



COMDTINST 5351.5
JUL 31 2008

COMMANDANT INSTRUCTION 5351.5

Subj: UNIT LEADERSHIP DEVELOPMENT PROGRAM (ULDP)

Ref: (a) Leadership Development Framework, COMDTINST 5351.3
(b) Coast Guard Individual Development Plan (IDP), COMDTINST 5357.1 (series)
(c) Coast Guard Mentoring Program, COMDTINST 5350.24 (series)

1. **PURPOSE.** This Instruction provides direction to individual units on development and implementation of the Unit Leadership Development Program (ULDP). It establishes the requirement for participation by all commands. This Instruction sets forth the policies, procedures, and responsibilities for program management and consolidates all information regarding the ULDP.
2. **ACTION.** Area, district, and sector commanders, commanders of maintenance and logistics commands, Commander Deployable Operations Group, commanding officers of headquarters units, assistant commandants for directorates, Judge Advocate General, and special staff offices at Headquarters shall ensure that the provisions of this commandant instruction are followed. Internet release is authorized.
3. **DIRECTIVES AFFECTED.** None.
4. **DEFINITIONS.** The following definitions are essential to understanding the ULDP:
 - a. **Unit Point of Contact (POC).** The Unit POC manages all aspects of the ULDP at the local level. The enrollment process and procedures for ULDP POCs are outlined in the

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	a	b	c	d	e	f	g	h	i	j	k	l	m	n	o	p	q	r	s	t	u	v	w	x	y	z
A	1	1	1	1	1	1	1	1	1	1		1	1	1	1	1	1		1		1					
B		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
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POC Guide available on the ULDP website (<http://uldp.uscg.mil/>). The POC is normally the Training Officer, Training Petty Officer, or other high performing member of the unit committed to leadership development. The POC shall be E-5 and above.

- b. **Coach.** ULDP Coaches are trained to assist the Unit POC with ULDP implementation. Coaches can interpret results of the ULDP Assessment and help develop an Action Plan. While use of a Coach is not mandatory, it is highly encouraged. Certified coaches include Command Master Chiefs, Command Chiefs, Organizational Performance Consultants, and other interested and knowledgeable field personnel. All Coaches are certified in accordance with (IAW) the *Coach Manual* available on the ULDP website (<http://uldp.uscg.mil/>). Members interested in qualifying as a Coach should submit the Coach application IAW the *Coach Manual*.
- c. **Coach Coordinator.** The Coach Coordinator provides a single contact in each district/region for units wishing to contact a Coach. The Coordinator assigns the most appropriate Coach based on units' needs and coach workload. Prospective Coaches will interview with the Coach Coordinator.
- d. **Assessment.** The ULDP Assessment surveys members on *CG Leadership Competencies* outlined in reference (a). It is an e-survey that currently contains 36 questions. It shall be conducted annually, but can be administered more often, as necessary or desired. The Assessment results identify workgroup strengths and weaknesses. The results of the Assessment are completely confidential and strictly for internal (POC/unit/workgroup) use only. Additionally, the Assessment excludes demographic-related questions or items that could identify an individual respondent.
- e. **Workgroup.** A workgroup is POC-defined, and may be any element of a unit (e.g. the whole unit, a division, a branch, a shop, etc.). Workgroups can contain subgroups and therefore a command could have multiple POCs or a single POC managing multiple Workgroups. The ULDP Assessment is administered to a workgroup. Assessments can be given to one or more workgroups within the unit. Workgroups shall include at least seven members or assessment results will not be returned. The workgroup concept provides flexibility for the ULDP by allowing leadership development to occur on multiple levels, as desired.
- f. **Action Plan.** The Action Plan is the systematic approach for developing leadership at the unit level. The POC and Coach (if assigned) typically develop an Action Plan to respond to ULDP Assessment results. The Action Plan should target the areas of weakness that were identified in the Assessment. Other relevant areas can also be addressed. The interventions defined in the Action Plan can be both training and non-training solutions. These include, but are not limited to: formal leadership training, Individual Development Plan (IDP) implementation IAW reference (b), mentoring IAW reference (c), all-hands training, leadership reading, and an effective "Welcome Aboard" program. The Action Plan is a critical aspect of the ULDP; it ensures the ULDP becomes an ongoing initiative versus a one-time event.

