



**Homeland Security**

**United States Coast Guard**  
2100 Second Street, SW  
Washington, DC 20593-0001



**HUMAN RESOURCES DIRECTORATE**

**Routing Slip**

<b>TO:</b> CCG	<b>DATE:</b> 27 Jun 2008	<b>ORG/RTG SYMBOL:</b>
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<b>FROM:</b> CG-1	<b>TELEPHONE:</b> 5-5510	<b>ORG/RTG SYMBOL:</b> CG-133
<b>THRU:</b> CG-01 <i>el 7/30</i> VCG		

**SUBJECT:** SPRING 2008 LEADERSHIP ADVISORY COUNCIL REPORT      **DOCUMENT CONTROL:** 2008 - 0013874

**ACTIONS:**

- Per Your Request
- Per Our Conversation
- For Your Approval
- For Your Signature
- Prepare Reply for Signature of
- Take Appropriate Action
- Note and Return
- Please Answer
- Discuss with Me
- Comment
- For Your Information

**Remarks:** The Leadership Advisory Council [LAC] met at the Coast Guard Academy in New London, CT during the Month of May. Enclosed is the Spring 2008 LAC report for your review.

*Edits made 7/1*

DISTRIBUTION (ORG/RTG SYMBOL)	DATE	COMMENTS
CG-133 <i>(D)</i>	06/27/2008	
CG-13D <i>(S)</i>	7/7	WRT MOLGA, MY OBSERVATIONS IN ATTACHED
CG-13 <i>(S)</i>	7/8	GENERAL REMARKS REVERSE - VERY SOBERING DATA WORTHY
CG-1A <i>(S)</i>	7/9	OF ADD'L RESEARCH IN MY OPINION ...
	7/10	Need to see Mid-Grade officer Gap Analysis. Would also like to see Charter for LAC - several items for DAC should go to LAC. Need to resolve processing - LAC + DAC to CCG?

JUL 1 2008  
*B9 Z*

JUL 3 2008  
*AB*

A-23364

DEPARTMENT OF  
HOMELAND  
SECURITY  
U. S. COAST GUARD  
CG-4229 (Rev. 3-03)

# DIGEST

APPROVAL:   
SIGNATURE:   
INFORMATION:

From: CG-1

JUL 23 2008

To: CCG

*W/8-19*

Thru: (1) CG-01 *1/30*  
(2) VCG *10/20 8/20*

Re: SPRING 2008 LEADERSHIP ADVISORY COUNCIL REPORT

1. Enclosed is the spring 2008 Leadership Advisory Council [LAC] Report.
2. This meeting covered a broad range of topics and included 57 field recommendations as a result of an ALCOAST solicitation to the field. Many of these topics fell into areas well known by senior leadership such as connectivity issues, web-based training growth, information saturation and lack of communications. One area of particular interest is a 1955 leadership publication titled "Right down the Line" the Council felt should be republished. CG-133 is researching and has for action. *not very gender inclusive!*
3. Once the LAC report is approved, CG-13 will release an ALCOAST to the field reporting those major items of interest contained in the report.

Enclosure: SPRING 2008 LEADERSHIP ADVISORY COUNCIL REPORT

SIGNER'S COMMENTS

U.S. Department of  
Homeland Security

United States  
Coast Guard



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5050

JUL 10 2008

## MEMORANDUM

From: *D.R. May*  
D. R. May, RDML  
CG-13

Reply to: CG-133  
Attn of: CAPT W. J. Milne  
(202) 475-5509

To: CCG *Approved 8/21*

Thru: (1) CG-1 *7/23*  
(2) CG-01  
(3) VCG *162*

Subj: SPRING 2008 LEADERSHIP ADVISORY COUNCIL REPORT

1. Your Leadership Advisory Council (LAC) met at the Coast Guard Academy in New London, CT from 13-15 May 2008. A list of attendees is attached as enclosure (1). Since their last out brief to you on 9 November 2007 the LAC members have worked to advance a number of leadership initiatives in addition to engaging local units for issues of potential service-wide importance.

2. The Council opened the executive session with a discussion on membership given the number of departing council members during the summer of 2008. During this session a recommendation was made to alter the current membership configuration in order to achieve greater diversification and representation of the Coast Guard work force. The consensus of the Council was that membership for nominated members should not exceed a three-year term. A recommendation was made to raise the current number of members to 20 [from 17] to include seven standing members and 13 nominated members. Other work within the executive session included;

a. LAC Charter - LAC members desire to revise the current LAC charter to ensure your leadership vision is clearly communicated and that field leadership concerns are openly addressed. I anticipate forwarding a revised Charter for your approval later this summer.

b. CPO Academy - The Chief Petty Officers Academy [CPOA] is mandatory for E-7s seeking to advance to E-8. Area "People Plans" recommend and CGHQ "People Plans" require all E-7s thru E-9s to attend the CPOA. While highly desirable from a leadership perspective, the "People Plans" have created the unintended consequence of increasing the backlog lists of those waiting to attend the CPOA. In its current operating condition, the CPOA is not able to accommodate the increased backlog. The following table represents those members who have not attended the CPOA.

