

2013

Response - Ashore Officer Career Guide



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FOREWORD



I am pleased to present the inaugural Response - Ashore Officer Career Guide. It provides guidance to Coast Guard Response Officers on career planning, competencies, training, and advanced education to assist with career progression within the Response - Ashore specialty.

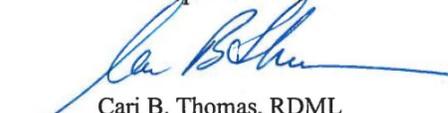
For more than 200 years, the Coast Guard has been and continues to be the Nation's maritime first responder. We make every effort to prevent dangerous or illicit activities from occurring in the maritime environment, but when these events occur, we are ready to respond rapidly and effectively. We respond to mariners in distress, helping to minimize injury and the loss of life or property. We disrupt and deter terrorist acts and those who seek to harm our homeland. We respond and interdict smugglers who attempt to bring illegal drugs into our country, pirates who try to disrupt the global supply chain, and individuals who want to illegally cross our borders. We respond to natural and man-made disasters impacting the maritime domain. Embracing our interlaced tenets of Prevention and Response, we coordinate our efforts with a multitude of federal, state, local, tribal, international, and private sector partners.

Besides being well-versed in the wide spectrum of Coast Guard mission areas, effective Response Officers must also excel at creating and maintain partnerships. You will play an integral part in synchronizing your unit's operations with a plethora of interagency and non-governmental organizations at the federal, state, local, and tribal levels to successfully complete these different mission sets. As such, you must be effective in your specialty as well as aware of the capabilities of your partners.

Finally, as you progress up the ranks and through the Response – Ashore career path, I strongly encourage you to diversify your career. Seek both staff assignments that blend with your operational background, as well as out-of-specialty billets that broaden your career and offer you strategic-level experiences that you can bring back to your field.

Obtaining the competencies required of a Response Officer is not easy. The career path involves multiple qualifications across a wide swath of knowledge. You will need to earn your specialty through dedication, hard work, and networking. This guide will help you become a well-qualified Response Officer so that you are ready to meet the challenges head on. Stay true to our motto and traditions. Continue to stay focused on today's mission requirements. We must always be: ***Ready today...Preparing for tomorrow.***

Semper Paratus.



Cari B. Thomas, RDML
Assistant Commandant for Response Policy

Purpose of this Guide

The purpose of this guide is to provide guidance to Coast Guard officers on career progression in order to help them chart a successful course within the Response - Ashore specialty. The guidance given herein is intended to provide general guidance to assist officers, primarily those junior officers with less than ten years, currently serving in the Response - Ashore path or desiring to transition from Response - Aviation, Prevention - Ashore, or Response - Afloat.

The Response career path is very broad reaching and expansive; therefore, this guide can only provide wide-ranging information in nature. However, there are considerations unique to every officer's career that may not be fully referenced or discussed in this guide. Even though this guide is primarily written for junior officers, senior officers can use this guide to, not only enhance their own careers within this specialty, but to assist in mentoring other officers as they progress forward in their careers.

We hope you use this guide as a way to manage your career with strategic intent.

Chapter 1: Career Planning

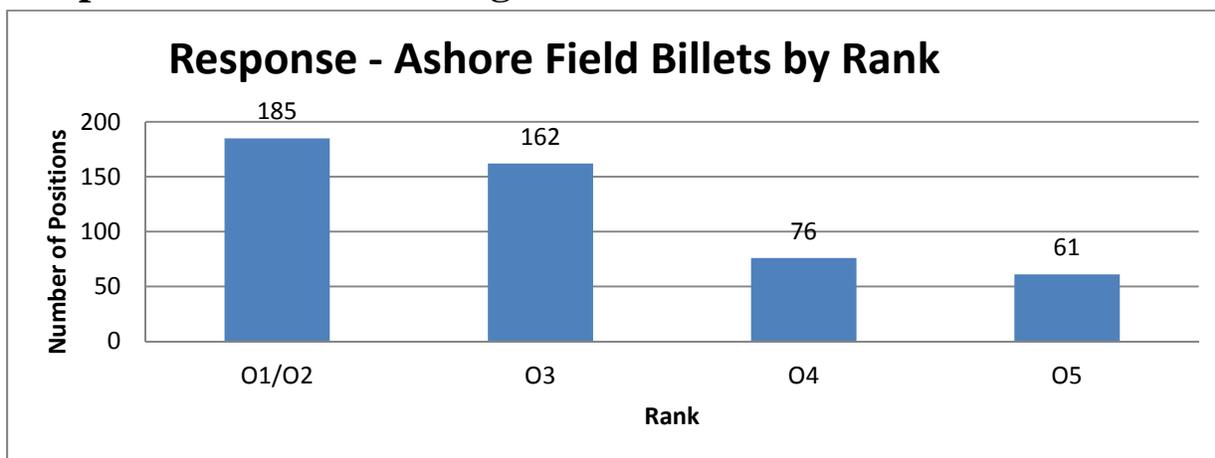


Figure 1

Performance, Professionalism, Leadership, and Education (PPLE)

Performance, Professionalism, Leadership, and Education (PPLE) are the cornerstones for promotion and assignment opportunities throughout the officer corps. These elements are timeless and apply equally within the Response - Ashore specialty. Although sustained high performance is the single most important factor that will ensure your long term career success, it should be characterized by all four elements of "PPLE." As such, you should consider how these four key principal elements are integrated into your career choices and assignment history.

All Coast Guard officers are assigned Officer Specialties Codes throughout their career. The primary Officer Specialty Code for officers in the Response specialty is Response - Ashore

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(OAR-10). Officers serving in this specialty are proficient in directing the execution of Search and Rescue (SAR), Maritime Law Enforcement (MLE), Ports, Waterways and Coastal Security (PWCS), Marine Environmental Protection (MEP), Incident Management and Defense Operations and Contingency Preparedness. It is important to note that OPM has already begun coding billets by Officer Specialty Codes. As such, Program Managers have developed Officer Specialty Requirements (OSR) that list the necessary training, experience and competencies necessary to earn a specific officer specialty code. Additional information on specialty codes can be found in Appendix A.

Initial Tour

Officers desiring entry into the Response - Ashore specialty should seek assignments within a Response - Ashore or Response - Afloat related billet at a field Response Unit as detailed in Chapter 3. Regardless of unit type, your initial assignment should not limit your success within the Response program. For example, officers who are assigned afloat for their first tour remain competitive for future careers within the Response - Ashore specialty (e.g. SAR, MLE, MER, CP, etc).

If your first two field tours are not within the Response - Ashore program and you desire a career as a Response Officer, it is critical that you communicate and discuss this with your supervisor and the assignment officer. With few exceptions, your first two tours in your primary specialty as an officer largely define your career track. After completion of your first tour, nearly every job opportunity remains – Prevention or Response, Aviation, Engineering, Intelligence or Afloat, as well as postgraduate school programs. However, after completing your second tour, the likelihood of forging a path in a new primary specialty becomes more difficult.

Follow-on Tours

Though some officers may have the opportunity to complete back-to-back field tours within the Response - Ashore specialty, there are a limited number of positions to allow such flexibility. Furthermore, staff, postgraduate (with subsequent “payback”) and out-of-specialty assignments are part of a well rounded officers’ career progression. Upon returning to a field unit following a staff assignment you should seek assignments of increasing responsibility.

Career Timing

Managing and executing a long-term career strategy is arguably the single most important personal responsibility of every CG officer. A solid understanding of timing-based assignment implications is critical to an officer’s career progression.

Long standing assignment edicts have prescribed a balance between field and staff assignments. Although exceptions exist, most officers’ covered by this guide transition back and forth between field and staff tours. However, junior officers (O-3 and below) are sometimes provided opportunities to have consecutive field tours in order to focus on attaining competencies and sub-specialty development.

