U.S. Department of Homeland Security
United States Coast Guard

Commandant
United States Coast Guard

1900 Half Street, S.W.
Washington, DC 20593-0001
Staff Symbol: CG-133
Phone: (202) 475-5518
Fax: (202) 475-5912

COMDTINST 1510.3
SEP 11 2008

COMMANDANT INSTRUCTION 1510.3

Subj: LEADERSHIP AND MANAGEMENT SCHOOL (LAMS)

Ref:
(a) Leadership Development Framework, COMDTINST M5351.3
(b) Enlisted Professional Military Education (EPME) Manual, COMDTINST M1510.2
(c) Weight/Physical Fitness Standards for Coast Guard Military Personnel, COMDTINST M1020.8 (series)
(d) Personnel Manual, COMDTINST M1000.6 (series)
(e) Personnel and Pay Procedures Manual, PSCINST M1000.2

1. PURPOSE. To establish policy and procedures for the inclusion of the Leadership and Management School (LAMS) as a performance-based requirement for advancement to First Class Petty Officer (E-6).

2. ACTION. Area, district, and sector commanders, commanders of maintenance and logistic commands, Commander Deployable Operations Group, commanding officers of headquarters units, assistant commandants for directorates, Judge Advocate General, and special staff at Headquarters shall ensure that the provisions of the instruction are followed. Internet release is authorized.

3. DIRECTIVE AFFECTED. None.

4. BACKGROUND. In alignment with references (a) and (b), the Leadership Advisory Council (LAC) identified LAMS training as essential to standardized leadership training for members preparing to assume supervisory positions.

5. DISCUSSION.

a. The resident training portions of the Coast Guard Enlisted Professional Military Education (EPME) program currently consist of recruit training, a standardized two-day apprentice leadership "A" School curriculum, LAMS, the Chief Petty Officer Academy (CPOA) and a Senior Enlisted Command Master Chief (SECMC) course.

DISTRIBUTION – SDL No. 149

	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
C	1	1	1	1	1	1	1	1	1		1	1	1	1	1	1	1		1	1	1	1	1	1	1	1
D	1	1	1		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			1
E	1	1	1	1	1			1	1	1	1	1	1	1	1		1	1	1	1			1			
F																1	1	1								
G		1	1	1	1																					
H																										

NON-STANDARD DISTRIBUTION:

Each help to develop and prepare enlisted members for positions of increased responsibility. To aid our organizational modernization, we must adopt a comprehensive approach to developing leaders that fully acknowledge the significance of effective leadership in attaining mission success.

b. First Class Petty Officers have been identified by the LAC and others as the leaders who most often have direct responsibility for the services or the jobs accomplished by workers. They need appropriate leadership training to support their performance in the role of first-line supervisor and mentor contributing to the professional growth of personnel in their charge. LAMS, combined with other leadership resources such as the Unit Leadership Development Program (ULDP) is an essential prerequisite to effectively improve the workforce climate at the unit level and Coast Guard-wide.

6. DEFINITIONS.

a. Leadership and Management School (LAMS). LAMS is a continuum course that develops leadership and management skills for first-line supervisors through an experienced-based curriculum. Students are given the opportunity to develop practical skills that can enhance their performance as leaders. Presently, all graduates of the LAMS course earn three upper-level college credits in organizational development from the American Council on Education (ACE). LAMS addresses 8 of the 28 CG Leadership Competencies.

b. First-line Supervisor. Supervisors of others with responsibility for the accomplishment of specific task or process.

c. Non-resident (exportable) LAMS. Non-resident (exportable) LAMS training is held throughout the year at multiple regional locations (e.g. AIRSTAs, Cutters, ISCs and Sectors…) to eliminate travel expenses while maximizing access for remote stations. Commonly referred to as "Roadshows" these Non-resident (exportable) LAMS account for approximately ninety percent of the LAMS quotas. The Non-resident (exportable) LAMS are available to members at units within a normal commuting distance (50 miles or less) of the host unit. Quotas are solicited and managed by the Host Unit. Non-resident (exportable) LAMS convening dates are advertised on the Training Quota Management Center (TQC) web-site: www.uscg.mil/hq/tqc.

d. Resident LAMS. Resident LAMS are taught on-site at the Leadership Development Center (LDC) aboard the U. S. Coast Guard Academy and at Training Centers Yorktown and Petaluma. Approximately ten percent of the annual LAMS training quotas are administered as a Resident LAMS. The Resident LAMS is intended to primarily serve members from remote units and those unable to attend Non-resident (exportable) LAMS due to operational commitments. Quotas for the Resident LAMS are managed by the TQC and convening dates are advertised on the TQC web-site: www.uscg.mil/hq/tqc.

e. Host Unit. The Host Unit is the unit that sponsors a Non-resident (exportable) LAMS.

