



1401

MEMORANDUM

FEB - 5 2014

From: P. F. Brookings, CAPT
CG PSC-RPM

Reply to E. R. Watson, LT
Attn of: (703) 872-6519

To: M. E. Ruwe, CDR

Subj: PRECEPT CONVENING AN APPOINTMENT BOARD TO CONSIDER ENLISTED PERSONNEL OF THE COAST GUARD RESERVE FOR APPOINTMENT TO THE GRADE OF CHIEF WARRANT OFFICER (CWO), W-2

Ref: (a) 10 U.S.C. § 12241
(b) Officer Accessions, Evaluations, and Promotions, COMDTINST M1000.3 (series)

1. Pursuant to the authority provided by references (a) and (b), an appointment board is appointed consisting of yourself as President and the following members:

CDR Kirsten Trego, USCGR - Member
LCDR William A. McKinstry, USCG - Member
LT Kelly L. Merchen, USCGR - Member
CWO4 Dianne S. Trawick, USCGR - Member
CWO3 James E. Warner, USCGR - Member

CWO2 Evelyn C. Curry, USCGR - Non-voting Recorder

2. The Board shall convene at 0830, 19 March 2014, in suite 501, fifth floor, Captain Dorothy Stratton Board Room, Coast Guard Personnel Service Center, Arlington, VA or as soon thereafter as practicable, for the purpose of considering enlisted personnel for appointment to the grade of chief warrant officer (CWO), W-2, in their appropriate specialties. 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, performs the duties imposed upon them.

3. The Board shall be provided a list of candidates in each specialty. From among the candidates the Board finds fully-qualified for appointment, the Board shall prepare an eligibility list for each warrant officer specialty. Within each specialty, the names of all personnel found fully-qualified shall be placed on the eligibility list, rank ordered on a best-qualified basis. If the Board finds any candidate not fully-qualified for appointment, the reasons therefore shall be set forth in detail. The eligibility list established by the Board will, upon approval by the Commandant, be utilized for the appointment of Coast Guard personnel to warrant grade.

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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 candidate for any reason. In the event any candidate herein is added to or removed prior to the date the Board submits its report, the Commander, Coast Guard Service Center will provide additional instructions.

5. The Board shall refer to the provisions of Articles 1.D.8. and 1.D.11. of reference (b) for specific guidance. Subject to the guidance contained in reference (b), this precept, and the Commandant's Guidance to PY14 Officer Selection Boards and Panels, enclosure (1), the Board is governed by its own judgment as to the criteria for rank ordering candidates on a best-qualified basis. Article 6.A.3. of reference (b) provides four factors to consider in developing your criteria: performance evaluations, professionalism, leadership, and education. Enclosure (2) contains the technical skills required for each CWO specialty.

6. Appointment to CWO is a significant change in the status of enlisted personnel. I recommend careful and thoughtful consideration of Article 1.D.1.a. of reference (b), which contains the definition of a CWO. They should have the stamina, ethical standards, moral integrity, dedication, loyalty, and ability to meet the challenges that they, and the Coast Guard, will face in positions of increased trust and confidence.

7. 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 candidates recommended for appointment are, in the opinion of at least a majority of the members, if the Board has five members, or in the opinion of at least two-thirds of the members of the Board, if the Board has more than five members, fully-qualified and rank ordered on a best-qualified basis.

8. 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 candidates selected for appointment are released to the Service at large.

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Enclosures: (1) Commandant's Guidance to PY14 Officer Selection Boards and Panels
(2) Scope of Reserve Warrant Specialties

**COMMANDANT'S GUIDANCE
TO PY14 OFFICER SELECTION BOARDS AND PANELS**

- Ref: (a) U.S. Coast Guard Publication 1, Appendix C
(b) The Armed Forces Officer, National Defense University Press, 2007 Ed.
(c) U.S. Coast Guard Publication 3-0
(d) U.S. Coast Guard Commandant's Direction 2011
(e) Shipmates 23: "Proficiency – The Essence of Discipline"

As Coast Guardsmen, we are honored and privileged to perform meaningful work, essential to the long term safety and security of our country. To meet the demands of our unique capabilities, we must cultivate, promote, and assign officers who possess the proficiency in leadership, proficiency in craft and disciplined initiative necessary to achieve mission success in the challenging maritime environment. I expect officers will demonstrate a commitment to the culture and Core Values of the Coast Guard, and the traditions of Officers of the Armed Forces of the United States. References (a) through (e) provide in-depth background and guidance to meet this expectation.

