

The Leadership News

A quarterly newsletter on leadership issues in the Coast Guard • Spring 2009 • Issue 35

Leading the Way

Coast Guard presence during Inaugural events, pg. 6

Plus:

New Leader Program grads • RDML May on training • Enlisted Education

The Leadership News

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Editor's View

This issue of the Leadership News is packed with inspiring stories that highlight the Coast Guard's junior and mid-grade civilian and military members.

The new year not only brings a new administration, but the next generation of leaders to the forefront. As such, the Leadership Continuum theme runs throughout this edition and focuses on continual learning and professional development for all levels of Coast Guard members.

We encourage feedback from the field. Be sure to visit www.uscg.mil/leadership to learn more about professional development opportunities for our workforce. Create your own success story! Fair winds and Semper Paratus!
– Amaani Lyle



Begins in April! Stay tuned to ALCOASTs and visit www.uscg.mil/leadership for up-to-date information about this year's campaign.

On the cover

President Barack Obama walks ahead of Lieutenant Antonio Donis, (CG-12) Compass Diversity Outreach Manager, minutes before the swearing-in ceremony in Washington, DC, Jan. 20. (Courtesy photo/Lauren Burke)

The Leadership News is published quarterly by Commandant (CG-133). Contents are unofficial and not authority for action. Views and opinions expressed do not necessarily reflect those of the Department of Homeland Security or the Coast Guard.

We seek articles on leadership issues and best practices. Article length should be 500 words or less. At the end of the article, identify the two or three most relevant leadership competencies that your article addresses.

TEI offers leadership seminars

The U.S. Coast Guard is a member of the Treasury Executive Institute, the lifelong learning center for senior leaders (GS-15/O-6 and above). Recognizing that senior leaders have busy calendars, TEI offers short format two to three-hour programs here in Washington led by thought leaders.

Many of the programs are author events featuring newly published books. TEI topics are diverse, spanning disciplines from history to science to economics, as well as emerging leadership trends. Such diversity allows for an examination of leadership through different lenses. This innovative and interactive approach to programming earned TEI recognition as a best practice in "non-obvious" leadership development by the Learning and Development Roundtable.

There is no cost to Coast Guard members to attend these programs, and people may participate as often as they wish.

To register, call 202-622-9311. For more information on the above programs, visit <http://www.uscg.mil/leadership/training>.

SNAPSHOTS FROM THE FLEET: GOOD LEADER TRAITS

By Chief Boatswain's Mate

C.W. McCalister

Leadership Development Council/Leadership and Management School

Throughout my career I have asked advice from leaders who've successfully guided people in challenging situations. More often than not, I found they credited their leadership skill development to someone else.

Others may recall leaders who faced challenges; sometimes we can learn a lot by knowing what not to do. Each week, Leadership and Management instructors discuss with their students interactions with various leaders. Students share their experiences through a written paragraph about a successful leader they've worked

for or observed. Sharing their experiences helps reinforce the lessons presented to students and provides unique perspectives of leadership strengths and weaknesses.

Most often students described successful leaders as good communicators who lead by example. Good leaders were

characterized as approachable, consistent, and trustworthy. These are some of the examples given:

- "My executive petty officer, a chief, led by example and taught me that no matter how high in position you get you still need to be part of the team."

- "My senior chief always led me down the right path and would let me know when I made a mistake. He was there to support me when I tried to fix things."

- "A division chief at a sector always looked out for his people. He made an effort to

make sure we all knew what our mission was and why it was important."

- "On a cutter, a first class boatswain's mate I worked for sustained our motivation by customizing his leadership styles to our needs. He didn't micro-manage; he delegated as much as possible

and kept the job interesting."

- "My first officer in charge was an effective leader because he exuded confidence. He was stern when he had to be but was still very approachable."

- A senior chief I worked for was always open to suggestions. He was personable, and always interested in our lives outside of work. In my two years working for him, I only heard him raise his voice once and never used, "I order you" to get people to do their assignments."

