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MEMORANDUM

JUL 11 2014

From: *A. R. Sheffield*
A. R. Sheffield, CDR
Acting CG PSC-RPM

To: J. A. Hein, CAPT

Subj: PRECEPT CONVENING A SELECTION BOARD TO RECOMMEND OFFICERS OF THE COAST GUARD RESERVE ON THE INACTIVE DUTY PROMOTION LIST IN THE GRADE OF LIEUTENANT COMMANDER FOR PROMOTION TO THE GRADE OF COMMANDER

Ref: (a) Section 729, Title 14, U.S. Code
(b) Section 730, Title 14, U.S. Code
(c) Section 731, Title 14, U.S. Code
(d) Officer Accessions, Evaluations, and Promotions, COMDTINST M1000.3 (series)

1. Pursuant to the authority provided by references (a) through (d), a Selection Board is appointed consisting of yourself as President and the following members:

Necia L. Chambliss, CDR, USCGR – Member
Matthew W. Lake, CDR, USCG – Member
Michael F. Nasitka, CDR, USCG – Member
Herbert H. Eggert, CDR, USCG – Member
Felicia D. Butala, CDR, USCGR – Member

James K. Cullen, LCDR, USCG(R) – Non-voting Recorder

2. The Board shall convene at 0830, 14 July 2014, in suite 501, Coast Guard Personnel Service Center, or as soon thereafter as practicable, for the purpose of considering all officers on the Inactive Duty Promotion List (IDPL) in the grade of lieutenant commander who are eligible for consideration for promotion to the grade of commander in the Coast Guard Reserve. Members of the Board shall swear or affirm that they will, without prejudice or partiality, and having in view both the special fitness of officers and the efficiency of the Coast Guard, perform the duties imposed upon them, and that they will not disclose their proceedings to any person not a member of the Board.

3. There is hereby established a promotion zone of 61 lieutenant commanders on the IDPL consisting of the most senior officer in the grade of lieutenant commander; namely, LCDR Kyle C. O'Haro, USCGR, and those 60 officers junior thereto, through and including LT Paul D. Lehmann, USCGR. The names and records of all officers to be considered for promotion shall be furnished to the Board. The 41 best-qualified officers shall be recommended for promotion.

4. Prior to the date the Board submits its report, the Commander, Coast Guard Personnel Service Center, is authorized to add or delete the name of any officer from the IDPL for any reason. In the event any officer in the promotion zone established herein is removed prior to the date the Board submits its report, Chief, Reserve Personnel Management Division, Coast Guard

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Personnel Service Center will provide additional instructions. Any communications to the Board by any officer under consideration will be transmitted under separate cover.

5. The Board shall refer to the provisions of Sections 3.A., 5.A., and 6.A of reference (d) and the enclosed Commandant's Guidance to PY15 Officer Selection Boards and Panels in your development of criteria for determining the officers recommended for selection. Additionally, section 6.A.3 of reference (d) provides four factors to consider in developing your criteria: performance evaluations, professionalism, leadership, and education.

6. You should emphasize to the members of the Board the importance of their obligation to confine themselves to facts of record and not predicate judgments on rumor or hearsay. At the end of your deliberations, all members must be able to say that the officers recommended for promotion are, in the opinion of a majority of the members if the board has five members, or in the opinion of two-thirds of the members if the board has more than five members, the best-qualified to carry out the duties and responsibilities of the grade for which they are selected.

7. The Board shall submit a report in writing signed by all members of the Board. Except for the report of this Board, the proceedings of the Board shall not be disclosed to any person not a member of the Board. You will direct the members of the Board that their recommendations shall be kept confidential until the Secretary approves the report on behalf of the President, and the names of officers selected for promotion are released to the Service at large.

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Enclosure: Commandant's Guidance to PY15 Officer Selection Boards and Panels

COMMANDANT'S GUIDANCE TO PY15 OFFICER SELECTION BOARDS AND PANELS

1. BACKGROUND

Our Coast Guard is more adaptable, more effective and more relevant than ever before. Expanding maritime activity across the globe and increasingly unpredictable and consequential disasters are driving up mission demand while a continuing fiscal pressure creates an even more competitive resource environment. The Coast Guard must maintain an officer corps with the leadership, moral courage and intellectual capital to meet the challenges and seize the opportunities of the future while preserving the best elements of our proud heritage as America's Coast Guard.

Selection boards (commonly referred to as promotion boards) as well as assignment and selection panels will continue to evaluate members based on their records, and will select the strongest performers and leaders with the potential for continued growth and sustained excellence.

Assignment and Selection Panels should apply the same rigor and standards as promotion boards in identifying the best qualified candidates for command assignments, educational opportunities, and other programs, though they may consider specialty skills and career paths in the context of the specific panel's purpose as part of broader selection criteria.