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As previously mentioned, out-of-specialty assignments provide career broadening for future assignments to key leadership positions within the Response field and beyond. The timing of these assignments is an important consideration. Many of these assignments have a shorter associated tour length (i.e., Office of Budget and Programs, Office of Congressional Affairs, Interagency Liaison Officers, and Flag Aides) and as such, the impacts should be factored into career planning. Properly timing these assignments within your career can be challenging, as you often have to choose one career enhancing opportunity over another. However, career broadening is a critical component of officer development and will greatly increase your viability in the senior ranks of the Coast Guard.

Tour lengths relative to time-in-grade (remaining) are also an important component of career timing. Selection for promotion may result in early rotation if not already tour complete (i.e., more than 12 months remaining on your tour). Reassignments of this nature will involve many considerations and will be based on the needs of the service, needs of the unit, as well as your own professional development and personal considerations.

Post Graduate Program

There are also timing considerations associated with Coast Guard sponsored postgraduate education programs. In general, it is advantageous to attend postgraduate school following a field tour, regardless of the program. The reason for this is to mitigate the amount of time spent away from operations. Most Coast Guard sponsored graduate programs require a staff tour following the completion of graduate school as a “payback.” Together, postgraduate school and the payback tour can account for up to six years of your career, and all of this time is out of the field and away from Coast Guard operations. If postgraduate education is preceded by a staff tour, it could mean that you are away from Coast Guard operations for ten or more years. It is important to note that selection to participate in a Coast Guard funded postgraduate education program is not to be construed as a validation of future promotion eligibility. Good timing of postgraduate education will ensure future viability and increase the number of career opportunities available to you. Additional postgraduate school information can be found in Chapter 6 of the Performance, Training, and Education Manual COMDTINST M1500.10 (series).

Reassignment within a Unit

Officers should look to expand knowledge, develop skills, and obtain competencies throughout the spectrum of response missions. The goal is to develop officers with a broad knowledge of response. Therefore, officers desiring to develop and obtain these Response sub-specialties may pursue reassignment within the unit as discussed in ALCGOFF 228/09 (see Appendix B). Sustained high performance and attainment of competencies associated with your current assignment will open many opportunities within the Response community. In addition, officers may also find themselves reassigned within a unit in order to optimize operational readiness, match skill sets to positions, or provide valuable cross training opportunities.

The Unanticipated Assignment

The assignment process is governed by the needs of the service as well as the needs of the unit and the needs of the individual. During the course of your career you may be assigned to at least one billet that was not part of your personal career planning. Each billet is necessary and serves a purpose and there are unique opportunities within each assignment that should be exploited. Officers must constantly seek to maximize opportunities to develop knowledge. Also superior performance is always the key to future assignments and continued stability. Unfortunately, an officer with multiple tours outside of the Response - Ashore specialty may lack the opportunity to obtain necessary competencies to successfully compete for positions of greater responsibility within the Response community.

Chapter 2: Competencies

This section outlines the recommended benchmarks and competencies that a Response - Ashore Officer should strive to complete in order to become proficient and competitive for future assignments within the Response program.

It is imperative that all officers clearly establish themselves within the Response - Ashore program early in their career by obtaining pertinent competencies within their specialty OAR-10 and subspecialties. Information pertaining to subspecialties can be found in Appendix A. The current paradigm for officer career management holds that officers specialize early in their careers and then look to become broadened specialists.

	OSC Code	Specialty Manager
Response – Ashore	OAR-10	CG-741
Search and Rescue Coordination	OAR-11	CG-SAR
Defense Operations/Readiness	OAR-12	CG-DOD
Maritime Law Enforcement/PWCS Ops	OAR-13	CG-MLE
Boat Forces Operations	OAR-14	CG-731
Marine Environmental Response	OAR-15	CG-MER
Incident Management and Preparedness	OAR-16	CG-MER-1
Contingency Planning	OAR-17	CG-CPE

Table 1

While some current senior officers hold specialties in both Response and Prevention, there are now very limited opportunities to alternate field tours between Response and Prevention specialties during the course of a career. A limiting factor is the low number of officers who hold specialized qualifications needed by their programs and the corresponding amount of time it takes to acquire proficiency in the areas of Response and Prevention.

Qualification and training requirements should be delineated and tracked in order for individuals to satisfy organizational goals while remaining in alignment with individual goals and objectives. The mandatory use and periodic review of the Individual Development Plan (IDP) cannot be over emphasized. The ability to complete any given requirement is dependent upon several factors including, but not limited to formal training quotas, unit missions, personal initiative, prior experience and tour length. However it is essential that every Response - Ashore officer qualify and achieve proficiency in order to remain competitive for future assignments.

Acquire Initial Sub-specialty (1st Assignment)

The expectation of a junior officer assigned to their first Response - Ashore billet is that their focus will be in completing initial qualifications. When first assigned to a billet within the Response career path, one is expected to first concentrate and obtain competencies in their primary duty and obtain additional competencies in different areas within the Response - Ashore career path.

Listed below are the competencies that officers assigned to a Response - Ashore billet should strive to complete:

- Operations Unit Watchstander (OS0029)
- Command Duty Officer (OS0031)
- Pollution Responder (MARED)
- Federal On-Scene Coordinator Representative (MARET)
- Boarding Team Member (OPSBTM)
- Boarding Officer (OPSBO)
- Boat Crewman (SPCSVBCM)
- Type 3 Incident Commander (ICT3)
- Type 3 Operations Section Chief (OSC3)
- Type 3 Planning Section Chief (PSC3)
- Type 4 Incident Commander (ICT4)
- Division/Group Supervisor (DIVS)
- Task Force Leader (TFL)
- Strike Team Leader (STL)

Some officers may enter the Response specialty from other specialties. Notably, those officers who served tours in the Response - Aviation, Prevention - Ashore or the Response - Afloat specialty may have the opportunity to join the Response - Ashore specialty. For mid-grade O-3 or above, it may be difficult to gain the full suite of Response - Ashore competencies, notably the MARET competency due to a lack of exposure to a sufficient number of diverse oil spills. For that reason, officers entering the Response - Ashore career path at this juncture should work closely with their supervisors, assignment officers and officer career advisors to develop a transition plan.

Further Develop Sub-specialties (2nd – 3rd Assignments)

For officers pursuing their second and third Response - Ashore field assignment, it is recommended that officers seek geographic diversity in assignments as well as positions of increasing responsibility in order to gain a broader perspective of Coast Guard missions.

Officers may be assigned to a variety of billets including department head, division or branch chief, and Station command cadre. At this phase of your career, officers should gain complimentary sub-specialty designations (see Appendix A) to become an expert within the Response specialty.

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Depending on the Sector, Response - Ashore junior officers at the O-3 or O-4 level returning to Sectors should anticipate assignments as one of the Sector Division or Command Staff Chiefs. Examples of these tours include the Enforcement Division Chief, Incident Management Division Chief, Command Center Chief, and Contingency Planning and Force Readiness Chief. These tours will further an officer's expertise and increase exposure to leadership opportunities. Upon receiving orders to one of these positions, an O-3 or O-4 should maximize all the opportunities associated with the tour and fill the gaps in their Response competencies to ensure future suitability for assignment as a Response Department Head.

For those officers who transition from another career path into the Response - Ashore specialty at the senior O-3 or junior O-4 level, extra effort must be applied to complete the foundation necessary to establish a Response - Ashore competency baseline and be eligible for future assignment as a Response Department Head or other key leadership assignments within the Response - Ashore specialty.

Upon completion of your second and/or third field tour in the Response - Ashore specialty, a variety of new options emerge. You'll have the opportunity to:

- Compete for a Coast Guard sponsored post graduate program or Industry Training program.
- Seek a career broadening assignment in an out-of-specialty billet such as Assignment Officer, Program Reviewer, Congressional Fellow, Academy or OCS Instructor, Admissions Officer or Recruiting Command.
- Seek a staff assignment. Assignments which typically blend well with the Response - Ashore career path include: Districts, Areas, Training Centers, and CGHQ. Assignment to one of these support billets allows an officer to gain additional skills and competencies which in turn produce an officer with a broader skill-set and competency base.
- Seek a command cadre assignment. These assignments include CO/XO of Regional Fisheries Training Centers, MSST, MSU, and Stations.