<u>Grade</u>	<u>Active Duty</u>	<u>Reserve</u>
E-7	1818	434
E-8	66	49
E-9	71	45

This table represents the remaining FY08 classes and current backlog.

- Class 152:** 71 enrolled, 33 on wait list
- Class 153:** 74 enrolled, 89 on wait list
- Class 154:** 73 enrolled, 74 on wait list
- Reserve Class 24:** 72 enrolled, 58 on wait list.

As the work force continues to grow over the next several years the LAC anticipates the backlog will grow as well. As one mitigating measure, the class size was increased from 64 to 72 quotas [maximum throughput at Petaluma] earlier this year to handle the increasing backlog of those desiring to attend. Given the current situation the LAC recommends removing the requirement to have E-8/9s attend the CPO Academy. The LAC understands the recommendation is counter to the current "people plan" policies but the backlog continues to grow. As an alternative, the LAC recommends E8/9s seek the Command Master Chief course provided at the Academy.

This short-term solution was conveyed at the recent Gold Badge conference in Ballston, VA to the Gold Badges and received their approval. As you consider this interim short-term solution, I will direct Training Center Petaluma and the Leadership Development Center to develop an action plan that includes several courses of action to handle CPO Academy throughput to meet the current and future Service demand. Progress on this effort will be reported in future LAC meetings.

c. CWOPD - Enlisted members appointed to the grade of CWO are required to attend the Chief Warrant Officer Professional Development (CWOPD) course within one year of appointment. Although completion of the CWOPD is a requirement, a percentage of newly appointed CWOs never attend the course, primarily because there are no consequences for not attending the course. The data below reveals compliance by rank and overall compliance within the CWO corps.

Compliance by Rank (FY04-FY07)

- CWO4 – 62%
- CWO3 – 91%
- CWO2 – 80% (data does not include new CWO appointees for June 2008)

Overall Compliance (FY04-FY07)

CWOs – 80.2%

Although progress has been made on the attendance rate over the past four years, it is desirable to reach at least a 90 percent attendance rate for all CWOs. The LAC intends to address this issue at its next meeting in an attempt to analyze and provide a recommendation for your consideration.

d. Connectivity - The LAC continued its discussion on connectivity issues particularly as they relate to the ease of which members of the work force have access to information and tools via the inter/intranet. One example is the Unit Leadership Development Program (ULDP.) When both e-learning servers were compromised in July of 2007, the ULDP server was taken off-line as a precaution and has only recently been brought back on-line after a lengthy recertification process. This event occurred during a surge in ULDP interest, causing a loss of continuity and enthusiasm. Unfortunately, the tools and job aids associated with the ULDP are now only accessible via SWSIII. The current connectivity plan limits ULDP access to active

duty members with access to SWSIII, potentially leaving a gap for Reserve and Auxiliary members and those with limited access to SWSIII. The gap for reservists will be resolved later this year when CG-6 and CG-13 complete a joint initiative to allow access via a home personal computer system and a portable CAC card reader. Overall feedback pertaining to the ULDP from the field continues to be very positive; however connectivity and accessibility issues may prevent the ULDP from reaching its full potential.

4. Specific action items carried over from the last meeting.

a. Mid-Grade Officer Leadership Gap Analysis. As previously reported, the Performance Technology Center (PTC) completed the Mid-grade Officer Leadership Gap Analysis which included an evaluation of extent data and targeted interviews with flag officers and Captains. The final report of this analysis was delivered to CG-133 bringing the first step of this multi-stage process to a close. The LAC determined it was necessary to proceed to the Root Cause Analysis phase of the Needs Assessment model as the next step in this analysis. The Performance Technology Center is moving forward with this phase to identify root causes of the gaps, classify those root causes into specific categories (Lack of Expectation/Feedback, Lack of Skills or Knowledge, etc.), and identify possible interventions to improve performance. The LAC anticipates this product to be completed during the summer of 2008 and will report its findings and recommendations next fall.

b. Leadership and Management School. The LDC reported that a pilot reserve class, spanning the time of two weekends was held and may be advantageous for Reserve members even though it is logistically and financially challenging for the LDC staff to support. The LAC recommends training 4-6 Reserve members to become LAMS Instructors in order to expand the opportunity and assist with the delivery of this course for the Reserve component. Progress on this effort will continue and will be reported in future LAC meetings.