7. ELIGIBILITY. E-5s are the targeted audience. E-4, E-6, O-1, O-2, GS 9-11, WL (all), Aux (FC, VFC, FSC).

8. POLICY AND PROCEDURES.

a. LAMS Requirements.

(1) The LAMS course will be mandatory for all Active and Reserve Second Class Petty Officers (E-5s) seeking eligibility for advancement to E-6 effective 1 January 2009. This requirement will be incorporated into future revisions of references (b) and (d). Completion of LAMS or any of the approved substitutes listed in paragraph 10.a or b below, will be required, beginning with the May 2009 Service Wide Exam (SWE) and the October 2009 Reserve (SWE). All members requesting placement on the supplemental advancement list to E-6 after 31 December 2008 must have completed the LAMS course or any substitute at the time of the request.

(2) All Second Class Petty Officers (E-5s) are assigned top priority for all quota allocations. All other first-line supervisors (E-4, E-6, O-1, O-2, GS 9-11, WL (all), Aux (FC, VFC, FSO) will be allowed to attend as seats become available and lists of top priority personnel have been exhausted.

(3) All commands should first utilize Non-resident (exportable) LAMS as a means to ensure compliance of the required mandate. Resident LAMS should be utilized as a secondary resort when (exportable) LAMS requests have been exhausted.

(4) Students must be fully committed to this training and must be present for the entire training week and should be considered TAD even when attending a local (exportable) LAMS class. Attendees shall not be available for duty or collateral duty obligations.

(5) In accordance with reference (c), commands are responsible to ensure that members are within maximum allowable weight standards prior to execution of orders.

b. Non-resident (exportable) LAMS procedures. Quotas are managed by the Host Unit. The Host Unit will solicit via message for applicants/students to all local commands within normal commuting distance (50 miles or less) of upcoming Non-resident (exportable) LAMS dates. Convening dates and Host Units can also be found on the TQC web-site. All attendees shall be issued **NO COST TRAVEL ORDERS** by their Unit Admin/SPO Office with the exception of some reservists who may utilize ADT-AT or ADT-OTD. Procedures are listed below for Members/TOs/ESOs requesting/submitting to attend a Non-resident (exportable) LAMS and supplemental guidance for enrollment of the Selective Reserve Forces:

(1) All members (Active/Reserve) interested in attending the Non-resident (exportable) LAMS with-in their local area should first view location and convening dates on the TQC web-site. The web sites can be accessed via standard household internet connection: View Class Schedules under Class Schedules > "C" School Schedules > Leadership/Management > 340720 – LEADERSHIP & MANAGEMENT ROADSHOW

(a) Determine which local Non-resident (exportable) LAMS training course you wish to attend.

(b) All members shall submit a Short Term Training Request (STTR), CG-5233 or they can forward an e-mail request through their Chain of Command (COC). All approved STTRs and e-mail request should be forward in accordance with para (c) below.

(c) COC will then forward an approved STTR or e-mail request to the members unit TO/ESO for forwarding to the Host POC of the local Non-resident (exportable) LAMS training course in which the member wishes to attend in accordance with para 8.b.(2) below.

(d) TO/ESO will verify if seats are available for all members requesting to attend.

(e) All members who are having difficulty obtaining an available seat to a local Non-resident (exportable) LAMS training course may request an available seat at any of the Resident training classes available on-site at Training Centers Petaluma and Yorktown or the CG Academy and should be submitted in accordance with para 8.c below.

(f) Reserve members can attend utilizing IDT, ADT-AT or ADT-ODT is authorized if additional days are required. Submit your IDT, ADT-AT or ADT-ODT in accordance your unit procedures through DA. Notify your Admin/SPO/ISC (FOT) for orders approval once you have been notified that you have been selected to attend. You should be proactive in requesting a seat, allowing sufficient time to notify your employer and allowing for orders to be processed.

(2) The unit TO/ESOs will submit a prioritized list (E-5s having top priority) of all personnel whose COC has forwarded and approved STTR or e-mail request; to the Host Unit POC. The request should have the following:

(a) EMPLID (Not SSN)
(b) Last, First, MI: Self explanatory
(c) Pay Grade: (i.e. E5, O2, GS,)
(d) Duty Status: (i.e. Act, Res, Civ, Aux)
(e) Members e-mail address: Self explanatory
(f) Members work phone number; home phone number (Reservist only)
(g) TO/ESO: Person submitting request

(3) The Host Unit POC will notify the selected attendee and inform the unit TO/ESO via e-mail, so as not to overbook.