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The matrix below is just a sample of competencies and units where these specific competencies could be best obtained. A full listing of competencies can be found in the Competencies Dictionary located online at: <https://cgportal2.uscg.mil/communities/competency-mgmt-systems>.

Competencies	Unit Type	District	Sector	Group	Marine Safety Unit	Station
	Basic Boarding Officer		√	√	√	√
	Boarding Team Member		√	√	√	√
	Boat Crew		√	√	√	√
	Command Duty Officer	√	√			
	Deck Watch Officer					
	Federal On Scene Coordinator Representative		√		√	
	Incident Command System (ICS)*	√	√	√	√	√
	Operations Unit Watchstander	√	√	√		
	Contingency Planner	√	√	√	√	
	Patrol Commander		√	√		√
	Pollution Responder		√		√	
	NSF Response Member					
	NSF Response Officer					
Tactical Action Officer						
Competencies	Unit Type	Cutter	MFPU	MSST/MSRT	TACLET	Strike Team
	Basic Boarding Officer	√	√	√	√	
	Boarding Team Member	√	√	√	√	
	Boat Crew		√	√		
	Command Duty Watchstander					
	Deck Watch Officer	√	√			
	Federal On Scene Coordinator Representative					√
	Incident Command System (ICS)*	√	√	√	√	√
	Operations Unit Controller					
	Contingency Planner	√	√	√		
	Patrol Commander	√	√	√		
	Pollution Responder					
	NSF Response Member					√
	NSF Response Officer					√
Tactical Action Officer	√	√	√			

*(*Please Refer to COMDTINST 2120.14 and Local Area Guidance for Required ICS Training)*

Table 2

Required Professional Development (Crisis Management)

All CG personnel are required to complete ICS-100, ICS-200, ICS-700, and ICS-800 in order to be competitive for senior Response Positions and to possibly meet the requirements of your WQSB responsibilities; you may also be required to take advanced ICS courses.

1. **Incident Command System (ICS) & Key ICS Qualification Standards:** The Coast Guard Connectivity to the National Response Framework, COMDTINST M16000.22 (series) outlines specific ICS and Coast Guard staffing requirements. As such, dependent upon where you are assigned within the Response Department, Planning Department, and/or applicable Watch Quarter and Station Bills (WQSBs), you may be required to acquire additional ICS qualifications. For example, COMDTINST M16000.22 (series) states that Sector, District and Area Incident Management Team (IMT) personnel qualify to minimum ICS standards. The ICS PQS requirements and means for requesting these courses vary and are explained on Homeport in the ICS Library: <http://homeport.uscg.mil/ics/>. Information on Homeport is access protected. To register for access, go to the Homeport registration form located at <http://homeport.uscg.mil/>.
2. **USCG ICS Training Courses:** The USCG ICS program offers training courses to prepare personnel for emergency response management. These courses are divided into three categories: General ICS Training (e.g. ICS-300, ICS-400, ICS-700, ICS-800), Team ICS training (e.g., Intermediate Incident Management Team ICS-320), Command and General Staff ICS-420, Area Command/Joint Field Office ICS-620, and Position-Specific ICS Training (e.g. Advanced Incident Commander ICS-410, Operations Section Chief ICS-430, etc.).

Furthermore, ICS qualifications coupled with your specific job specialty competencies and skill sets are essentially building Response - Ashore officers as Incident Commanders, Technical Specialists, and Subject Matter Experts (SMEs) in their respective fields.

Additional Professional Development

It is imperative that all Response officers are afforded the opportunity to build leadership, crisis, and emergency management skills through various mechanisms, such as resident training courses. Initial exposure to operational and strategic planning programs should not occur upon assignment as a Response Department Head. The Sector Response Department Head is a key leadership position that requires understanding and experience in incident management planning, and coordination with government and private-sector entities. During their initial and follow-on tours, Response officers must gain minimum background knowledge, exposure, and familiarity with both operational and contingency planning policies and protocols in order to best execute existing plans and mission requirements. Furthermore, Response officers will be executing plans and leading, joining, or supporting a unified team for all threats, all hazards incident response.

Career Broadening Opportunities

1. **Contingency Planning**: Contingency planning assignments are primary duties critical to the success of both the Response and Prevention missions. These positions are career broadening and will provide exposure to decision making and leadership through actions taken by the Captain of the Port (COTP), Federal On Scene Coordinator (FOOSC) and the Federal Maritime Security Coordinator (FMSC). Positions in contingency planning are often high profile as they work to strengthen Coast Guard partnerships with other federal and state agencies, local organizations and the port's maritime industry. These assignments lead to competencies in Contingency Preparedness (CP) and Master Exercise Practitioner (MEP) and will broaden you as a Response officer. It is strongly recommended that an officer desiring a position in contingency planning should come into this position already possessing Response - Ashore and /or Prevention competencies in order to ensure upward mobility within the Response Specialty. If not, officers desiring these positions shall make every effort to obtain these competencies while assigned to these positions. The Contingency Planning competency is currently under development.
2. **Command Centers**: A Command Center provides and coordinates the execution of all Coast Guard missions and activities in a geographic area. Sector Command Centers are considered field tours while National, Area, and District command centers are considered staff assignments. Positions in a Command Center are high profile as they coordinate Coast Guard operations with other federal and state partners and the public at large. Assignment to these positions provides officers an opportunity to earn the SAR Coordination (OAR-11) sub-specialty and will also broaden your career.

Response Department Head

Strong candidates for selection as a Response Department Head should demonstrate proficiency by earning four of the five competencies (at a minimum) in Column one and one of two competencies in Column 2 in Table 3 below.

Column 1	Column 2
Boarding Team Member	FOSCR
Pollution Responder	Boarding Officer
Command Duty Officer	
ICS Type 3 Operations Section Chief <i>or</i> Planning Section Chief	

Table 3

In addition to the above competencies, junior officers pursuing future assignment as a Response Department Head should seek to broaden their Response - Ashore expertise by earning basic

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competencies in a second primary specialty, or earning sub-specialty competencies in contingency planning or boat force operations during the course of their career. Therefore, junior officers desiring to become stronger candidates for selection should strive to obtain the following competencies, certifications or training:

- Boat Crewman (or equivalent/greater Small Boat competency),
- Complete Contingency Preparedness Course or possess documented planning experience (Contingency and Operational Planning Sub-Specialty).

Strong performance, expanded training, and acquiring competencies (i.e. competencies, certifications) ensure an officer is prepared for the responsibility to serve as a Response Department Head and member of the Sector Command Cadre.

Chapter 3: Response - Ashore Unit Types

The Response – Ashore specialty covers the PWCS, MLE, SAR, MER, and CP missions. Below is a list of field units at which the majority of Response - Ashore Officers are assigned.

1. Sectors/Groups/MSUs
2. Stations
3. MSST/MSRT/MFPU
4. Strike Teams
5. TACLETs

The list of field units does not include staff assignments at Headquarters, Area and several Special Assignments that are also considered Response assignments.

