



1401

MEMORANDUM

From: CAPT G. W. PALMER
CGPC

To: _____

Subj: PRECEPT CONVENING A SELECTION BOARD TO RECOMMEND OFFICERS OF
THE COAST GUARD ON THE ACTIVE DUTY PROMOTION LIST FOR
PROMOTION TO THE GRADE OF _____

Ref: (a) Section 251, Title 14, U.S. Code
(b) Department of Homeland Security (DHS) Delegation Number 0160, Paragraph
2.B.1
(c) Personnel Manual, COMDTINST M1000.6A

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

_____, USCG - Member
_____, USCG - Member
_____, USCG - Member
_____, USCG - Member
_____, USCG - Member

_____, USCG - Non-voting Recorder

2. The Board shall convene at 0700, _____ 2003, in suite 501, Coast Guard Personnel Command, or as soon thereafter as practicable, for the purpose of considering all officers in the grade of _____ who are eligible for consideration for promotion to the grade of _____ in the Coast Guard. 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.

3. There is hereby established a promotion zone of _____ on the Active Duty Promotion List consisting of the most senior officer in the grade of captain; namely, _____, USCG, and those _____ officers junior thereto who have not been previously included

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in a promotion zone, through and including _____, USCG. There are ___ officers above the zone and ___ eligible officers below the zone. The names and records of all officers to be considered for promotion shall be furnished to the Board. The _____ **best qualified** officers shall be recommended for promotion.

4. Prior to the date the Board submits its report, the Commander, Coast Guard Personnel Command, is authorized to delete the name of any officer whose name is removed from the Active Duty Promotion List 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, the Commander, Coast Guard Personnel Command 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 5.A and 14.A of reference (c) and the Commandant's Guidance to PY04 Officer Selection Boards, enclosure (1), in your development of criteria for determining the officers recommended for selection. Section 14.A.3 of reference (c) provides four factors to consider in developing your criteria: performance, 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 at least two-thirds of the members of the Board, 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.

#

Enclosure

COMMANDANT'S GUIDANCE
TO PY04 OFFICER SELECTION BOARDS

1. Our selection board system uses either a fully qualified or best qualified standard for selecting officers. It is designed to select those officers meeting the appropriate standard (fully or best qualified), without regard to their particular specialty; therefore, you should not give any preference to one skill or specialty over another. You shall consider the factors below as you evaluate the officers' records. Apply the guidance in paragraph 2 to all officers before you for consideration; then apply the guidance in paragraph 3 to officers under consideration for selection to O-3 and O-4; paragraph 4 to officers under consideration for selection to O-5 and O-6; or paragraph 5 for officers under consideration for selection to Flag, as appropriate.
 - a. You are to select those officers you consider either fully or best qualified, as appropriate, to serve the Coast Guard in the next higher paygrade using their past performance (as recorded in OERs), Reporting Officer comments on Potential, and the other official documents in their personnel records as indicators of their potential to serve in the next higher paygrade.
 - b. **BILLET DESCRIPTION:** Given changes in our organization over the past several years, many officers are serving in assignments which may not be fully understood solely by their titles. In your evaluation, ensure understanding of the full scope of the officers' duties and assignments; carefully review the "Description of Duties" block of the officers' OERs (block 2).
 - c. **ASSIGNMENTS:**
 - i. Board members are reminded that while officers have input to their assignment process, ultimately, they are issued orders based on the needs of the Service. Boards should not base decisions on speculation as to why an officer was assigned to a certain billet.
 - ii. The Coast Guard's operational excellence requires a systems-based approach. Every specialty community is essential to our overall success.
 - d. **EVALUATIONS DURING ADVANCED EDUCATION ASSIGNMENTS:** Many officers are detailed to postgraduate or advanced/specialized training. While assigned to these duties, the majority of OERs will consist solely of their course grades. There will not be, nor is there expected to be, detailed performance information while assigned to duty under instruction.