- g. **Resource Warehouse.** The Resource Warehouse is an online library of training techniques, ready-made lesson plans, leadership tools, non-training solutions, and proven practices gathered from across the Coast Guard, Department of Defense, business, and industry. The Warehouse is available on the ULDP website. All Warehouse resources are aligned with the *CG Leadership Competencies*. This allows POCs and Coaches to easily select target competency resources when developing the Action Plan. Members can also access many of the resources on the ULDP website for personal development. Copyrighted resources are available only to registered POCs.
- h. **ULDP Website.** The ULDP website is a job aid for executing the ULDP. The ULDP website contains, at a minimum, the *POC Guide*, the *Coach Guide*, Resource Warehouse, and the POC-managed Assessment tool. The website contains a user interface or application that allows POCs to register, establish workgroups and administer the ULDP Assessment. Behind the user interface is a database that must also be managed.

5. DISCUSSION.

- a. The Unit Leadership Development Program (ULDP) facilitates leadership development at the unit level. Reference (a) emphasizes the interaction off all three components of the framework: (1) 28 *CG Leadership Competencies*, (2) levels of responsibility and expertise, and (3) methods for gaining and demonstrating competency. The ULDP provides methods for current and future leaders to gain and demonstrate competency outside of the walls of a classroom. While administering a local program, commands will encourage and foster leadership by promoting a culture receptive to implementing proven leadership principles and practices.
- b. In contrast to traditional techniques for leadership development, the Coast Guard designed the ULDP to meet the need for a more flexible approach. With this program, a POC examines the current workgroup environment through the ULDP Assessment. An Action Plan is created to improve the current local leadership environment. A ULDP Coach can help develop and implement the plan. The Resource Warehouse provides one-stop shopping for Action Plan tools. The cycle repeats continuously to meet the goals of the Leadership Development Framework in reference (a). The ULDP accommodates all Coast Guard commands and personnel including active duty, reservists, civilian employees, and auxiliarists.
- c. The ULDP is a command-driven program; therefore it is imperative that commanders, commanding officers, officers in charge, command cadre and senior enlisted members make it a priority. The success of the program depends on the active participation of senior leaders. The ULDP is a command-level responsibility that should be delegated to the level (as defined by Workgroups) that will capture a meaningful status of the leadership environment, thereby most effectively employing this method of leadership development. The ULDP Workgroup could consist of a staff, department, division, etc. When used in conjunction with other formal leadership initiatives (IDPs, mentoring,

Class C schools, etc.), the ULDP can contribute to morale, mission success, readiness, and make a significant positive impact on all Coast Guard members.

- d. All information regarding the ULDP can be found via the ULDP website:
<http://uldp.uscg.mil/>.

6. PROCEDURE.

- a. All units shall participate in the ULDP; compliance will consist of the following minimum requirements:
 - (1) All units shall have at least one registered POC.
 - (2) ULDP Assessments shall be conducted at least once annually. (Performing the Assessment two or more times each year is highly recommended.)
 - (3) Units shall review the results of each Assessment with command cadre and the entire crew. The review should include *CG Leadership Competency* strengths and weaknesses.
 - (4) Units shall prepare a ULDP Action Plan at least once annually. The plan should describe the interventions (e.g. resources from the Resource Warehouse or elsewhere) that will address Assessment results and command priorities.

7. ROLES AND RESPONSIBILITIES.

- a. Office of Leadership and Professional Development (CG-133) shall serve as the program manager for ULDP and shall:
 - (1) Provide program policy formulation, accountability, review and modification.
 - (2) Provide program management guidance, as needed, to the Leadership Development Center (LDC).
 - (3) Fund ULDP technical (website) and administrative (resources) requirements.
 - (4) Manage the ULDP Excellence Awards program to include convening the award judging panel.
 - (5) Review and approve new material such as links, resources, and monthly articles. The approval will be interim until the bi-annual resource review occurs.
- b. Office of Training, Workforce Performance and Development (CG-132) shall:
 - (1) Provide server maintenance and support for the ULDP Website.