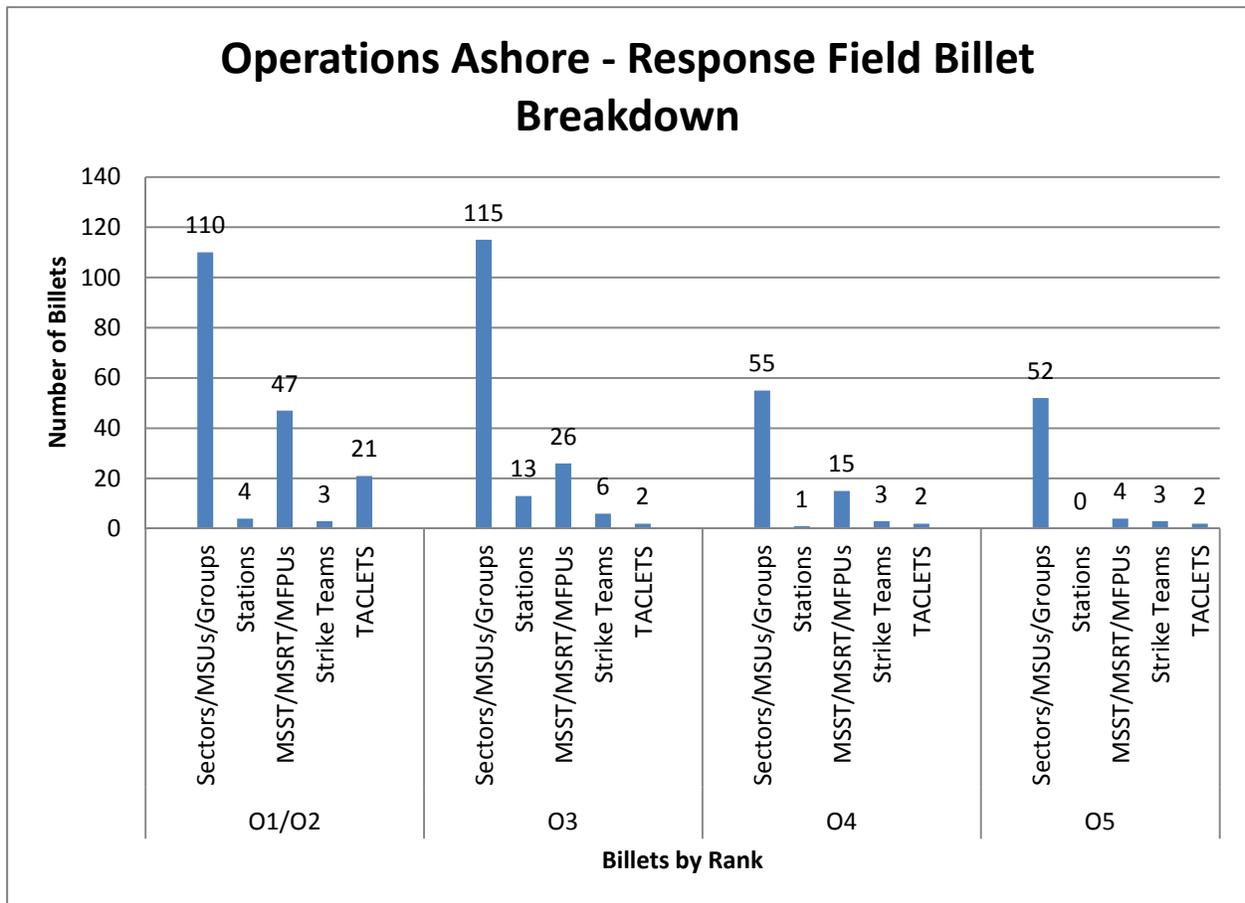


Figure 2

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Coast Guard response operations require a level of activity, including operations, planning and logistics beyond the capabilities of standing forces as they are normally configured. These operations demand planning and the creation of mission-specific organizations dedicated to the execution of that plan. To be effective, the organization must be comprised of skilled people who possess the right competencies and experience, (including technical, interpersonal, and leadership skills) to plan, conduct, and support the response and contingency operations. During response activities, many Coast Guard resources are brought together from a diverse team to ensure an effective response. Below is a fluid list of Response unit types including Air Stations, National Strike Force/Strike Teams, and Cutters, that all integrate to enhance Sector-related response operations.

Sectors

A Sector is a large, multi-mission, shore-based unit that reports to a corresponding District. The Sector Commander holds a variety of statutory authorities and responsibilities, including Captain of the Port, Federal Maritime Security Coordinator, Federal On-Scene Coordinator, Officer in Charge of Marine Inspection, and SAR Mission Coordinator. Sectors typically have an assortment of subordinate units such as Stations, Patrol Boats, Aids to Navigation Teams (ANT), Buoy Tenders, Tug Boats, Marine Safety Units (MSUs), and Marine Safety Detachments (MSDs).

Groups

Although most Groups have evolved into Sectors, the CG still has two (i.e. Group/Air Station North Bend, Group/Air Station Humboldt Bay). A group is a large shore-based unit that reports to a corresponding District. The Group Commander is designated as the SAR mission Coordinator for their respective Group AOR. Group staffs are also responsible for maintaining Patrol boats and ATON cutter operational schedules and providing oversight of Homeland and Non-Homeland Security missions such as Living Marine Resources, Defense Readiness, Migrant Interdiction, Ports, Waterways & Coastal Security, Search and Rescue, Aids to Navigation, Marine Safety, Marine Environmental Protection, Ice Operations and Other Law Enforcement. Groups typically have an assortment of subordinate units such as Stations, Patrol Boats, Buoy Tenders, Tug boats, and Aids to Navigation Teams (ANT).

Marine Safety Units (MSU)

An MSU is a subordinate unit of a Sector. There is a large variation in the organizational structure of MSUs. In some cases, MSUs have subordinate units (typically either another MSU or a Marine Safety Detachment).

Stations

Stations are usually small, multi-mission, shore-based units which are subordinate to corresponding Sectors. Station assignments are extremely limited (18 billets) and reserved for top performers who have already acquired competencies in MLE, PWCS, SAR, and small boat operations.

Maritime Safety and Security Teams (MSST)

The MSSTs provide waterborne and shore side antiterrorism force protection for strategic shipping, high interest vessels, and critical infrastructure. MSSTs are a quick response force

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capable of rapid nationwide deployment via air, ground or sea transportation in response to changing threat conditions and evolving Maritime Homeland Security (MHS) mission requirements.

Maritime Security Response Team (MSRT)

The MSRT is a highly specialized unit trained in advanced interdiction tactics. The MSRT is designed to serve as first responder to potential terrorist situations, deny terrorist access, perform security actions against non-compliant threats, perform tactical facility entry and enforcement, participate in port level counterterrorism exercises, and educate other forces on Coast Guard counterterrorism procedures.

Maritime Force Protection Units (MFPU)

MFPU's are single mission units that provide protection of special high value units in their homeport transit areas, as part of the PWCS mission. These units provide an invaluable service to the Navy and the nation with their unique ability to exercise Coast Guard law enforcement authorities while enforcing a Naval Vessel Protection Zone in near-shore and off-shore areas.

National Strike Teams

Three Strike Teams provide highly trained and experienced personnel as well as specialized equipment for deployment within the Coast Guard or to another government agency in order to facilitate preparedness for or in response to oil discharges, hazardous material releases, and Weapons of Mass Destruction (WMD) incidents.

Tactical Law Enforcement Teams (TACLET)

Tactical Law Enforcement Teams provide specialized Law Enforcement Detachments (LEDETs) to conduct counter-narcotics law enforcement and maritime interdiction operations from U.S. and allied naval vessels.

Regional Dive Lockers

There are two Regional Dive Lockers that provide full-time diving capability for three primary missions: PWCS, ATON and Vessel Repair.

In addition, Response officers could be assigned to Air Stations and Cutters.

Air Stations

Air Stations provide aviation support. The Coast Guard operates over 200 aircraft from numerous Coast Guard Air Stations throughout the United States. Fixed-wing aircraft are built for long range missions operate from air stations. Rotary-wing aircraft also operate from Air Stations, Air Facilities and flight deck equipped cutters. These aircraft support many missions within the Operations Ashore -Response Specialty such as Living Marine Resources, Defense Readiness, Migrant Interdiction, Ports, Waterways & Coastal Security, Search and Rescue, Aids to Navigation, Marine Safety, Marine Environmental Protection, Ice Operations and Other Law Enforcement.

Cutters

Response - Afloat units such as WPBs, FRCs, etc. are subordinate units of a Sector. Many officers assigned early in their career to an afloat unit (e.g. NSC, WHEC, WMEC, WPB, FRCs, etc) are immediately exposed to multi-mission roles such as Search and Rescue (SAR), Enforcement of Laws and Treaties (ELT), and Defense Readiness. This, coupled with attainment of valuable underway competencies, such as Deck Watch Officer, Law Enforcement Boarding Officer, and Boat crewman, prepare officers for future assignments with an increased span of leadership and associated responsibility necessary in both the Response - Afloat & Response – Ashore communities. A junior officer who decides to go afloat in their 1st or 2nd tour and subsequently decides to change specialties may do so (based on needs of the service) up to the grade of Lieutenant; however they must understand that any opportunity to return to the Response - Afloat specialty is effectively eliminated.