Service to our Nation:

Promote officers who demonstrate a dedication to the mission, including a bias for action and a track record of delivering results. This extends beyond just operational performance, but also in the creation and execution of policies and ideas. Our officers must be competent from the strategic to the tactical levels so they can best serve our people and the missions we conduct. The Coast Guard needs officers who take decisive action, provide proper guidance, and empower their subordinates. At times, this calls for measured risk taking, and officers must demonstrate ability to carefully understand and accept warranted operational and professional risk.

The Coast Guard carries out its missions in a joint and interagency environment. A clear understanding of our role within government and our relationship with external stakeholders is vital to our long-term success. Even our most junior officers are called upon to lead or participate in teams that cross unit and agency lines. We must encourage growth opportunities and promote officers who demonstrate the ability to lead teams successfully and develop partnerships which advance Coast Guard objectives and better serve the Nation.

The Coast Guard must have an officer corps that continuously learns and understands that new skills and perspectives are required to stay ahead of our dynamic operating environment. We must select officers for promotion who demonstrate the ability to evolve, learn, and build a culture that can quickly adapt to our operating environment, evolving workforce, and complex interagency and inter-governmental network.

effective organization possible. This will call for officers who apply a combination of innovation and common sense to leverage new technologies, capabilities, partnerships, and intelligence to maximize the return on America's investment in its Coast Guard.

2. APPOINTMENT AND SELECTION OF CHIEF WARRANT OFFICERS, AND PANELS CONSIDERING OFFICERS IN THOSE GRADES:

Appoint or promote candidates who are masters of their occupational specialty, and have displayed superb leadership and management skills. Those selected for promotion should display continued enthusiasm for pursuing new experiences and challenges in the service. Select candidates who adhered to our Core Values throughout their careers, and demonstrated unwavering support for fostering positive command climates.

Reserve CWOs and those seeking reserve warrant appointments are expected to demonstrate the same progression in responsibility and technical experience as their active duty counterparts.

3. SELECTION TO O-3 and O-4, AND PANELS CONSIDERING OFFICERS IN THOSE GRADES:

Promote action oriented junior officers who possess core professional knowledge, deep commitment to our Core Values and significant leadership potential.

Officers in this grade should leverage every opportunity to acquire and employ competencies within their specialty through operational experience and formal training. In cases where officers may have limited opportunity for operational experience, these officers nevertheless must seek responsibilities that support operations or provide exposure to operations. Attaining key qualifications or certifications within prescribed windows is the expectation across all specialties, and will position the officer optimally for continued professional growth and promotion.

Advanced education and special assignments, e.g., White House, aide, congressional affairs, etc., complement experience gained through operational assignments. These challenging opportunities reflect intellectual energy, broad vision and adaptability which the Coast Guard values. However, it must be appropriately integrated into career timelines based on the particular specialty profile. The service investment in officers selected for key professional training and education programs is significant, and reflects the trust and confidence in their potential to contribute in future demanding positions.

Evaluate errors against service standards and impacts. Consider subsequent performance and conduct that positively reflect lessons learned and demonstrate the officer's potential to serve in the next higher grade.

Junior reserve officers are expected to demonstrate the same progression in responsibility and technical experience as their active duty counterparts.

5. O-6 CONTINUATION AND SELECTION TO FLAG RANK

The Flag corps must be comprised of the very best leaders with the ability to set a strategic vision and guide our organization during demanding and dynamic times. Select those few officers that display innovation, entrepreneurship and independence of thought. These traits are indicative of officers who can solve complex problems and move our organization forward.

The strongest candidates for flag selection will have distinguished careers that include successful command or equivalent assignments that demand similar trust, responsibility and decision making and provide a clear understanding of the Coast Guard's relevance to the Nation and the maritime community. They have led the service through complex challenges that require a robust blend of political savvy, exceptional communications skills, and agile execution. They will also have a firm grasp of service wide challenges which require strong strategic leadership.

Flag nominees are highly respected by their peers, those they lead and the appropriate external stake holders. They possess unquestionable character that allows them to lead by example. They successfully combine humility with confidence; allowing them to embody the concept of servant leadership. They are compassionate and understanding of the potential flaws of our members, but committed to sustaining our proud lineage by holding all accountable to the highest standards of conduct, performance and professionalism.

The Coast Guard needs Flag officers who take the long-term view and act as catalyst for constructive change. Promote candidates who are willing to make difficult decisions to ensure the Coast Guard's long term success, and can balance those choices with near term imperatives. Select officers who are truly dedicated to shaping a workforce that is ready to meet emerging challenge and nurturing the next generation of Coast Guard leadership.

Our Flag corps serves as the Commandant's senior field commanders, representatives and liaisons. Flag nominees must have political acumen and an understanding of how the Coast Guard fits into the broader structure of the Department of Homeland Security and the federal government. They must have the ability to create and strengthen partnerships in the joint and interagency arenas, as well as with state/local governments, the private sector and the international community.

O-6s selected for continuation or retention should possess the attributes and qualities needed in our flag officers. These officers should be among those with the strongest viability for future flag consideration. They must have a sustained record of exceptional performance and the drive to continue to serve with distinction. They must possess the skill, character and integrity to support our senior leaders and to guide the future generation of Coast Guard men and women.