The Coast Guard renews leadership through the selection of our best qualified officers for service in the next higher grade. Members of selection boards and panels must be mindful of the sacred trust they bear for not only the future of our Service, but also the future of the individual officers under consideration.

Servant Leadership

"Leadership extends beyond authority, responsibility and accountability. Leaders place the duty to serve those they lead, and the Coast Guard, before their own well-being. Humility. They stand up for their people, take risks when prudence dictates, and do the right thing no matter the cost. Courage. They live the core values of honor, respect, and devotion to duty—and demand that others meet the same high standards."

- *Shipmates 23: "Proficiency: The Essence of Discipline"*

Responsibility, authority, and accountability

Promotions to the next higher grade mandate commensurate increases in responsibilities and authorities. Officers should aspire to command, command cadre, senior staff positions, positions of the highest responsibility within their specialty, or other assignments that provide them with successively greater levels of responsibility, authority, and accountability.

Be particularly vigilant for those who serve and succeed in positions accompanied by additional risk and rigorous accountability.

assignments that require strong leadership skills. Select for appointment and promotion those individuals who demonstrate leadership and technical prowess in their current roles and can rapidly adapt to the culture of the officer corps.

FOR BOARDS CONSIDERING SELECTION TO O-2 THROUGH O-4, AND PANELS CONSIDERING OFFICERS IN THOSE GRADES:

Promote officers to O-2, O-3, and O-4 who are consistently demonstrating developed core competencies and growing leadership qualities. For selection to O-2 and O-3, discount documented minor errors; place greater emphasis on subsequent performance that reflects lessons learned and demonstrates the officer's potential to serve in the next higher grade.

Junior officers should be rated and promoted based on professional knowledge, skills, and experience in their chosen specialty. Their primary Service value lies in their technical expertise at the tactical level, growing leadership abilities, professional competency, and experience. They should progressively demonstrate technical competence and proficiency through on-the-job training, formally recognized training or education, and/or achievement of professional milestones—for example, completion of naval flight training and follow-on upgrade training to aircraft commander, requisite marine inspector training and qualification, or qualification and preparation to become a commanding officer of a cutter. These may preclude the officer from pursuing additional advanced education opportunities; obtaining technical qualification or certification should be considered commensurate with the level of effort and importance of earning a Master's degree.

Pursuing/obtaining postgraduate degrees is not an acceptable substitute for gaining experience and proficiency in one's specialties at this stage of a career. Advanced education should augment one's operational capabilities, not supplant them.

As officers progress, they should shift their development focus from the tactical/technical skills to leadership skills. Although it is common to solve problems based solely on one's own experience, we need officers willing to work outside their comfort zone and continually learn from those around them.

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

FOR BOARDS CONSIDERING SELECTION TO O-5 AND O-6, AND PANELS CONSIDERING OFFICERS IN THOSE GRADES:

Promote officers to O-5 and O-6 who demonstrate excellence in the enduring core competencies and leadership qualities set forth in my above guidance and who are the best in grade.

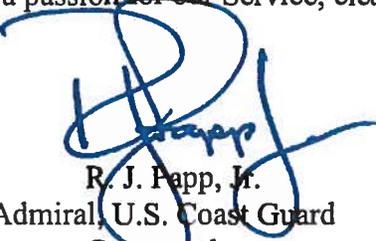
They should also possess strong representational, oral and written communications skills.

governments, and industry. They are ultimately responsible and accountable for the good stewardship of the resources entrusted to us by the American people.

Give particular consideration to officers who take on the most difficult and challenging high-visibility assignments and leadership positions. These include assignments in mission execution (particularly those commanding operational units), mission support, or details outside of the Coast Guard. Required characteristics include: decisive, balanced and strategic decision making; poise, knowledge, and presence that advance the reputation and excellence of our Service; political understanding and Service advocacy to impact national-level policy making; sound stewardship of public resources; and finally, humility...an essential characteristic of the best leaders.