Chapter 4: Training and Advanced Education

One of the cornerstones for career progression and promotion is education. There are several postgraduate and advanced education opportunities sponsored by the Deputy Commandant for Operations (DCO) that are directly applicable to the Response - Ashore specialty. This does not imply that other advanced education programs should not be considered, only that the programs listed in this career guide are particularly appropriate for consideration.

Since postgraduate billets exist because of a service need for explicit expertise within a specific discipline, advanced education opportunities often enhance duty performance and technical competence and this investment in education pays dividends throughout an officer's career. When considering a program, you should seek education that complements your areas of expertise or that provides career broadening opportunities.

Opportunities to attend fully funded postgraduate programs are limited (approximately 180 primary candidates are selected annually across all specialties), therefore selection is extremely competitive. Junior officers should develop a contingency plan in the event of non-selection to a PG program to complete any desired advanced education via other means during their career, i.e. Tuition Assistance, Post 9/11 G.I. Bill.

Additional information on advanced education opportunities can be found in COMDTINST 1500.10 (series), Performance, Training and Education Manual.

C-Schools

There are many career enhancing courses that will help Response officers become skilled in the Response - Ashore specialty including the following: [Note: this is not an all inclusive list.]

1. Pollution Incident Response Course: Course is recommended for all Response Department personnel. This entry level training provides oil and hazardous material response and investigation training for personnel assigned to pollution response duties. Subject areas include oil and chemical properties, personal protective equipment, pollution response authority, pollution investigations and oil spill cleanup techniques.
2. Federal On Scene Coordinator Representative Course: Course is recommended for officers within the Response - Ashore specialty that are already Pollution Responder qualified. This course provides personnel with instruction on the application of disaster and emergency management theory and Praxis; National Contingency Plan (NCP); Area Contingency Plan (ACP); FOSCR role and responsibility; issues of incident Federalization; effective communication with stakeholders, partners and trustees; managing internal/external communications; occupational safety and health; elements of the claims process; funding and cost documentation; and contracting issues. Prerequisites are Pollution Responder Qualification, Incident Command System (ICS) 300 and 400, HAZWOPER trained at the operations level, and a documented minimum of six months of participatory incident management experience at the Type 3/4 level.

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3. Intermediate Incident Management Team Training Course (ICS-320): Course is recommended for all officers within the Response - Ashore specialty. This training is a three-day CG developed team building course that consists of an overview of the concepts, principles, and protocols of NIMS ICS with a focus on the establishment of the Incident Command Post, specific position responsibilities, assignments, information flow, and National Incident Management System (NIMS) ICS products related to management of resources, Command Staff issues, development of the Operations Section organization and the Planning Cycle during a response or event. It highlights the inter-dependence of information flow and the need for teamwork within a Type 2/3 Incident Management Team (IMT) Organization. Prerequisite is ICS-300. Desired training to be held before the course is ICS-341.
4. Operations and Planning Section Chief Course (ICS 430/440): Course is recommended for Response - Ashore Lieutenants (O-3) and above. ICS-430/440 Operations and Planning Section Chiefs course is a five-day position specific training designed to meet the training needs of the Type 2 Operations and Planning Section Chiefs. This course concentrates on the duties and responsibilities as they pertain to planning for, supervision of and the coordination of the operations and planning sections. Subjects covered include: interaction with the command and general staff, Operations Section Chief and Planning Section Chief daily schedule, interaction with incident and non-incident personnel, information gathering, strategies, meetings and briefings, incident action plan development, forms, documents, supplies and demobilization. The final exercise requires the students to observe a simulated planning meeting and use the information derived to find errors in an incident action plan.
5. Advanced Incident Commander (ICS-410): Course is recommended for Response - Ashore Lieutenant Commanders (O-4) and above. This course is a four-day CG position specific course and is designed to meet the training requirements of the Type 2 Incident Commander (IC) (equivalent to ICS-400). Course topics include team administration; communication, information and intelligence processing, agency administrator and IC responsibilities, transfer of command, and demobilization. The course provides exercises to assist the student in acquiring the knowledge to learn these skills.
6. MS On-Scene Coordination Crisis Management (MS-523) Course: Course attendees should be unit COs or XOs at Commander/Captain (O-5/O-6) level with On Scene Coordinator responsibility for oil and hazardous substance incidents. The course includes other federal agencies and industries that have similar experience and responsibility. The course purpose is an Emergency Preparedness and Response Capstone Training for COTPs. The course is essentially a scenario-based seminar in which students engage in problem solving aimed at building decision-making, public relations, stakeholder interaction and response management skills.

Industry Training

Industry training opportunities are covered in COMDTINST M1500.10 (series), Performance,

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Training and Education Manual. Below are just two examples of Response specific Industry Training courses:

1. Marine Environment Protection Industry Training (MEPIT): Course is designed for officers with marine environmental protection experience. Participants will work in the following areas of emphasis: oil spill removal, contingency planning, and shipping and facility industry operations.
2. Port Safety/Security Industry Training (PSIT): Course is designed for experience officers with a commercial port knowledge base. Participants will concentrate on port safety and/or security such as: MTSA/TWIC implementation facility safety compliance and learning evolving industrial processes.

Every fall an ALCOAST announces a package submission timeline for candidates who would like to apply to the Industry Training Program and are due for rotation the following year. Industry Training timelines vary from one month to 12 months programs. Normally, there is no payback tour associated with Industry Training so an officer should expect a follow on tour in accordance with normal assignment processes. However, this policy could change in the future.

The Coast Guard selects and assigns active duty military members to operational training with Marine Industry to prepare those individuals for mid-management and executive level positions in the Coast Guard. There are five main objectives that drive this program.

1. To broaden participant's perspective by observing and working with a maritime company or with federal, state, and local government agencies in an operational or technical mid-management position.
2. Represent the Coast Guard as a spokesperson with industry in a self-designed program.
3. Capitalize on the opportunity to increase and expand technical knowledge to ensure regulatory projects and initiatives stay in pace with current technology.
4. Participate and advise in decision making processes to solve business problems tied to regulations.
5. Utilize new perspectives and broaden experience to make more informed decisions as a regulatory agency leader.

Response – Ashore Specific Post Graduate Education Programs

1. Emergency Management: Junior Officers with a bachelor's degree are encouraged to apply for this 24-month graduate program. Selected officers will earn a master's degree in course work covering emergency management policy development and analysis, legislative processes, and national/international contingency plan development. Program graduates from the emergency management program will normally be assigned to a staff tour within Coast Guard Headquarters in the Response Policy Directorate where they will be involved in response and preparedness policy development, joint contingency planning, national exercise program management, and interagency coordination at the state, national, and international levels.

2. Environmental Management: Junior officers with a bachelor's degree are encouraged to apply for this 24-month graduate program. Selected officers will earn a master's degree that frequently involves course work related to: environmental policy development and analysis, scientific research, geographical information systems, legislative processes, emergency management, and national/international contingency plan development. Program graduates will normally be assigned to Coast Guard Headquarters in the Response Policy Directorate, where they will be involved in response and preparedness policy development, joint contingency planning, national exercise program management, and interagency coordination at the state, national, and international levels.

3. Marine Affairs/Living Marine Resources (LMR) program: The program desires high-performing senior O-3/O-4 level applicants with strong operational backgrounds, preferably with LMR enforcement experience to serve in challenging strategic, policy, and resource management positions at the O-3/O-4/O-5 level upon graduation and throughout their careers. The strategic importance, complexity, and visibility of LMR sustainability has increased exponentially, with the Coast Guard called upon to fill prominent leadership roles at regional, national, and international levels. Graduates regularly partner with marine fishery, sanctuary, and protected species management councils, other federal agencies, and the fishing industry, as well as participate in various international organizations in order to further U.S. and Coast Guard interests. This program is normally completed in either 10-months (University of Rhode Island) or 24-months at other schools. Courses focus on public policy, marine resource management, ocean and natural resource law and economics, oceanography, and political science related to the management and conservation of renewable marine resources. While all officers with an interest are encouraged to apply, this program directly supports the operational fisheries and marine protected species enforcement activities of the Coast Guard. Applicant expectations and career path desires should reflect this focus. Follow-on assignments may include: Coast Guard liaison in the Department of State or the National Marine Fisheries Service; LMR enforcement staff positions at districts, areas or headquarters; or command cadre at regional fisheries training centers. Additional information on the Coast Guard's LMR enforcement program and the marine affairs PG program can be found online at:
<https://cgportal2.uscg.mil/units/cgmle4/SitePages/GRADUATESTUDENTS.aspx>.

