



# Memorandum

Subject: ENLISTED CAREER DEVELOPMENT PROGRAM

Date: 8/26/98  
1000

From: Master Chief Petty Officer of the Coast Guard

Reply to: G-CMCPO  
Attn. of: MCPOCG Patton  
7-2397

To: Commandant

Via: (1) Director, Reserve and Training  
(2) Assistant Commandant for Human Resources  
(3) Chief of Staff  
(4) Vice Commandant

1. I am pleased to forward the enclosed report and recommendations for your review and conceptual approval. These items represent the culmination of nearly two years of research and analyses that have yielded a comprehensive plan for an integrated career development program for the enlisted workforce. This Enlisted Career Development Program (ECDP) ties together the results of the Nonrate Workforce Structure Study (NWSS), the Chief Petty Officer Needs Assessment (CPONA) and the Petty Officer Development Initiative (PODI). The ECDP also owes a debt of gratitude to precursory efforts to define the leadership and career needs of our people—Leadership Workgroups I and II in particular. These studies exemplify our commitment to *prepare* our enlisted workforce to *perform* well.
2. As the enclosed report indicates, these analyses were not originally conceived as sequential building blocks for enlisted career development. But in the course of conducting these studies, the teams involved recognized that their work offered such an opportunity and they seized the initiative to build a framework for a cradle-to-grave career development program for the largest segment of our workforce—the men and women of the enlisted corps. As the senior enlisted member of this organization, I am proud to sponsor what I believe will be one of the most sweeping, influential and effective leadership and career development initiatives in the history of our organization.
3. I would particularly note the successful application of Human Performance Technology (HPT) principles and tools in the development of this program. I cannot imagine that any other methodology would have better served both the teams and the Coast Guard in providing a structured approach to capture performance mandates, expectations, assessments and systemic influences—all of which are essential to prescribe a complete and complementary set of interventions that will better prepare the enlisted workforce from accession to advancement to chief petty officer.

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4. This program proposal is the hard work of a multitude of individuals throughout the Coast Guard who have devoted themselves to improving our organization by meeting the needs of its enlisted people. The stamps of all these members—representing diverse paygrades, ratings, operational, support and engineering communities, and demographics—are left within these recommendations.
5. There is a principal core group, however, that merits special recognition as those who truly brought it all together and made the difference between success and failure. They well deserve the gratitude they will undoubtedly receive from our leadership and from future generations of enlisted members at every level. I would like to formally acknowledge the following key players:

LCDR Chris Hall—COMDT (G-WTT)—Primary Performance Consultant  
CDR Mark Rutherford—COMDT (G-WTT)  
LCDR Don Triner—CGC ELM (formerly assigned to LDC)  
LCDR Don Robison—TRACEN Cape May  
MCPO Sandra O’Toole—CPO Academy (East) (formerly assigned to G-WTL)  
YNCS Alex Keenan—COMDT (G-WTL)

6. Enclosure (1) to this memo provides a summary of the ECDP and its component studies and an additional enclosure to the summary provides a listing of recommendations associated with the ECDP. As our late and great chief petty officer Alex Haley said, we should “find the good and praise it”; these studies and recommendations, I believe, illustrate that we’re truly meeting the needs of our enlisted workforce. Strong in the conviction of your credo that “*Preparation Equals Performance*,” I am convinced that the ECDP will provide lasting benefits to the organization and to our enlisted members who comprise 80% of our Coast Guard population.
7. I respectfully request your careful consideration and approval of this proposal. Immediately upon approval, I will take steps working in concerted efforts with COMDT (G-WT), to establish a dedicated Headquarters Implementation Team for all ECDP implementation efforts. This team will be charged with complete oversight, coordination, and integration of all ECDP recommendations approved for implementation. The Performance Consulting Division (G-WTT-1), having served as overall planner, coordinator, and leader of the ECDP analyses, will develop a charter for the team, complete with resource requirements needed to implement approved recommendations. I strongly recommend that this team be placed under the immediate

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7. (Cont'd) direction of the Vice Commandant due to the organization-wide impact and activities related to this implementation project.

VINCENT W. PATTON, III

Encl: (1) ECDP Executive Summary and Recommendations