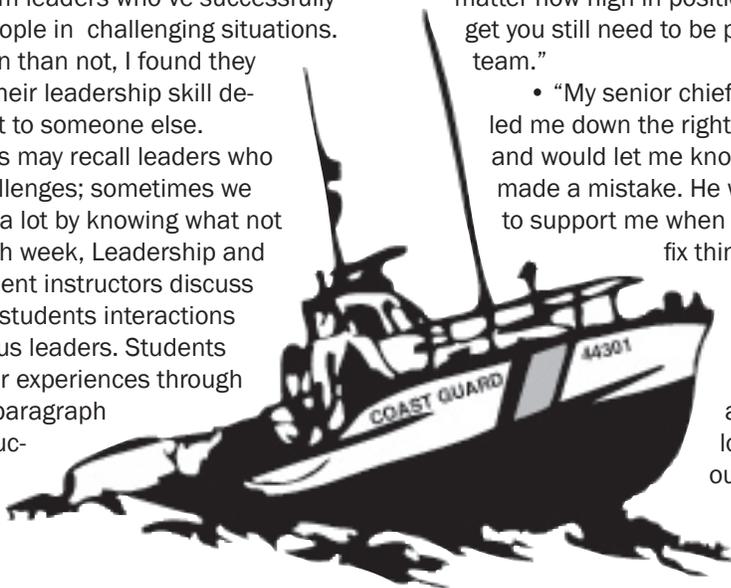
The students indicated the leaders they wrote about profoundly impacted their decision to stay in the Coast Guard.

As leaders, people constantly watch us and take mental snapshots of what we say and do. With this in mind, we must ensure our conduct sets the proper example for those we lead.

We can never underestimate the impact and far-reaching effects of good leadership. Who knows how far back the leadership goes that has impacted you? I wouldn't be surprised to discover connections going back as far as Joshua James!

Hopefully, a future leader in the Coast Guard can trace the leadership that has helped to shape their career right back to you!

(Influencing others, Taking care of people and Mentoring)



Call to unit leaders: Embrace and communicate change

By Chief Warrant Officer

Mark Rawls

USCGC Confidence

The Coast Guard has undergone significant changes in recent years and with Modernization in high gear, we are evolving once again.

Overall, the organization has made momentous strides with diversity and leadership initiatives and human relations awareness; however, these initiatives and their correlation to modernization can be better communicated to the field.

Programs and policy are set in motion at the headquarters level and filtered down to

the field units, but the message sometimes never makes it to the deck plate level.

As senior leadership in the field, we need to continually educate ourselves with the latest changes our organization is making and ensure our mid-level and junior members are kept aware of these changes and their impact.

The status of these initiatives is not always easily understood or available to the entire workforce, which can



sometimes create conflicting messages.

If we expect our junior officers and enlisted members to become successful leaders within our organization, it's imperative we learn about and accept change and positively convey the information

to our people.

Today's junior officer and enlisted members will lead a much different Coast Guard in the near future.

If unit level leaders embrace current changes and educate junior members, their transition to authority will be considerably easier, ensuring we remain the premier maritime service.

(Leadership competencies: Accountability and Responsibility, Self Awareness and Learning, Effective Communications and Influencing Others)

Pomp and Circumstance

**Story and photos by Amaani Lyle
Headquarters (CG-133)**

CAMBRIDGE, Md. – Dozens of public service employees gathered on the banks of the Choptank River here Feb. 6 to celebrate their graduation from an intensive six-month leadership program.

According to the Graduate School U.S. Department of Agriculture Web page, the New Leader Program (NLP) aims to develop future public service leaders by providing assessment, experiential learning, and individual development opportunities.

“This program is in line with the Coast Guard’s Leadership Continuum because it focuses on high-potential aspiring leaders and people who have or will soon enter leadership positions,” said Alice Fleming, CG-133 Leadership and Development deputy chief. “Leadership is at varying levels, whether you’re a GS-5 or a GS-15. Don’t think that because you’re lower in grade you won’t need to or don’t already have to employ leadership skills.”

The NLP uses innovative classroom training and agency-specific developmental experiences to help mold participants into solid leaders who are ready to tackle current federal workforce issues and strive for personal growth.

