

U.S. Department of
Homeland Security

United States
Coast Guard



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MEMORANDUM

From:  VINCENT F. ANDREONE
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To: COMDT (CG-133)
Thru: CG HSWL SC (h)

Subj: 2011 SPOTLIGHT ON LEADERSHIP CAMPAIGN CONTEST

Ref: (a) COMDT COGARD Washington DC 151426Z Mar 11/ALCOAST 104/11, CG-133

1. I take great pride and pleasure in nominating the Health, Safety, and Work-life Service Center (HSWL SC) Safety and Environmental Health Division for this year's Spotlight on Leadership campaign contest on behalf of all the Coast Guard men and women who played a part in the development and implementation of "A Chief's Vision," a safety-charge video. Through this nomination I wish to thank, recognize, and honor all of our Coast Guard leaders who work diligently each day to promote and embody the video's message.

2. HSWL SC's staff was attentive to the leadership's interest in, and use of, online video medium to effectively convey messages to its members, especially in reaching the younger generation of leaders. Armed only with the idea that HSWL SC should provide an innovative and inspiring safety message to our newly-minted senior enlisted leaders exiting the Chief Petty Officer Academy, LCDR Lushan Hannah and MSTCS Todd Wardwell went to work.

3. Appropriately, safety begins and ends with our most senior leaders, and the genesis of this video safety charge to all would-be leaders comes from embracing the first featured leadership competency: Followership. MSTCS Wardwell skillfully crafted an original charge that invokes core values and leadership's responsibility to keep our people safe. Those words were made into a poster, suitable for framing, with the intent that the message might become emblazoned on the heart and mind of every Chief (Enclosure 1). MSTCS Wardwell selected a moving musical score to accompany the message and creatively assembled the best of thousands of Coast Guard photos into a stirring video montage.

4. The HSWL SC chain of command fully embraces an environment of diverse perspectives and backgrounds. Most notably, during the video editing process, the video was sent back to the "drawing board" because there weren't enough culturally diverse CG personnel depicted in the photos. These actions highlight the second leadership competency: Respect for Others and Diversity Management.

5. Throughout the creation of the video, LCDR Hannah and MSTCS Wardwell were constantly thinking "outside the box". They sought ways to best incorporate the safety information and

ensure the widest dissemination of this safety message. In short, they were continually striving to meet the third leadership competency: Management and Process Improvement. LCDR Hannah synthesized the input from the demo version and continued to polish the video, some of which included extensive rework due to limitations of the original software and the compilation of voices representing several Chiefs throughout the Coast Guard, including Master Chief Charles Bowen. Additionally, LCDR Hannah was unyielding in his quest to obtain copyright authorization for the music score set to the video.

6. LCDR Hannah added a voiceover and further refined the video. A demonstration of this initial version received kudos throughout the Coast Guard, including strong positive feedback and comments from the Pacific Area Commander, FORCECOM staff, Coast Guard Academy Leadership Development Center, and Master Chief Petty Officer of the Coast Guard. "A Chief's Vision" is the culmination of hundreds of hours of work and required HSWL SC's close coordination and assistance with Public Affairs Specialists, legal specialists, and FORCECOM. As you can see, numerous people, commands, ideas, and suggestions were taken into account while making this video. The final leadership competency, Partnering, played a major role in the video's final production.

7. In May 2010, Master Chief Bowen released the final version of the video through the Chief's network and HSWL SC staff received immediate positive feedback. HSWL SC, in coordination with FORCECOM's Training Division, facilitated leadership and training venues for the video, which began with posting the video on the Coast Guard Academy Leadership Development Center and the Chief Petty Officer Academy websites. Also in May 2010, LCDR Hannah showed the video at a Department of Homeland Security safety forum, receiving enthusiastic feedback from non-Coast Guard civilian attendees. The Coast Guard Office of Safety and Environmental Health (CG-113) recommended its use during the biannual military Joint Services Safety Chiefs meeting.

8. Over the past year nearly 800 Chiefs entering the Chief Petty Officer Academy, and countless other members of all ranks and grades, have been directly touched by this safety-charge video and the posters that have sprung up in offices and Chief's messes around the Coast Guard. While the net effect may be unknown, HSWL SC staff and all who rallied around this project are leaders who dedicated their time and passion to influencing others to lead with safety as the first step to achieving Honor, Respect, and Devotion to Duty.

9. Thank you for sponsoring another excellent Spotlight on Leadership campaign contest and considering this body of work for recognition. It has given us a great opportunity to pause and reflect on the work of our members and renew our responsibility and commitment to leadership development. The safety charge video, entitled "A Safety Charge to USCG Chief Petty Officers", can be found at: www.uscga.edu/lhc .

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Enclosure: (1) Safety charge poster, "Mission Safety: A Chief's Vision"

MISSION SAFETY: A Chief's Vision

The Coast Guard succeeds and fails under a Chief's vision. Boats run, aircraft fly, responses are executed, and people live and die all under a Chief's vision.

As a Chief we are charged with leadership at the deck plate level; the most challenging and rewarding of efforts. This is the noblest entrustment of personnel, equipment and mission to be had anywhere in our organization. We guide and care for our people so that they one day too will inherit our responsibilities and hopefully someday wear the anchor with pride as we have worn it. However, it is the deck plate that breaks our bones, tears our skin, catches our blood and steals our shipmates.

It is our duty to keep our people safe.

If a shipmate gives his or her life in the steadfast pursuit of the mission, it is called heroic and fits our Guardian Ethos. If that same shipmate loses their life or is injured in a car accident, falling off a ladder or from neglect by their supervisor, it is called tragic, pointless, and meaningless. It is said that those members went "before their time".

The loss of any of our people is tragic; the damage to a team, unit or station is irreparable. It is our duty to ensure that we have done all we can do to make sure there are no calls with sad news to family members, no cleaning out of ownerless lockers, and no salutes for disabled shipmates as they hobble across the brow. It is our responsibility to ensure that "their time" is not on our watch.

We assign Unit Safety Coordinators, Safety Petty Officers, Risk Managers, and many other titles because we are required to. We sometimes see in them the removal of our responsibility to keep our shipmates safe. This can not be further from reality!

The safety of our shipmates is always the burden of everyone to bear.

In the Chief, is the ability to see risk, identify dangerous situations, find alternatives if we can, and to bring all of our people home. Putting the mission first, our individual egos must be cast aside in order to seek out those who can help us and our people. We must see through the present to the future, to use our experience and knowledge to predict outcomes and steer clear of the worst of days.

This is a Chief's Vision