining those CRSP candidates to be recommended for continuation. For those CRSP candidates who are recommended for continuation and who have received disciplinary action, or whose privileged information record contains matters relating to conduct or performance of duty that occurred within the **past five years or since advancement to their current pay grade (E5, E6, E7, E8, E9) whichever is longer**, all such incidents must be fully disclosed when the slates are briefed for recommendation for continuation and prior to the final panel decision.

SELECTION STANDARD

1. The screening panel shall consider carefully, without prejudice or partiality, the record of every eligible Career Retention Screening Panel (CRSP) candidate. The CRSP candidates selected for continuation by the FY-11 CRSP screening panel for enlisted personnel with greater than 20 years active service will be those shipmates whose continued service is considered to be the best interest of the Coast Guard by a **two-thirds majority of the members of the panel**. CRSP candidates not selected for continuation will be involuntarily retired.

2. The following considerations should guide your recommendations. Members assigned to brief individual records are expected to use these considerations to guide their briefs' review and structure. Each panel member is expected to apply this guidance when deliberating and voting. Considerations are:

a. The Coast Guard requires senior enlisted personnel to serve as deck plate leaders that demonstrate the ability to develop shipmates and enforce standards while conducting themselves in a consistently professional and ethical manner. Their personal and professional attributes include being a visible leader, setting the tone of the unit, and serving as the technical experts in their chosen field, including rating agility by seeking positions that promote upward mobility. They produce well trained enlisted and officer teams. They teach, uphold and enforce standards while providing proactive solutions that are well founded and linked to mission accomplishment. They demonstrate uncompromising integrity, take full responsibility for their actions while demonstrating loyalty to seniors, peers and subordinates. They encourage open and frank communication that increases unit efficiency, mission readiness and mutual respect. They define our past and guide the Coast Guard's future to enhance pride in service to our country. They have positive command and Coast Guard wide mission impact. They demonstrate adherence to Coast Guard and DHS ethical standards, Coast Guard weight and body fat standards, loyalty to the Coast Guard Core Values and the Commandant's Guiding Principles of Steady the Service, Honor Our Profession, Strengthen Our Partnerships, and Respect Our Shipmates.

b. While the above represents the "gold standard" of senior enlisted performance, the following adverse performance indicators occurring within the last 5 years, or since advancement to current grade (E5, E6, E7, E8, E9) whichever is longer (e.g., if a member was advanced to their current rank seven years ago, the last seven years of performance will be used), shall be specifically addressed when considering whether a CRSP candidate's continuation is in the best interest of the Coast Guard. The below adverse performance indicators will be applied objectively, identified by categories of yes and no: "Yes" will indicate the CRSP candidate's record reflects an adverse performance indicator, or "no" a CRSP candidate's record has no adverse performance indicator:

(1) Substandard performance of duty to include receipt of a "not recommended" for advancement based on an unsatisfactory conduct mark or declining performance with

the same approving official in the rating chain;

(2) Receipt of an Enlisted Evaluation Report (EER) with a minimum average characteristic marks of 3.5 or below;

(3) Moral or professional dereliction, such as Relief for Cause;

(4) Failure to meet service norms or regulations concerning alcohol use and body fat standards;

(5) Documented misconduct involving violation of the UCMJ, e.g., Non-Judicial Punishment or conviction by military Court-Martial; or conviction by civilian court;

(6) Other documented adverse information clearly indicating that the CRSP candidate's continuation may be inconsistent with national security interest or may otherwise not be in the best interest of the Coast Guard, such as losing one's security clearance;

(7) Financial irresponsibility; such as failure to pay just debts or a pattern of Government Credit Card delinquency/revocation of a CRSP candidates Government Credit Card due to misuse or failure to pay outstanding balance.

(8) A candidate on performance probation who does not demonstrate progress during the probationary period in overcoming the deficiency;

(9) Failure to demonstrate upward mobility. For E-9's, failure to demonstrate upward mobility means a lack of career positions that demonstrate versatility in rate and leadership responsibility. For E-8 and below, this adverse performance indicator on its own cannot be enough to determine involuntary retirement.

c. For CRSP candidates who do not have documented adverse performance indicators according to the above guidance, continuation shall be presumed to be in the best interest of the Coast Guard.

d. For a CRSP candidate who has documented information indicating adverse performance according to the above guidance, continuation shall be presumed to not be in the best interest of the Coast Guard. A secondary and subjective review shall be applied to allow consideration for continued service when the majority of the panel members find that:

(1) The CRSP candidate can continue to effectively exercise leadership and be a positive role model for junior shipmates;

(2) For E7 or E8, the CRSP candidate remains viable for further advancement;

and

(3) The CRSP candidate's record, including consideration of critical skills, is otherwise so meritorious as to overcome concerns raised by the adverse performance information.

e. Today's Coast Guard comprises shipmates representing 24 different ethnic groups and hundreds of cultural heritages. Senior enlisted Petty Officers must have demonstrated the ability to successfully lead diverse workforces, while executing the Coast Guard's strategic diversity initiatives and effectively retaining the right quality and quantity of performance-proven personnel.

f. Among the eligible CRSP candidates presented to the panel, you must consider the following in your deliberations of meritorious service:

(1) Deck-plate Leadership. Proven and sustained superior performance in difficult and challenging leadership positions is the number one factor for selection to continue. When applying this factor you must consider that the future Coast Guard leadership will comprise a mix of service members that have excelled in both traditional and alternate career paths. Demonstrated skill in developing teamwork and individual performance improvements should be carefully considered along with subordinate achievements and accomplishments. Eligible CRSP candidates must have clearly set the tone for the personnel assigned to their units and demonstrated commitment to subordinates' personal and professional growth.