(4) The Host Unit POC will also have a wait-list of personnel in case of cancellations. All cancellations should be routed in the same manner in which you applied for the Non-resident (exportable) LAMS. The unit TO/ESO may request a substitution as long as there is no one on the waitlist. Personnel selected from the wait list will be notified as well as the unit TO/ESO via e-mail.

(5) The Host Unit POC will populate a class roster and forward to the LDC, submit an ETR for each member that will be attend the hosted (exportable) LAMS training course in DA, notify TQC upon class completion to confirm each member's attendance and close out the session as complete.

(a) In order to submit an ETR you must first fill out Direct-Access User Access Authorization and Payment Approving Official (PAO) Designation (CG-PSC 7421/2) and on block 7, check box (CGTRNOFF – Electronic Training Request (ETR)) and have the Authorizing Official Sign and fax to the PSC.

(b) To submit an ETR you should logon into DA and utilize the Self Service Menu: Home > Self Service for Commands > Use > Request Training Enrollment.

(c) ETRs entered should only be for the session in which you are hosting and those members who will be attending your hosted training.

(6) The unit TO/ESO will notify all non-selectees from their list and counsel them on the process for reapplying in the future. TO/ESOs shall refrain from sending personnel to the Host Unit to wait for possible vacant seats. This places added pressure on the Host Unit and often results in the member being turned away.

c. Resident LAMS Procedures. Members requesting a quota to Resident LAMS should contact their Unit Training Officers (TOs) or Educational Service Officers (ESOs) for seat availability and submission of an Electronic Training Request (ETR) in Direct Access (DA) via their Chain of Command (COC). Operational commands that have no DA capability/connectivity underway, may submit requests via message to TQC. TQC publishes regular updates to both Resident LAMS and Non-resident (exportable) LAMS convening dates on their web-site.

d. Host Unit Request Procedures.

(1) Interested commands should reply to the annual Fiscal Year LAMS (Exportable) Training solicitation ALCOAST and meet the following criteria below:

(a) Ensure 28 students (12 minimum) within the target audience are present for the entire course, of which eighty percent of quota allocations are to be set aside for E-5s. Students attending Non-resident (exportable) LAMS will be considered TAD and shall be issued **NO COST TRAVEL ORDERS** by their Unit ADMIN/SPO Office.

(b) Assign a single point of contact to fill the quotas and coordinate all logistics for the course and be available to the LAMS team leader for the entire week.

(c) Provide a classroom and two separate break-out rooms for the entire five day course.

(d) Have resources to show DVD/VCR Tapes and PowerPoint Presentations, two Flipchart Easels, TV, Chart Paper, and a Dry-Erase Board.

(e) Provide a guest speaker (i.e. Command Cadre) to open and close the LAMS class.

(2) Commands that will meet the criteria above and are interested in hosting a LAMS shall submit a request that includes: Host Unit POC Name, Phone Number, and (in order of

precedence) three targeted weeks when your unit can host a Non-resident (exportable) LAMS. Your request indicates that your unit meets the hosting criteria.

(3) Large units that have tenant commands are encouraged to request more than one Non-resident (exportable) LAMS to encompass all priority (E-5s). Units that are tenant commands may consider hosting their own Non-resident (exportable) LAMS.

(4) Units that have been selected to host a Non-resident (exportable) LAMS will be notified by the LDC via e-mail (sent to the POC listed on the request.) The LDC will also release a message of upcoming quarters to all host units as a reminder for planning and logistics purposes.

e. Commissioning Source LAMS. All 2/C Coast Guard Academy (CGA) Cadets receive LAMS during the training year. LAMS is directly incorporated into Reserve Officer Candidate Indoctrination (ROCI) and the Direct Commissioning Officer (DCO) programs. The leadership component of the Officer Candidate School (OCS) 17 week curriculum has been deemed to meet and exceed all the specific elements outlined for the standards LAMS course and is therefore granted full LAMS equivalency. All CGA, OCS, ROCI and DCO graduates shall have the LAMS course code entry (340720) in DA upon graduation.

9. RESPONSIBILITIES.

a. Commandant (CG-133). The Office of Leadership and Professional Development is the program manager for LAMS and is responsible for monitoring compliance with this Instruction. Commandant (CG-133) will review and approve any substitutions for the LAMS course. Commandant (CG-133) shall maintain an active Memorandum of Understanding (MOU) with the LDC and TQC laying out specific roles and responsibilities.

b. LDC. LDC shall ensure that all future versions of this course are validated through the ACE accreditation process.

c. TQC. TQC will be responsible for entry of student rosters in DA for all Resident LAMS sessions, and for completing (closing out) all sessions of both Resident and Non-resident (exportable) LAMS in DA.