O-6s selected for continuation should be our best-qualified and must manifest the qualities needed in flag officers.

We need our flag officers to be the very best in grade, with records and reputations that distinguish them as the brightest and most capable to lead our Service into the future. Selection to flag also requires embracing and advancing the enduring core competencies and leadership qualities. Subordinates, peers and seniors should all seek to serve with them. Flag officers must have a passion for our Service, clear conviction of purpose, and demonstrate collegiality.



R. J. Papp, Jr.
Admiral, U.S. Coast Guard
Commandant

SCOPE OF RESERVE WARRANT SPECIALTIES

REFERENCES: (A) CG OFFICERS ACCESSIONS, EVALUATIONS, AND PROMOTIONS MANUAL
COMDTINST 1000.3

Boatswain Specialty (BOSN)

At sea, warrant officers serving in the specialty of boatswain are specialists in seamanship. They serve as officers in charge of small vessels, as division and repair party officers, assistant first lieutenants, and as battery officers on small ships. They plan and supervise the preservation of ships' hulls, superstructures and spaces; maintenance, repair, and operation of deck, cargo and buoy handling, anchor, and mooring gear; stowage of cargo; maintenance, repair, operation and equipping of small boats; replenishment operations at sea; stowing, security, preservation, accounting and requisitioning of stores and equipment for the first lieutenant.

Ashore, warrant officers serving in the specialty of boatswain are general duty specialists in seamanship specialists in operational commands. They serve as officers in charge of small units; as executive officers of group commands, depots and bases; as first lieutenant, boats and vehicles officer, and yard boatswain and security officer at larger units.

Both at sea and ashore, warrant officers serving in the specialty of boatswain develop and supervise training programs; prepare, maintain and submit personnel, material and operational records, reports, and accounts.

Electronics Specialty (ELC)

Warrant officers serving in the specialty of electronics are technical specialists in the field of ship and shore, electronic equipment. Electronic equipment is defined as any equipment which transmits or receives intelligence by electrical or electromagnetic means (including landline and sonar equipment). They serve as officers in charge of electronics repair shops and as assistants to electronics officers; instructors in theory and repair of electronic equipment; and as command and staff officers concerning inspections, uses, capabilities, limitations, and reliability of electronic systems and equipment. They plan, direct, and supervise practices and procedures for maintenance and repair of electronic equipment; analyze, solve, and correct electronic operational and maintenance problems; and prepare, maintain, and submit personnel and material records, reports, and accounts.

Naval Engineering Specialty (ENG)

Warrant officers serving in the specialty of naval engineering are operational and technical specialists in the field of engineering and in machinery repair. They serve as engineering officers on smaller vessels and as assistants to engineering officers on larger vessels. They also serve as machinery repair officers and as technical advisers capabilities, limitations, and reliability of engineering equipment. They supervise handling, stowage, and expenditure of fuel oil, boiler, feed water, and potable water; direct and supervise installations; operation, testing, maintenance, and repair of

Information Systems Management (ISM)

Warrant Officers serving in the specialty of information systems management are technical specialists in all areas of information systems. They serve in command, control, and communication, computer and information technology (C4IT) positions at headquarter and a variety of other shore units. They are instrumental in the development and supervision of information systems and the enforcement of all information security policy and computer system requirements. Some of the specific areas of responsibility include hardware development, modification, and implementation of application servers, software releases, network hardware (routers, switches, local and wide area networks, etc.), and organizational information systems standardization, LANS, WANS and encryption devices. They also organize and supervise personnel working in information systems areas including information systems server system management, exchange server management, network management, telephony system management, information assurance, systems security, and general system support and administration.