“When people come to the program, there’s usually a sense of fear about meeting new people and developing new networks,” said Kimberly Robinson, USDA Director of Leadership and Management. “Our students find they’re going to have to force themselves out of their comfort zones, and we share in transformation we see in the students. It’s a learning experience for us as well.”

June Ledwith, a Coast Guard assistant housing manager of four years, admitted she had some initial reservations about taking on the endeavor.

“I was thinking, ‘Maybe I don’t deserve to be here.’ But as I got to know my teammates, I knew this would be a wonderful experience,” Ms. Ledwith said. “The training was informative and beneficial – by the end of the week, the energy and enthusiasm emanating from me, the instructors and participants was contagious. I left the program with a positive attitude and the momentum that carried me through the last six months.”

Nicolas Carl, a USCG Atlantic Area commercial fishing vessel safety specialist, said he, too, has noted significant improvements in his confidence.

“Six months down the road I feel like I’m a different person now,” Mr. Carl said. “I’m publicly speaking and doing things I’ve never done before – I’m really happy that I went through with (the class).”

The program is open to government service employees at the GS 7-11 levels, who may be first-line supervisors, team leaders, project managers, administrative support, and members of self-directed work teams. Individuals should be nominated for this program based on their potential and motivation to complete all requirements and participate fully in all components of the rigorous program.

“I’m a leader. I’m a true leader,” said Duane Johnson, a facilities specialist at Coast Guard Headquarters, Washington, DC. “I have the capabilities and knowledge to perform the duties required and requested of me. This is one of the most excellent forms of education that I’ve ever participated in.”

For more information, visit www.uscg.mil/leadership or e-mail CG133TrainingCourses@uscg.mil or Darlene.M.Murphy@uscg.mil.

(Leadership competencies: [Leading Self](#), [Team Building](#), [Influencing Others](#))

New Leader Program grooms next generation of leaders



CAMBRIDGE, Md. – June Ledwith, Coast Guard Sector Northern New England assistant housing manager, speaks to instructors and fellow classmates at the New Leader Program graduation Feb. 6. Insets from top: Duane Johnson, Coast Guard Headquarters facilities specialist, holds his graduation plaque. Nicolas Carl, LANTAREA commercial fishing vessel safety specialist, arrives on stage to receive his graduation plaque. Kimberly Robinson, U.S. Department of Agriculture Director of Leadership and Management pauses for a smile with Darlene Murphy, Leadership "C" Schools Manager,

Rave Coast Guard par

(Right) Lieutenants Jillian Malzone and Antonio Donis, CG-12, were among a select few of hand-picked military members to escort the president, first lady and many dignitaries during inaugural events in Washington, DC, Jan. 20. (U.S. Coast Guard photo/Amaani Lyle)



(From left) First lady Michelle Obama, Pam Allen, Admiral Thad Allen, President Barack Obama and Vice President Joe Biden salute to Coast Guard troops passing the reviewing stand during the Presidential Inaugural parade here Jan. 20. Admiral Thad Allen joined several other invited Coast Guard members to observe the ceremonial parade. (Courtesy photo/Greg Lawler)

**Story by Amaani Lyle
Headquarters (CG-133)**

The nation's 56th Presidential Inauguration carved its place in history on Jan. 20. Not only did millions of Americans witness the swearing-in ceremony of the nation's first black president, but perhaps history is marked just as importantly by the millions more who gathered in the National Capital Region to watch the Inaugural Parade, concert, fireworks and myriad other celebratory events.

For more than a year prior to the inauguration, Coast Guard members had unprecedented involvement in the preparation to ensure seamless execution and smooth ceremonial proceedings. CDR Andrew Dutton, He

Reviews

Participates in inaugural events



Support Command executive officer, released a “Who’s Who in the Inauguration” guide, listing hundreds of Coast Guard members with wide-ranging duties – from Armed Forces Inaugural Committee and Multi-Service Color Guard involvement to marchers and street cordons as part of ceremonial honors to both the departing and new Presidents.