d. LAMS Instructors. Instructors are responsible for adhering to the course curriculum, notifying the LDC and Host Unit POC of any no-shows or dropped members and ensuring that completion certificates are disseminated to members that have successfully completed both the Resident LAMS and Non-resident (exportable) LAMS.

e. Host Unit. The Host Unit is responsible to query local units for all E-5s that have not completed the required training, solicit upcoming Non-resident (exportable) LAMS via message to local commands and inform TQC and two weeks in advance of the class convening date, the host unit will provide the LDC with a roster of all personnel scheduled to attend. Updated rosters shall be submitted when changes are made. The Host Unit will inform the TO/ESOs of the final roster of attendees. The Host unit will shall submit ETRs for enrollment on all attendees as directed in para 8.c.(5) above.

f. Individual Member. The individual member is ultimately responsible for his or her own career and for ensuring completion of all mandatory training. The member is also responsible for verifying that course completion is documented in Direct Access. In the case of missing/inaccurate entries, the member may complete a Career Development Worksheet (CG PSC-2030) in accordance with reference (e) and attaching a copy of the completion certificate. Them member should then provide this documentation to Admin/SPO for entry in DA. Members can verify entry by logging into DA and utilizing the Self Service Menu: Home > Self Service > Employee > View > Member Info Additional > Training History Tab.

10. SUBSTITUTIONS.

a. The following Coast Guard legacy courses meet the LAMS requirement for advancement to E-6 and may be used as a substitute to the requirement for advancement; these courses can no longer be entered in DA, but have been documented previously:

(1) Leadership and Management Road Show, USCG DA Course Code 230440

(2) Petty Officer Leadership, USCG DA Course Code 241220

(3) Senior Petty Officer Leadership (SPOLAM), USCG DA Course Code 000700

b. The following Department of Defense (DOD) courses have been through curriculum review and meet the LAMS requirement for advancement to E-6 and may be used as a substitute to the requirement for advancement:

(1) Navy Leading Petty Officer Leadership Course, CIM: A-500-0101, USCG DA Course Code 502102, effective 1 Jan 2006.

(2) Navy Work Center Supervisor Leadership Course, CIM: A-500-0102, USCG DA Course Code 502103, effective 1 Jan 2006.

(3) Air Force Airman Leadership School, USCG DA Course Code 502104, effective 1 April 2005.

c. Members that have previously attended either CG/DOD courses or will attend any of the approved substitute DOD courses in the future shall provide a copy of their completion certificate to Admin/SPO for course code entry into DA following the same procedures in paragraph 9.f. above.

d. Commandant (CG-133) shall maintain the list of substitute courses and will ensure all substitute course curricula are reviewed on a triennial basis. Commandant (CG-133) will consider approving additional course substitutions that commands feel might meet the requirements for substitution. Commands can submit a Memorandum Request to Commandant (CG-133) along with a complete course curriculum and course syllabus to the Program Manager for review. The Memorandum should address the following topics:

(1) Course Full Title and Code
(2) Host Institution Course POC

(3) Course Curriculum
(4) Course Syllabus
(5) Address extent to which course is:
  (a) Military Training
  (b) Directed at First-Line Supervisors
  (c) Focused on Junior Enlisted
  (d) Experiential Learning
  (e) Contain Leadership Model/s
  (f) Required for Advancement
  (g) (ACE) accreditation

e. A response memo will be provided by Commandant (CG-133) with copies to MCPOCG, PSC-ADV, Commandant (CG-132) and Commander (CGPC-EPM-1).

f. College courses are learning opportunities, but do not satisfy the intended purpose of this requirement and will not be considered.

g. Substitute courses will not be funded by the program manager.

11. WAIVERS TO THE ELIGIBILITY DEADLINE.

a. Waivers will be submitted to PSC (adv) by the command or SPO in accordance with reference (d), para 5.C.4.g. and ensure that requests meet the criteria set fourth in this article. Eligibility dates and deadlines are contained in the ALCGENL/ALCGRSV messages announcing each SWE competition and supplemental advancement procedures.

b. Each waiver request should also include the reason for inability to attend, a record of attempts to attend, and any other supporting material. All waivers will be approved on a case by case basis.

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

13. FORMS/REPORTS. The forms called for in this instruction are available in USCG Electronic Forms on the Standard Workstation or on the Internet: http://www.uscg.mil/forms/, CG Central at http://cgcentral.uscg.mil/, and Intranet at http://cgweb2.comdt.uscg.mil/CGFORMS/Welcome.htm. Form CG PSC 2030 may be found at: ww.uscg.mil/hq/psc/forms.

JODY A. BRECKENRIDGE /s/
Rear Admiral, U.S. Coast Guard
Assistant Commandant for Human Resources