5. Updates from the Office of Leadership and Professional Development (CG-133).

a. As part of an initiative to develop a leadership continuum for civilian employees, CG-133 is working with DHS to gain additional positions in DOD sponsored war colleges and Master Degree programs. CG-133 currently has three graduate level professional development opportunities for its civilian work force and is seeking to add four additional senior service school opportunities as well as three private sector opportunities in FY09. This will increase available graduate level programs for the CG civilian workforce to nine each year.

b. With funding from the Navy League and the Coast Guard Foundation, several Coast Guard units were able to receive a copy of each book from the 2007 Coast Guard reading list.

c. The 2008 Spotlight on Leadership campaign, held in March of this year, was an enormous success based on emails received, number of entrants and ongoing dialogue about leadership issues that included Dr. Sample's visit to Coast Guard Headquarters. This year, a Spotlight on Leadership Campaign contest was held to recognize those units that excelled at sponsoring Leadership Campaigns. An ALCOAST was released in early June announcing the winner and honorable mentions.

6. The LAC continued its recent efforts to cast a wide net for field level involvement by soliciting input through a LAC-related ALCOAST message. The LAC received 57 recommendations from the field, a substantial increase from previous years. These recommendations were placed into the following areas of emphasis; Marketing Leadership, Web-based Training and Communications.

a. Marketing of Leadership – Field units lack visibility and appropriate knowledge of the multitude of leadership opportunities and tools that are available in the Coast Guard for a variety of reasons. The LAC believes there is a need to institutionalize and acculturate these opportunities and tools into the consciousness of Coast Guard members through a single repository. As our organization modernizes itself the LAC, along with the Office of Leadership and Professional Development and the Director of the Leadership Development Center believe a Leadership Warehouse that combines resources will offer a more robust menu of opportunities, tools, best practices, historical data and research opportunities to advance leadership to the next generation.

This Leadership Warehouse of resources will be wholly dependent upon an effective strategy that easily communicates accessibility, opportunity, and ease of use through programs as the Unit Leadership Development Program, Spotlight on Leadership Campaign, awards and recognition programs, and the Commandant's Reading List among other initiatives. It is also recognized that resolution of technology issues [bandwidth] will enhance offerings to afloat and remote unit personnel and Reservists and Auxiliarists. While technology issues are being solved, the LAC recommends that attention be paid to consistency in dissemination of information to reduce the anxiety and frustration within the fleet.

b. Web-Based Training – The online learning revolution is being driven by the many benefits web-based technologies offer over traditional delivery methods. While many organizations are moving quickly--but not necessarily wisely--to embrace web-based training, the Coast Guard must remain cognizant that our web-based training programs are currently not accessible by those at work or from home. General Mandated Training (GMT) is a prime example that we may be failing at remaining cognizant as technology outpaces our ability to leverage its capability. This useful technology is being masked by inaccessibility as program managers continue to add GMT with the expectation that all are able to access the training via the web.

c. Communications – While related to subparagraph (b) above, much of the field continues to express concern for how much of our junior work force has limited access to the SWS or access to Coast Guard sites such as CG-Central from home. Consequently, our members are somewhat constrained in their ability to “browse” for information including “Modernization” updates posted on sites which offer only CGDN access. The LAC suggests continued efforts to expand the domain available to our members from home, citing “Navy Knowledge Online” as a benchmark for access to professional information. The LAC recommends CG-6 consider similar opportunities such as “Navy Knowledge Online” or “Army Knowledge Online” for inclusion into our workforce. The LAC is also aware that CGCentral will be replaced with a newer system that hopefully addresses much of this concern.

7. The LAC reviewed a 1955 leadership text published by Arrowhead Publishing, Inc. titled “Right down the Line.” The LAC was fascinated by the book and feels that while over 50 years old, the book is most applicable in today's environment, easily read within an hour, but most importantly, a simple and enjoyable read at all levels of the Coast Guard work force. MKCS Ronchetti [LAC Member] is credited for bring this text to the LAC's attention. The LAC membership is investigating the possibility of getting the text republished since the publishing company is no longer in business. We feel this text has a high potential to be added to the CG Reading List. There is no author credited with this work yet an editor and illustrator are given acknowledgement by the publishing company. A copy of the cover page along with the “Foreword” is attached as enclosure (2).