A select group of Coast Guard people endured a rigorous eight-month selection process to join the White House Social Aide program, a year-round escort and ushering service designed to assist the president and first lady with official ceremonies.

LT Antonio Donis, a CG-12 Compass diversity outreach manager, and LT Jillian Malzone, CG-12 workforce forecast-

ing, are two of only eight Coast Guard members in the multi-service social aide program. LT Donis said his opportunity to escort the president, first lady, senators, dignitaries, ambassadors and numerous VIPs during the swearing-in ceremony was a responsibility he did not take lightly.

“Being around President Obama during the inauguration was tremendously humbling,” LT Donis said. “It was a remarkable moment for our country and I was proud to have been a small part of it. Memories from that day will follow me for the rest of my life.”

LT Donis explained that Coast Guard recruiting for the WHSA program begins internally and applicants must be O-2 to O-4, single, and already serving in the

NCR. Job perquisites include a chance to interact with celebrities, statesmen and foreign leaders – not to mention a parking spot on the Ellipse. There are currently only 35 people across all five services in the program.

“As our nation peacefully transferred power, all of these Coast Guard members proudly represented our service,” CDR Andrew Dutton, Headquarter Support Command executive officer said. “They symbolized the many thousands of Coast Guard Active Duty, Reserve, cadets, recruits, civilians and auxiliaries assigned to Coast Guard service throughout the nation and the world. Be proud of them as they represented you.”

(Leadership competencies: Political Savvy, Followership, Aligning Values)

**Story and photo by Amaani Lyle
Headquarters (CG-133)**

Rear Admiral Daniel May, Reserve and Training Director (CG-13), assumed his current position in January of 2008. Besides overseeing all aspects of the

Q &

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Training, Reserve and Leadership programs for the Coast Guard, he also serves as a member of the Reserve Forces Policy Board where he develops initiatives to recruit, train,

allocate and support more than 8,300 Coast Guard Reservists. R May also serves on the Board of Trustees for the Coast Guard Academy and as the Chairman of the Leadership Advisory Council. During his 30-year Coast Guard career, he has served in numerous operational, engineering and staff positions serving in command of Group Boston from 2001-2004 and of Station/Base St. Louis from 1988-1991. He took a moment with The Leadership News to share his thoughts about training, professional development and the Leadership Continuum.

Q1. How does the Leadership Continuum affect learning, training and professional development at all levels?

We've always done a pretty good job of taking care of the military and civilian members coming in at the lower levels, and we've always focused on senior leadership, our Chief Petty Officer Academy and our flag officers. The Leadership Continuum is a career-long development system that helps us really take a hard look and develop programs tailored to our mid-grade and mid-level military and civilians. The continuum concept can effectively bridge the gap to give people the resources and motivation to reach their full potential throughout their career. Whatever direction the employee goes, we constantly provide opportunities for our people to be lifetime learners. We treat everyone as though they'll make a lifetime commitment to the Coast Guard. As such, we build programs such as tuition assistance, in-residence courses, professional development and on-the-job training to give people accessible tools for success. This creates an incentive for people to take control of their careers and be proactive as they continue developing along their own leadership journey.

Q2. How important is mentoring for Coast Guard members at all levels?

Mentoring is a great way for people at all levels to learn and further develop skills. Everyone should ask themselves, "What can I do to help people coming in behind me?"

Even as the assistant superintendent at the Coast Guard Academy, I took the time to mentor and share my Coast Guard experiences with cadets and junior officers. In talking with the cadet class of 2009, I shared with them that since I became an officer in 1979 and typically officers are limited to 30 years of service, they are literally replacing my class. I challenged them to carry out the legacy, lead this organization into the 21st century and ensure they leave it better than the way they found it. I said to each one of them "You're replacing us, so as the next generation, improve upon us."

We're a different Coast Guard now. We're more relevant and visible. So mentoring and training are really vital means to

help us achieve success in the Coast Guard.

Q3. How will Reserve and Training be affected by the Coast Guard's modernization?