(2) Arduous Duty. Consideration shall be given to evidence of professional and leadership excellence under arduous conditions.

EQUAL OPPORTUNITY GUIDANCE

1. The Department of Homeland Security is dedicated to equality of treatment and opportunity for all personnel without regard to race, religion, color, gender, or national origin. The Coast Guard strives to maintain a professional working environment in which an individual's race, religion, color, gender, or national origin will not limit his or her professional opportunities. Accordingly, within this screening panel's charter to determine the candidates that are "best and fully qualified," you must ensure that candidates are not disadvantaged because of their race, religion, color gender, or national origin.
2. Your evaluation of all candidates must afford them fair and equitable consideration. You should be particularly vigilant in your evaluation of records to take care that no candidate's selection opportunity is disadvantaged by service utilization policies or practices. You should evaluate each candidate's potential to assume greater, more challenging responsibilities, the overriding factor being performance of assigned duties.
3. The Coast Guard has assigned some candidates to special assignments outside of traditional career development patterns, e.g., institutional instructors, recruiting and equal opportunity billets. In addition, other utilization policies or practices, such as those based on statutory restrictions on the assignment of women, may have had an effect on career opportunities. These assignments, though beneficial to the Coast Guard, may have precluded some candidates from serving on traditional career development assignments. Such assignment practices should not prejudice the selection of these candidates for selection. Successful performance of assigned duties is the key in measuring a candidates potential for selection. Accordingly, in determining the qualification for selection of any candidate that has been affected by such utilization policies or practices, duty performed well in such assignments should be given weight equal to duty performed well by a candidate not affected by such policies or practices.
4. This guidance should not be interpreted as requiring or permitting preferential treatment of any candidate or group of candidates on the grounds of race, religion, color, gender, or national origin.

SCREENING PANEL REPORTS

1. The record of the screening panel's proceedings shall be compiled by the recorder, assistant recorder, and administrative support personnel. The written report of the screening panel shall be signed by the panel president, the panel members, the panel recorder, and the assistant panel recorder. It shall contain, separately, an alphabetical listing of the names of the 2011 Career Retention Screening Panel (CRSP) candidates selected for continuation and the those selected for involuntary retirement with appropriate selection statistics as well as the following items:

a. All instructions, information, and guidance that were provided to the panel.

b. Certification that:

(1) To the best of your knowledge, the panel complied with all instructions contained in the precept and, as appropriate, other memorandums of guidance or instruction provided by me;

(2) You were not subject to or aware of any censure, reprimand, or admonishment about the recommendations of the screening panel or the exercise of any lawful function within the authorized discretion of the panel;

(3) You were not subject to or aware of any attempt to coerce or influence improperly any action in the formulation of the panel's recommendations;

(4) You were not party to or aware of any attempt at unauthorized communications;

(5) To the best of your knowledge, the screening panel carefully considered the records of each candidate whose name was furnished to the panel;

(6) The 2011 CRSP candidates recommended for continuation are, in the opinion of at least two-thirds of the members of the panel, most qualified for continuation to meet the needs of the Coast Guard among those candidates whose names were furnished to the panel;

(7) You are aware that the names of those selected for continuation will be released to the public after the panel report is approved, and you know that you may not disclose the recommended selectees until the names are released to the public;

(8) You are aware that the names of those selected for involuntary retirement will be released privately after the panel report is approved, and you know that you may not disclose the names of those not recommended for continuation; and

(9) You understand that, except as authorized by Coast Guard Regulations you may never disclose the proceedings and deliberations of the screening panel to any person who is not a panel member, recorder, or assistant recorder.

c. A list of all candidates eligible for consideration.

d. Precept

2. The screening panel report shall be forwarded for approval to me via the Chief, Enlisted Personnel Management, Coast Guard Personnel Service Center.

OATHS

1. Chief, Enlisted Personnel Management Division shall administer the following oath or affirmation to, the Chief, Enlisted Advancements and Separations Branch:

“Do you, solemnly swear (or affirm) that you will keep a true record of the proceedings of this screening panel, and you will not divulge the proceedings of this panel except as authorized or required by the Commander, Coast Guard Personnel Service Center (CG PSC) or higher authority, so help you God?”

2. Chief, Enlisted Advancements and Separations Branch shall then administer the following oath or affirmation to the Career Retention Screening Panel, panel recorder, and assistant panel recorder:

“Do you, and each of you, solemnly swear (or affirm) that you will perform your duties as a member of the screening panel without prejudice or partiality, having in view both the special fitness of candidates and the efficiency of the United States Coast Guard, and you will not divulge the proceedings of this panel except as authorized or required by the Commander, Coast Guard Personnel Service Center (CG PSC) or higher authority, so help you God?”

3. The recorder or assistant recorder shall then administer the following oath or affirmation to the other support personnel:

“Do you, and each of you, solemnly swear (or affirm) that you will not divulge the proceedings of this screening panel except as authorized or required by the Command, Coast Guard Personnel Service Center (CG PSC) or higher authority, so help you God?”