Intelligence Systems Specialist (ISS)

ISS warrant officers serving in the specialty of Intelligence Systems are experts capable of supporting all disciplines of Coast Guard intelligence, including cryptology and counterintelligence. They are experts in aspects of all intelligence systems and processes, in the administration and handling of classified and sensitive information, and the related legal, privacy, and civil liberty protection provisions applicable to intelligence within the National Intelligence Element and the Law Enforcement Intelligence Program. They organize, plan, and supervise the work of personnel engaged in intelligence collection, analysis, production, dissemination, and related administrative functions.

Maritime Law Enforcement and Security (MLES) Specialist

Chief Warrant Officers serving in the MLES specialty are experts in all aspects of Coast Guard Law Enforcement (LE) missions. The CWO MLES will serve as experts in enhancing LE and Physical Security readiness and will be the professional in Maritime LE and Physical Security policy, operations and training. The CWO MLES will possess specialized skills, expertise and knowledge in a range of maritime tactical operations in high threat law enforcement and counterterrorist events as well as in security zone, harbor defense and antiterrorism/force protection (AT/FP) missions. The CWO MLES will be an expert in CG Board and Response actions, Advanced Weapons Qualifications, and Physical Security. The CWO MLES will develop, manage and oversee plans, policies and procedure for Physical Security, Force Protection, Police Services, and Critical Infrastructure Protection. The CWO MLES will be supervisors of and in charge of CG Police and Security Force operations.

boiler, and gas turbine) and auxiliary machinery (ships service and emergency generators, steering gear, evaporators, air compressors and receivers, bilge systems, fire alarms and smoke detection systems, fuel oil handling system, cargo transfer systems, oily water separators, all vessel electrical systems, life boat launching equipment, etc.). Marine inspectors conduct examinations of vessels in dry dock to inspect welding repairs, wood and fiberglass boat repairs, rudder assemblies, propeller and tail shaft examinations, bow/stern thrusters, sea chests, sea valves, etc. They review vessel construction plans to ensure new vessel construction and existing vessel repairs are completed in accordance with approved plans, applicable regulations, and accepted industry standards. MSSDs perform regulatory oversight of complex federal laws, regulations, and treaties. These activities are performed on domestic and foreign small passenger vessels, deep draft freight/tank vessels, mobile offshore drilling units, offshore supply vessels, and oil and chemical/gas barges. In the performance of these duties, they interface with a broad array of private and public local/state/federal/international members at all levels of the marine industry.

Marine Safety Specialist Engineering (MSSE)

MSSEs are called upon to be the subject matter experts for engineering systems. They provide the core technical expertise for marine safety and the engineering mentorship for other non-technical members in the program. MSSEs serving in the marine safety field are engineering specialists whose primary focus is commercial vessel inspections/examinations (marine inspector) and casualty investigations (investigating officer). This focus relies heavily on engineering/technical backgrounds for the inspection and casualty investigation of main propulsion equipment (gasoline, diesel, boiler, and gas turbine) and auxiliary machinery (ships service and emergency generators, steering gear, evaporators, air compressors and receivers, bilge systems, fire alarms and smoke detection systems, fuel oil handling system, cargo transfer systems, oily water separators, all vessel electrical systems, life boat launching equipment, etc.). MSSEs review vessel construction plans to ensure new vessel construction and existing vessel repairs are completed in accordance with approved plans, applicable regulations, and accepted industry standards. MSSEs conduct examinations of vessels in dry dock to inspect welding repairs, wood and fiberglass boat repairs, rudder assemblies, propeller and tail shaft examinations, bow/stern thrusters, sea chests, sea valves, etc. MSSEs also inspect the following: lifesaving equipment, firefighting equipment, bridge and navigational equipment, anchor windlasses and other ground tackle, habitability, watertight integrity, structural fire protection, etc. They perform regulatory oversight of complex federal laws, regulations, and treaties. These activities are performed on domestic and foreign small passenger vessels, deep draft freight/tank vessels, mobile offshore drilling units, offshore supply vessels, and oil and chemical/gas barges. In the performance of these duties they interface with a broad array of private and public (local/state/federal/international) members at all levels of the marine industry.

Operations Systems Specialist (OSS)

Warrant officers serving in the specialty of operations systems specialists are operational and technical specialists in the fields of security, surface operations and C3I systems. They serve as command security officers, and assistant operations officers;