Note: Position numbers are approximate as PALs are subject to change based on resources and program/unit needs.

4. War Colleges and Senior Service Schools: Professional education programs, such as Senior Service School and Intermediate Schools are available for O-5/O-6 and O-3/O-4 respectively. Each school differs in specific subject matter, area of concentration, duration and student population. The Assistant Commandant of Response Policy sponsors (Office of Counterterrorism and Defense Operations) the Joint Advance War Fighting School, Marine Corp War College, and the Naval War College (Command and Staff). Additional information on the Coast's Guard Professional Education/Senior and

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Intermediate Schools can be found in the Performance, Training, and Education Manual COMDTINST M1500.10 (series).

5. Naval Postgraduate School Homeland Security Executive Leadership Program: The program is designed for high performing O-5/O-6s. The Center for Homeland Security is structured around key policy and organizational design problems that future homeland security leaders are likely to confront, and the analytical skills they will need to meet those challenges. The Masters program is offered at no cost and students are required to be in residence only two weeks every quarter (for a total of twelve weeks for the whole program). Students complete the remainder of their coursework via the web. Additional information regarding this program can be found at www.chds.us.

Summary

This guide identifies a career path designed to make you a best qualified Response officer; however, it is not all encompassing. Any officer desiring a career in the Operation Ashore - Response specialty should be proactive and should seek continuing education opportunities to obtain additional competencies. The more competencies an officer has obtained, the more competitive he/she will become for future assignment to a Response - Ashore officer position.

Due to a limited number of field assignments, it is understandable that an officer may not have the opportunity to acquire expertise in every sub-specialty during his/her career. Continued discussions with OPM's Officer Assignments and the Career Management branches can assist in setting realistic goals, tailoring e-resumes, and expanding opportunities to develop desired competencies and experiences within the Response - Ashore specialty.

A career in the Response - Ashore specialty can be very rewarding if you maximize your opportunities and demonstrate sustained performance. Whether you are saving lives, interdicting drugs or migrants, protecting or cleaning up the environment, or protecting the nation's ports, all Response missions contribute significantly to the value that our Coast Guard brings to our nation, the mariners, and the waterways.

UNITED STATES COAST GUARD ETHOS

I AM A COAST GUARDSMAN.

I SERVE THE PEOPLE OF THE UNITED STATES.

I WILL PROTECT THEM.

I WILL DEFEND THEM.

I WILL SAVE THEM.

I AM THEIR SHIELD.

FOR THEM I AM SEMPER PARATUS.

I LIVE THE COAST GUARD CORE VALUES.

I AM PROUD TO BE A COAST GUARDSMAN.

WE ARE THE UNITED STATES COAST GUARD.

Appendix A: Officer Specialty Management System

The primary Officer Specialty Code (OSC) for officers in the Operation Ashore - Response specialty is Response - Ashore (OAR-10). Officers serving in this specialty are proficient in directing the execution of SAR, MLE, PWCS, MER, Incident Management and Defense Operations.

Officers with the OAR-10 OSC will be responsible for direction and oversight as well as providing risk assessment and operational support to all Sector Response units and sub-units. Additionally, Response officers will be responsible for coordinating with other DHS and federal, state, and local partners to jointly respond to and mitigate the effects of maritime threats and vulnerabilities.

There are six officer sub-specialties within the Response - Ashore specialty: Search and Rescue (OAR-11), Defense Operations (OAR-12), Maritime Law Enforcement/Ports, Waterways & Coastal Security Operations (OAR-13), Boat Forces Operations (OAR-14), Marine Environmental Response (OAR-15), Incident Management and Preparedness (OAR-16). In addition, the Contingency Planning (OAR -17) is currently under development. All of these sub-specialties are further described below. Developing expertise in more than one of these sub-specialties is highly desirable and will increase your competitiveness for key leadership assignments within the Response program.

1. OAR-11 – Search and Rescue: Officers serving in this sub-specialty perform a wide range of duties in aeronautical and maritime Search and Rescue coordination at Area, District and Sector Command Centers (SCC). Additional assignments are also located within District and Sector Incident Management Branches/Divisions. Others will provide Search and Rescue and SCC training and standardization from TRACEN Yorktown and CG Headquarters by developing, coordinating, administering and evaluating SAR policies, plans, procedures, agreements, and requirements for program implementation.
2. OAR-12 - Defense Operations: Officers serving in this sub-specialty conduct military planning through the Joint Operational Planning and Execution System (JOPES), the Adaptive Planning System (APS), and other recognized CG and DoD systems. Officers will fill liaison officer duties to key DoD staff that include the Joint Staff, OPNAV staff, Combatant Commanders (COCOM) and appropriate component staffs. Officers will also work with various DoD staff, CG program managers and Operational Commanders, as well as federal, state and local partners to create, maintain and exercise defense-related plans.
3. OAR-13 – MLE, Ports/Waterways & Coastal Security Operations: Officers serving in this sub-specialty perform staff training, command and field unit duties in all areas of CG Law Enforcement that include AMIO, Drug, LMR, MPS and General law enforcement. The Headquarters and Area Staff perform program management functions (strategy). Areas, Districts, TACLETs and Sectors perform unit oversight (operational). Stations,

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LEDETS and MSSTs perform mission oversight (tactical). Training commands oversee training and standardization.

4. OAR-14 - Boat Forces Operations: Officers in this sub-specialty direct, oversee, and provide risk assessment for Boat Forces Operations; assess the readiness and standardization for assigned Boat Forces; direct the coordination and execution of Boat Forces Operations in support of SAR, MLE, PWCS, Recreational Boating Safety (RBS), security, pollution and all hazard incident and security incident response operations.
5. OAR-15 - Marine Environmental Response: Support the Captain of the Port (COTP) & Federal On Scene Coordinator (FOOSC) through prevention, detection & control of Oil and Hazardous Substance IAW the National Contingency Plan (40 CFR Part 300) and other environmental statutes. OAR15 Officers provide input for the development, review & coordination of port & readiness contingency plans in addition to participating in Area Committees. They also lead in enforcement of violations of CERCLA, FWPCA/OPA 90, & MARPOL (73/78) and must be competent to fill & perform Operations and Planning Section ICS positions during Type 2 and 3 events for oil spill & hazardous substance release responses.
6. OAR-16 - Incident Management: Officers in this sub-specialty perform Incident Management and Crisis Management duties. Duties include response and implementation of readiness contingency plans. Officers should be competent to perform General Staff (ICS/NIMS) positions during Type 2 and 3 events IAW the National Response Framework and supporting annexes and related inter-agency activities. In addition, officers are expected to gain competencies in response and planning (e.g. PQS such as PIR Course, Pollution Responder, Federal On Scene Coordinator Representative and/or other attain certifications such as Certified Emergency Manager (CEM®). The International Association of Emergency Managers (IAEM) created the certification program for emergency managers to raise and maintain professional standards. The program is designed to certify ones achievements within the profession. IAEM's Certified Emergency Manager (CEM®) and Associate Emergency Manager (AEMSM) certifications and program is for professionals with comprehensive emergency management responsibility. These practitioners integrate all threats in all phases of emergency activity for all types of disasters. Any emergency management professional who meets their requirements is welcome to participate. Development of the program was supported by the U.S. Federal Emergency Management Agency (FEMA), the National Emergency Management Association (NEMA) and a host of allied organizations.
7. OAR-17 – Contingency Planning: Officers in this sub-specialty perform and support implementation of Contingency and Operational Plans. Officers will develop appropriate Command and Control designs and required capabilities to accomplish assigned missions & objectives. Officers should be competent in Planning Section Chief for Type 3 or more significant events IAW National Preparedness Framework & supporting plans.