- (2) Coordinate with Operations Systems Center (OSC) to provide status reports and recommendations on maintenance and upgrades to the ULDP application and database to CG-133.
 - (3) Provide large-contract support project management to include at a minimum:
 - (a) Contract vehicle and contractor administration.
 - (b) Quality assurance through direct interaction with the contractor.
- c. Operations Systems Center (OSC) shall:
- (1) Provide regular ULDP application and database backups.
 - (2) Provide primary ULDP Helpdesk support.
- d. Leadership Development Center (LDC) shall:
- (1) Manage all aspects of Coast Guard-wide ULDP implementation.
 - (2) Execute all ULDP funding provided.
 - (3) Appoint personnel to the following positions:
 - (a) CG ULDP Coordinator;
 - (b) Coach Manager; and
 - (c) Application Manager.
- e. CG ULDP Coordinator (normally from the LDC Leadership and Organizational Performance Branch) shall:
- (1) Perform as the primary program coordinator for the Coast Guard-wide ULDP.
 - (2) Maintain the ULDP website to include at a minimum:
 - (a) Review site for currency, content relevance and accuracy.
 - (b) Post new material such as links, resources, and monthly articles.
 - (3) Maintain a current *POC Guide*.
 - (4) Convene resource review panels.

- (5) Promulgate a quarterly newsletter with the assistance of the Coach Coordinator.
 - (6) Make recommendations to CG-133 as required.
- f. Coach Manager (normally the LDC Senior Enlisted Command Master Chief Course School Chief or as designated by the LDC Deputy Director) shall:
- (1) Act as liaison between the CG ULDP Coordinator and Coaches to consolidate and address any issues or questions related to the ULDP.
 - (2) Advise the ULDP Coordinator regarding employment of Coaches within the ULDP.
 - (3) Oversee the process for certification of new Coaches to include these actions:
 - (a) Administer tests;
 - (b) Maintain a current *Coach Manual*, Coaches certification site, and the Coach microsite on *CG Central*; and
 - (c) Communicate new Coach information to the Application Manager.
- g. Application Manager (OSC) shall:
- (1) Act as administrator for the ULDP website application and database to include at a minimum:
 - (a) Provide fulltime helpdesk support for the ULDP application and database;
 - (b) Implement technical and resource changes approved by CG-133;
 - (c) Trouble-shoot common user problems;
 - (d) Routinely check for dead links;
 - (e) Manage Coach and POC rosters in the database;
 - (f) Coordinate with CG-132, CG-133, OSC and LDC for any unique or ongoing issues; and
 - (g) Retrieve measurement data as requested by CG-133.
- h. Commanders/Commanding Officers/Officers in Charge (OIC) shall:

- (1) Designate at least one Unit POC and alternate POCs as deemed necessary to ensure continuity prior to TAD, PCS or separation.
 - (2) Ensure compliance with all aspects of paragraph 6 of this Instruction.
- i. Unit Point of Contact (POC) shall:
- (1) Use the *POC Guide* to manage all aspects of the ULDP at the local level to include at a minimum:
 - (a) Register as a POC on the ULDP website;
 - (b) Manage the administration of the workgroup Assessment IAW paragraph 6 of this Instruction;
 - (c) Coordinate the development and implementation of the Action Plan; and
 - (d) Serve as the command liaison to the ULDP Coach.
8. ULDP EXCELLENCE AWARDS. Each year, unit/s with outstanding leadership development programs will be highlighted through the ULDP Excellence Awards.
- a. This competition is open to all Coast Guard units. Submissions will be accepted from all Coast Guard activities, including reserve and auxiliary.
 - b. A Commandant solicitation will provide a deadline, submission guidance, and judging and award criteria.
9. ULDP RESOURCE REVIEW. All current and future ULDP resources will be formally reviewed every two years by a panel convened by the LDC.
- a. Each panel will consist of at least five people. At a minimum, one member from each of the following groups shall be included:
 - (1) Commandant's Leadership Advisory Council (LAC).
 - (2) Leadership Development Center (LDC) Instructors.
 - (3) CG-133.
 - b. Additional members could include PTC personnel, current or previous leadership award winners, and representatives from current or previous ULDP Excellence Award winning units, if available.

- c. Results of each review panel will be compiled, reviewed and captured on the CG Leadership Programs Change Proposal Template IAW reference (a).

10. ENVIRONMENTAL ASPECT AND IMPACT CONSIDERATIONS. Environmental considerations were examined in the development of this Instruction and have been determined to be not applicable.

11. FORMS/REPORTS. Coast Guard forms CG-6021, Individual Development Plan (IDP) for Coast Guard Civilians/Officers/Auxiliarists, and CG-5357, Enlisted Individual Development Plan (IDP), are available in USCG Electronic Forms on the Standard Workstation, on the Internet: <http://www.uscg.mil/ccs/cit/cim/forms1/welcome.htm> or Intranet: <http://cgweb2.comdt.uscg.mil/cgforms>. Coast Guard form CG-5351, Change Proposal Coast Guard Leadership Programs, is available in enclosure (1) of reference (a).

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