8. The LAC will continue to meet on a semi-annual basis alternating its meetings between the Washington D.C. area in the fall and one of the Training Centers in the spring. The Council continues its efforts to meet your vision of ensuring every Coast Guardsman has the best possible leadership opportunities as well as professional development tools to carry out their missions. The Coast Guard's continued success in operational matters can be traced to the strong leadership at all levels of the work force. Leadership development remains a business imperative as we focus on mission execution while setting the stage for our future. Your continued support of all of our leadership efforts is greatly appreciated.

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Enclosures: (1) List of Attendees  
(2) Copy of the cover page "Right Down the Line"

## **LEADERSHIP ADVISORY COUNCIL**

**(Spring Meeting 13-15 May 2008)**

Attendees:

COMO Carol Urgola – USCG Auxiliary

CAPT Dave Brimblecom – LDC Director

CAPT Anne Ewalt – Training Center Yorktown

CAPT William Milne – CG133

CAPT (s) William Kelly – Future LDC Director

CDR Laurie Mosier – CG12B

MCPO Leilani Cale-Jones – PACAREA CMC

MCPO Kyle Takakjian – D1 RCMC

LCDR Warren Judge – CG Personnel Command (OPM4)

CWO2 Paulette Gough – Sector Detroit

MKCS John Ronchetti – USCGC LEGARE

Mr. Mark Munson – MLCLANT

Dr. George Yacus – LANTAREA

Mr. Andrew Webb – Training Center Cape May

LT Jason Smith – Air Station Kodiak

LT Alessandra Penswater – CG133

LT Matthew Bear – Harvard

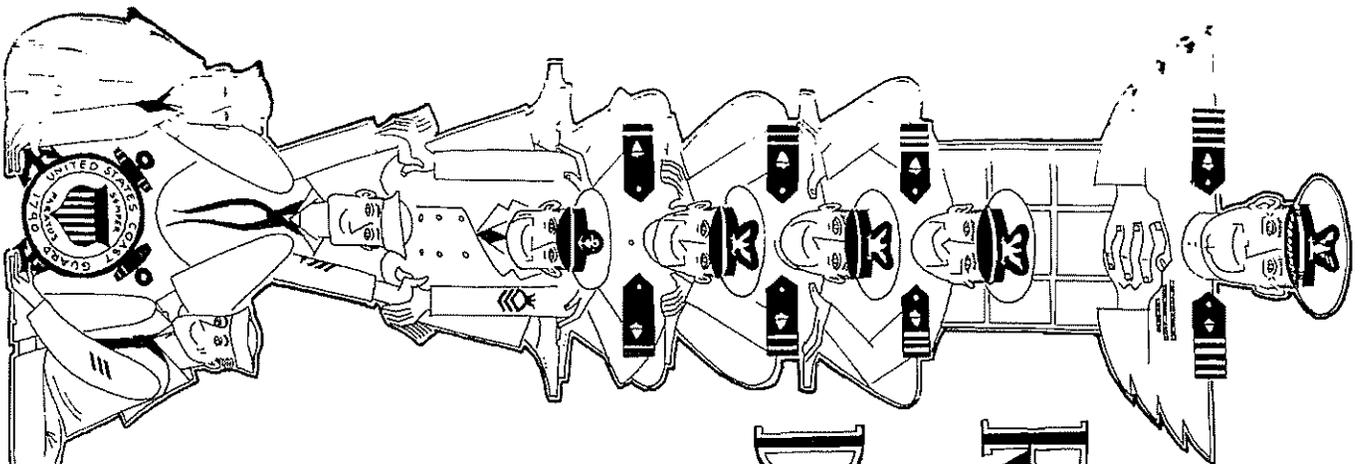
LTJG Josie Long – Sector Delaware Bay

A BOOK ABOUT LEADERSHIP

ILLUSTRATED by KIRKPATRICK

EDITED by CHARLES A. PEARCE

Arrowhead books, inc.  
NEW YORK



RIGHT  
DOWN  
THE  
LINE

ENCL 2

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## FOREWORD

**R**IGHT DOWN THE LINE is a somewhat new approach to the old subject of Leadership.

It is designed to give a graphic analysis of basic factors of leadership and to show certain techniques for the development or improvement of leadership.

Part I — starting off with the common-sense observation that, if men fail to follow, leadership does not exist — looks at basic factors in human relationships which cause men to follow one man's path and not another's. A clear case of these factors is the first, big step in leadership.

Part II pictures the second step: specific techniques a leader can use. These seven principles are largely built around the five basic factors of Part I. They are founded upon tested theory and tried methods of administration. The right use of them can produce the right results.

In broad structure and in all of its details **RIGHT DOWN THE LINE** advances the proposition that the difference between the good leader and his well-led followers may be very slight: almost invisible and almost undefinable. It may be merely a question of degree. The good leader, by force of his example, imparts to other men the qualities that are well developed in himself.