Appendix B: ALCGOFF 228/09

R 231858Z DEC 09

SUBJ: ALCGOFF 228/09 - REASSIGNING OFFICERS WITHIN UNITS AND ALIGNING OFFICER EVALUATION REPORTS WITH PRIMARY DUTIES

A. ALCGOFF 037/08 (REASSIGNING OFFICERS WITHIN UNITS AND ALIGNING OFFICER EVALUATION REPORTS WITH PRIMARY DUTIES)

B. CG PERSONNEL MANUAL, COMDTINST M1000.6 (SERIES)

C. FLAG VOICE 312 (OFFICER CAREER GUIDANCE RESOURCES)

D. ALCGFINANCE 035/07 (UPDATED PERSONNEL ALLOWANCE LIST (PAL) REPROGRAMMING GUIDELINES)

1. THIS MESSAGE SUPERSEDES REF A AND PROVIDES UPDATED PROCEDURES TO IMPROVE ALIGNMENT BETWEEN AN OFFICER'S ASSIGNED DUTIES AND INFORMATION IN DIRECT ACCESS.

2. BACKGROUND:

A. REVIEWS OF OERS AND ASSIGNMENT SHOPPING LIST ERRORS CONTINUE TO REVEAL OFFICERS NOT WORKING IN POSITIONS ASSIGNED BY PSC-OPM. IAW REF B, PSC-OPM IS THE ORDER ISSUING AUTHORITY FOR ALL OFFICERS ASSIGNED TO POSITIONS ON PAL. PSC-OPM CAREFULLY CONSIDERS EACH ASSIGNMENT BASED ON A BALANCE OF SERVICE, UNIT, AND OFFICER NEEDS WITH A FOCUS ON CAREER DEVELOPMENT. OFFICERS ALSO HAVE A REASONABLE EXPECTATION THAT THEY WILL PERFORM THE DUTIES OF THE BILLET INTO WHICH THEY ARE ASSIGNED.

B. REF C ANNOUNCED THE BROADENED SPECIALIST CAREER CONSTRUCT BASED ON JUNIOR OFFICERS DEVELOPING A SOLID FOUNDATION OF EXPERTISE IN A GIVEN SPECIALTY AND THEN ACQUIRING ADDITIONAL KNOWLEDGE AND SKILLS AS THEY BECOME MORE SENIOR. UNDER THIS CONCEPT, IT IS CRITICAL FOR JUNIOR OFFICERS TO ESTABLISH A SPECIALTY AND FOCUS ON OBTAINING BASIC QUALIFICATIONS. WHILE SOME ARE GAINED THROUGH FORMAL MEANS SUCH AS FLIGHT TRAINING OR POST-GRADUATE SCHOOL, BASIC QUALIFICATIONS WITHIN MANY OPERATIONAL SPECIALTIES ARE DEPENDENT ON PURPOSEFUL ASSIGNMENTS. COMMANDS THAT SUBSEQUENTLY SHIFT JUNIOR OFFICERS TO POSITIONS WHERE THEY CANNOT OBTAIN BASIC QUALIFICATIONS, OR MOVE THEM THROUGH MULTIPLE SHORT-TERM ROTATIONS IN DIFFERENT SPECIALTIES IN A SINGLE TOUR, MAKE IT DIFFICULT FOR THE JUNIOR OFFICER TO ESTABLISH THE FIRM OPERATIONAL FOUNDATION THE SERVICE REQUIRES IN A SKILLED, MISSION-FOCUSED FUTURE WORKFORCE.

C. DIRECT ACCESS IS THE CG'S PRIMARY HUMAN RESOURCE (HR) INFORMATION TOOL AND IS EXTENSIVELY USED BY ASSIGNMENT OFFICERS (AO), WORKFORCE FORECASTERS, AND SELECTION BOARDS/PANELS TO MANAGE THE OFFICER CORPS. THE ACCURACY OF DIRECT ACCESS DATA CORRELATES CLOSELY TO THE QUALITY OF HR DECISIONS. FOR EXAMPLE, OFFICER SHOPPING LISTS ARE BASED ON PSC-OPM ASSIGNED POSITIONS AND TOUR COMPLETION DATES AS SHOWN IN DIRECT ACCESS. COMMANDS MOVING OFFICERS WITHOUT OPM ISSUED ORDERS CORRUPTS ASSIGNMENT HISTORIES AND CREATES A DISCONNECT WITH THE AO REGARDING UNIT NEEDS. THIS MISREPRESENTATION OF STAFFING REQUIREMENTS, IF NOT CORRECTED, MAY DEGRADE READINESS OR SUB-OPTIMIZE UNIT PERFORMANCE.

D. THE OER IS THE PRIMARY TOOL FOR DOCUMENTING PERFORMANCE AND A CRITICAL COMPONENT IN NUMEROUS HR PROCESSES. SELECTION BOARDS/PANELS MAY HAVE DIFFICULTY ASSESSING AN OFFICER'S EXPERIENCE AND PERFORMANCE WHEN THE DESCRIPTION OF DUTIES IS INCONSISTENT WITH AN ASSIGNMENT OR OTHER SERVICE NORMS.

3. PROCEDURES FOR INTRA-UNIT PERSONNEL MOVES:

A. REALIZING THAT UNIT COMMANDERS MAY NEED TO MOVE JUNIOR OFFICERS WITHIN THEIR UNIT TO OPTIMIZE OPERATIONAL READINESS, MATCH SKILL-

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SETS TO POSITIONS, OR PROVIDE VALUABLE CROSS-TRAINING OPPORTUNITIES, THE FOLLOWING PROCEDURES MUST BE FOLLOWED. COMMANDS WILL CONTACT THE APPROPRIATE AO(S) TO PROPOSE MOVING OFFICERS FROM ONE POSITION TO ANOTHER WITHIN THEIR UNIT FOR ANY PERIOD GREATER THAN SIX MONTHS. THE AO WILL REVIEW THE PROPOSED MOVE(S) FOR CONSISTENCY WITH OFFICER CAREER DEVELOPMENT GOALS AND SERVICE NEEDS AND, IF APPROVED, MAKE THE NECESSARY CHANGES IN DIRECT ACCESS. UNITS WITH PAL CHANGE REQUESTS ON FILE MUST WAIT UNTIL FINAL APPROVAL. FOR MOVES BETWEEN DIRECT ACCESS DEPARTMENT IDS, PSC-OPM WILL ISSUE NO-COST ORDERS. THIS REQUIRES SERVICING PERSONNEL OFFICES (SPO) TO CHECK OFFICERS OUT OF THEIR CURRENT POSITION AND INTO THEIR NEW POSITION AS PAY AND ALLOWANCES ARE TIED TO DEPARTMENT IDS. SPO'S ARE REMINDED TO PROPERLY CHECK-IN NEWLY REPORTED PERSONNEL INTO DIRECT ACCESS IN A TIMELY MANNER, NOT JUST FOR SHORT-TERM MOVES.

B. THIS PROCEDURE WILL HELP IMPROVE HR DATA ACCURACY AND THE ASSIGNMENT PROCESS WHILE PROVIDING SERVICE RECORD DOCUMENTATION FOR OFFICERS WHO GAIN ADDITIONAL EXPERIENCE AND CROSS-TRAINING. THIS PROCEDURE IS NOT INTENDED TO REPLACE THE ASSIGNMENT PROCESS. SCREENED POSITIONS, FLEET-UPS, EXTENSIONS, AND PANEL-APPROVED ASSIGNMENTS ARE HANDLED THROUGH NORMAL ASSIGNMENT PROCESSES. THESE INTERNAL MOVES SHALL NOT AFFECT TOUR COMPLETION DATE. ADDITIONALLY, THESE DIRECTIONS DO NOT APPLY TO UNIT COLLATERAL DUTIES.