2. **FOR SELECTION TO ALL OFFICER GRADES:**

- a. **ADHERANCE TO CORE VALUES:** Officers must consistently demonstrate character that reflects the Coast Guard core values of Honor, Respect, and Devotion to Duty. Through their personal example, conduct, and decisions -- every day, on and off duty -- they should instill in their people the culture of our core values.
 - b. **ABILITY TO ALIGN WITH THE COMMANDANT'S DIRECTION:** The Commandant's Direction represents the Commandant's priorities for the Coast Guard. Officers must have demonstrated the ability to align with its themes of Readiness, People, and Stewardship. Officers must have the ability to contribute to achieving these goals by leading their part of the organization toward them. People are center-stage in the Commandant's Direction and demonstrated people skills must be center stage in our consideration of selectees for promotion.
 - c. **FOSTER DIVERSITY:** The Coast Guard is firmly committed to equality of treatment and opportunity for all personnel. Selectees must, through their actions, promote diversity and foster cohesiveness in the work force.
 - d. **RISK TAKING & RISK MANAGEMENT:** Officers who have shown themselves willing to take reasonable risks to achieve positive results and who learn from the lessons that accompany reasoned risk-taking greatly help advance the organization. Look for major accomplishments and discount minor errors. Officers should be innovative, even if unconventional in their methods, as long as those methods comply with law, regulation and doctrine. Officers should also apply these principles to those who work with them, encourage innovation, and help their people apply the lessons learned.
 - e. **FLEXIBILITY:** The officer corps must be adaptable and flexible to meet challenges resulting from the dynamic environment within which the Coast Guard operates. Selectees must see opportunity in change, adapt readily, and lead their units and personnel forward with a positive attitude.
3. **FOR SELECTION TO O-3 AND O-4:** Officers primarily develop their specialty/ technical/professional expertise in the O1-O4 paygrades through assignments, on-the-job training, and formal education, or any combination of these. By developing expertise as a junior officer, these officers not only contribute the expertise they have acquired, they lay the foundation for contributing to the Service at more senior levels.
4. **FOR SELECTION TO O-5 AND O-6:** By the time officers compete for promotion to these ranks, they are generally top performers in specialty. In addition to performing technical or specialized aspects of their assignments well, officers in the O-5 and O-6 grades must demonstrate that they possess the leadership, management, and professional skills necessary to obtain optimal performance from people.

Today the environment in which the Coast Guard operates is increasingly complex and technologically oriented. To meet current and emerging Service demands, the Coast

Guard is requiring more officers to remain within their respective specialty areas. As officers move into senior ranks, they must have an understanding of the major issues facing the Coast Guard as a whole in order to best contribute, through their particular expertise, to the overall needs of the Service. This understanding of macro Service issues can be acquired in many ways even within specialty, through assignment diversity (different type of unit/different type of billet/different geographic location), participation in studies and task forces, and special assignments which provide a more comprehensive understanding of issues important to our Service. Board members shall not place undue emphasis on “out-of-specialty tours” or “dual track” assignment histories that may have been considered requisite in the past for selection to O-5 and O-6.

5. **FOR SELECTION TO FLAG RANK:** Flag officers greatly influence the success of the Coast Guard, both internally and externally. They serve as the Commandant’s senior field representatives, Coast Guard program directors, and in positions of significant responsibility in other agencies and military services. They are members of the Commandant’s senior leadership team and must contribute substantially to the advancement of Service goals.
 - a. **VISION:** Selectees must be able to articulate a vision for their command or program that is aligned with and supports the Coast Guard’s goals. Vision is not acquired with promotion. It is demonstrated at every grade level and is a measure of how an officer translates personal and professional experience into innovation that drives the Service into the future.
 - b. **LEADERSHIP:** Leadership has long been a criterion for promotion. The future of the Coast Guard requires enlightened leaders in our Flag corps. Selectees must be our very best leaders and have demonstrated especially strong commitment to achieving the Coast Guard’s established goals. They have a special responsibility to be at the forefront of advancing initiatives that benefit our people. They must embody “Semper Paratus” in their actions contributing to readiness. During the course of their careers, they must have demonstrated the capability to be innovative in the management of our resources and effective and efficient in the achievement of desired Service outcomes. Examples of good stewardship should reveal their leadership in maximizing return on taxpayer investment.
 - c. **PARTNERING:** Selectees must be able to form effective partnerships inside and outside the Service, develop networks and build alliances, and use their contacts to build and strengthen bases of support. Partnerships are developed through an ability to collaborate and are effective if collaboration skills produce results that advance attainment of Service goals.
 - d. **PUBLIC PRESENCE:** Selectees must have the knowledge, presence, confidence, and bearing to represent the federal government in situations of national interest. They must have demonstrated a level of professionalism reflective of both the excellence of the Coast Guard and an ability to impact national-level policy

processes. This is enabled by continuing intellectual development over the course of a career.

- e. **ORGANIZATIONAL CONTEXT:** Selectees must have a demonstrated understanding of how the Coast Guard fits into the broader structure of the Department, Executive Branch, federal government, nation, and international community. Selectees must be able to identify the internal and external relationships that impact the Coast Guard and the Department, approach each situation with a clear perception of external reality, and recognize the potential impact of Coast Guard courses of action.