4. OER PRIMARY DUTIES:

A. AN OFFICER'S PRIMARY DUTY IS DEFINED IN THE UNIT PAL AS SHOWN IN DIRECT ACCESS AND IS THE POSITION INDICATED ON THEIR PERMANENT CHANGE OF STATION (PCS) ORDERS. PER ARTICLE 10.A.4.C.2.B OF REF B, THAT TITLE MUST BE LISTED ON AN OER IN THE PRIMARY DUTY SECTION OF THE DESCRIPTION OF DUTIES (BLOCK TWO). IF THESE DO NOT ALIGN, DELAYS IN OER VALIDATION ARE LIKELY.

B. THE FOLLOWING ARE EXAMPLES OF ACCEPTABLE PRIMARY DUTIES FROM THE PAL:

- (1) INSPECTION DIV - CHIEF
- (2) ENFORCEMENT DIV - DUTY
- (3) INDUSTRIAL DIV - PRODUCTION SUPERVISOR
- (4) RECRUITING - DUTY
- (5) DECK WATCH OFFICER
- (6) ENGINEER OFFICER IN TRAINING (EOIT)
- (7) AVIATOR - ROTARY WING

C. EXAMPLES OF PRIMARY DUTY DESCRIPTIONS THAT ARE NOT ACCEPTABLE:

- (1) COMMANDING OFFICER OF ENLISTED PERSONNEL
- (2) DEPUTY EXECUTIVE OFFICER
- (3) ASSISTANT RESPONSE DEPARTMENT HEAD
- (4) SECTOR DUTY OFFICER

D. AFTER LISTING THE PRIMARY DUTY AS IT APPEARS ON THE UNIT PAL AND PCS ORDERS, IT IS ACCEPTABLE TO USE ANY REMAINING SPACE ON THE FIRST LINE OF BLOCK TWO TO FURTHER DESCRIBE A PRIMARY DUTY.

E. ANY OTHER RESPONSIBILITIES OR DUTIES (I.E. COLLATERAL DUTIES) SHOULD BE IDENTIFIED IN THE SPACE BELOW THE PRIMARY DUTY IAW 10.A.4.C.2.A AND C OF REF B. OFFICERS TEMPORARILY FILLING A POSITION OR IN AN ACTING CAPACITY SHOULD STILL LIST THE PRIMARY DUTY TO WHICH THEY WERE ASSIGNED IN BLOCK TWO BUT DESCRIBE ACTUAL DUTIES PERFORMED IN THE SPACE BELOW.

F. CASES WHERE PRIMARY DUTY DESCRIPTIONS DO NOT MATCH THE PAL POSITION TITLE GENERALLY FALL INTO ONE OF THREE CATEGORIES:

- (1) THE OFFICER IS PERFORMING DUTIES OTHER THAN THOSE ASSIGNED.

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THIS SHOULD BE REMEDIED USING PROCEDURES IN PARA 3 ABOVE.

(2) THE PRIMARY DUTY IS NOT ALIGNED WITH THE PAL POSITION TITLE. TO CORRECT POSITION TITLES, SUBMIT REPROGRAMMING REQUESTS IAW REF D.

(3) A COLLATERAL DUTY IS LISTED AS THE PRIMARY DUTY. WHILE SOME COLLATERAL DUTIES ARE EXTREMELY CRITICAL TO MISSION EXECUTION, OFFICERS MAY BE DISADVANTAGED IF THEIR PRIMARY DUTY IS NOT ACCURATELY REPRESENTED ON THEIR OER.

G. OFFICERS PERFORMING PRIMARY DUTIES OTHER THAN THOSE ASSIGNED BY PSC-OPM MAY ALSO PUT THE SERVICE AT RISK FOR UNNECESSARY OER CHALLENGES OR APPEALS (E.G., BOARD FOR CORRECTION OF MILITARY RECORDS, PERSONNEL RECORDS REVIEW BOARD). THEREFORE, PSC-OPM WILL RETURN OERS THAT DO NOT PROPERLY IDENTIFY PRIMARY DUTIES.

H. THE PROCESS DESCRIBED IN PARA 3 DOES NOT RELIEVE A UNIT OF THE RESPONSIBILITY TO DOCUMENT PERFORMANCE SHORTFALLS. REMOVAL FROM PRIMARY DUTIES DUE TO ADVERSE PERFORMANCE OR CONDUCT SHALL BE DOCUMENTED IAW ARTICLES 10.A.3.C AND 10.A.4.H OF REF B.

5. AS WE CONTINUE TO SEEK MORE EFFICIENT WAYS TO ALIGN HR SYSTEMS WITH THE NEEDS OF THE SERVICE, WE APPRECIATE UNITS' SUPPORT OF THESE PROCEDURES AND FEEDBACK ON THESE POLICIES.

6. POINTS OF CONTACT:

A. OFFICER ASSIGNMENTS: CDR CASEY WHITE (OPM-2): 202-493-1631

B. OFFICER EVALUATIONS: CDR AMY KOVAC (OPM-3): 202-493-1651

7. INTERNET RELEASE AUTHORIZED.

Appendix C: Acronyms

ACP	Area Contingency Plan
AOR	Area of Responsibility
APS	Adaptive Planning Systems
ATON	Aids to Navigation
BCM	Boat Crew Member
BO	Boarding Officer
BTM	Boarding Team Member
CDO	Command Duty Officer
CGHQ	Coast Guard Headquarters
COCOM	Combatant Commanders
COTP	Captain of the Port
CP	Contingency Preparedness
CPE	Contingency Planning and Exercise
DCO	Deputy Commandant for Operations
DoD	Department of Defense
ELT	Emergency Locator Transmitter
FMSC	Federal Maritime Security Coordinator
FOSC	Federal On-Scene Coordinator
FOSCR	Federal On-Scene Coordinator Representative
FRC	Fast Response Cutter
HAZWOPER	Hazardous Waste Operations and Emergency Response
IC	Incident Commander
ICS	Incident Command System
IDP	Individual Development Plan
IMAT	Incident Management Assist Team
IMT	Incident Management Team
JOPEs	Joint Operation Planning and Execution System
LEDET	Law Enforcement Detachment
LMR	Living Marine Resources
MEP	Master Exercise Practitioner or Marine Environmental Protection
MER	Maritime Emergency Response
MFPU	Maritime Force Protection Unit
MHS	Maritime Homeland Security
MLE	Maritime Law Enforcement
MPS	Marine Protected Species
MSD	Maritime Safety Detachment
MSRT	Maritime Security Response Team
MSST	Maritime Safety and Security Team
MSU	Marine Safety Unit
NCP	National Contingency Plan
NIMS	National Incident Management System

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NSC	National Security Cutter
NSF	National Strike Force
OAR	Operations Ashore - Response
OCS	Officer Candidate School
OPM	Officer Personnel Management
OPNAV	Office of the Chief of Naval Operations
OSC	Operations Section Chief
OSR	Officer Specialty Requirements
OU	Operations Unit Controller
PG	Post Graduate
PPL	Performance, Professionalism, Leadership and Education
PQS	Professional Qualification Standard
PR	Pollution Responder
PSC	Planning Section Chief
PWCS	Ports, Waterways and Coastal Security
RFTC	Regional Fisheries Training Center
SAR	Search and Rescue
SCC	Sector Command Centers
SMC	SAR Mission Coordinator
SME	Subject Matter Expert
TACLET	Tactical Law Enforcement Team
WHEC	High Endurance Cutter
WLB	Seagoing Buoy Tender
WMD	Weapons of Mass Destruction
WMEC	Medium Endurance Cutter
WPB	Patrol Boat
WQSB	Watch Quarter and Station Bills

Appendix D: Point of Contact Info

Assistant Commandant for Response Policy	(202) 372-2015
Office of Law Enforcement Policy	(202) 372-2183
Office of Maritime Security Response Policy	(202) 372-2163
Office of Counterterrorism and Defense Operations Policy	(202) 372-2101
Office of Environmental Response Policy	(202) 372-2263
Office of Search and Rescue Policy	(202) 372-2075
Office of Contingency Planning and Exercise Policy	(202) 372-2140
Office of Shore Forces	(202) 372-2658
Office of Personnel Management (OPM-4)	ARL-PF-CGPSC-OPM-4@uscg.mil