Both Training and our Reserve forces are changing under Modernization. The training system will move to the Forces Command, where training will continue to enhance mission execution. Under this new construct, we have a great opportunity to look at the complete cycle of training and how that impacts readiness. Standards and assessment will also be key components of a systemic process that will work together to improve readiness and our effectiveness and efficiency across all missions. We're involved in so many different types of missions – from the Global War on Terror, to drug control, piracy, and humanitarian efforts – we have to ensure we have the requirements and system in place to train our personnel to the standards required of each mission. We're also now closer to the Department of Defense than we've ever been since World War II which brings new opportunities and challenges for us. Also, as part of Modernization, the Reserve Forces Readiness System will use full-time support positions now located at Districts and Sectors to enhance the maximum readiness of our reserve forces. This is great news for the field as we now will have the resources with the right skills and technical knowledge in the right place of our organization to manage our reserve forces.

Q4. What changes would you like to see happen in the Coast Guard this year?

Our nation recognizes the unique skill sets and the exceptional benefit the Coast Guard brings to our citizens each day, so as our challenges continue to arise, I'd like to see our Active Duty, Reserve and civilian numbers grow. It's clear the nation wants us to play a greater role in the services and capabilities we deliver, whether in disaster response, search and rescue or law enforcement. There's nothing more satisfying than to see lives and property saved or protected and then see the appreciation of grateful citizens. We can continue to do more for our nation and its citizens, we just need the proper resources to do so.

(Editor's note: The Leadership Continuum programs are sequential and progressive, made up of blended learning solutions consisting of individual development, command-delivered training, on-the-job training, Coast Guard E-Learning and in-residence classroom training. Each program and associated courses are tailored to the developmental needs of specific leadership positions (billets) rather than the more generic requirements for individual pay grades. However, as personnel are also assigned leadership responsibilities based on pay grade, varying levels of leadership proficiency are required of all Coast Guard personnel.

The military and civilian continuums are based on CG-133's leadership framework and focus on the 28 leadership competencies that are linked to career management systems. As a result, blended learning solutions are designed to increase the quality of instruction and learning, and improve performance.)



RADM Daniel May

LAMS spring, summer classes gear up

By AET1 Christopher "Buck" Owens

Leadership Development Center, New London, Conn.

Since arriving on board in 2008, I've met and spoken with hundreds of Coast Guard members around the country.

During my facilitation of the lesson block "human resource management," I listened to many members speak about their experiences with the Coast Guard's Enlisted Evaluation System. What always surprises LAMS instructors, like me, is not that many people detailed their unit's "local policies" regarding marks, but that there are so many "local policies" out there.

Several times a week while facilitating LAMS classes around the Coast Guard, the LDC learns of new policies or procedures that are not in compliance with Commandant Instruction M1000.6, Chapter 10.b.

A chief I once worked for asked: "What does the manual say, Buck?"

So when I encounter these policy discussions, I usually steer the conversation right to the manual. I also place the responsibility on the target audience in the class, rather than "that chief" they feel has misused the marking system. I believe that every Second Class Petty Officer and above should familiarize themselves with the Personnel Manual.

To start a dialogue about Enlisted Evaluations with subordinates or supervisors, start by knowing what responsibilities have been set forth in the Personnel Manual.

The scheduled start dates and locations for select LAMS classes for April through July 2009 are listed to right. Local LAMS and resident classes take place in Yorktown, New London, Miami and Petaluma. To host a LAMS class or get a

complete list of scheduled classes, call Juli Petruzzelli at 860-771-6686 or e-mail Juli.R.Petruzzelli@uscg.mil.

The target audience is active duty and reserve E-5 to O-3, GS-7 to GS-11 and auxiliary members. E-5 members have top priority when requesting enrollment.

Attendees have also included State Police, Transportation Security Administration, Customs and Border Patrol, local police and fire departments and other services. For details about attending a class, call the local education services officer or training officer. For details about LAMS classes, call AET1 Owens at 860-701-6694 or e-mail christopher.m.owens@uscg.mil. (*Leadership competencies: Leading Self, Influencing Others*) 

April 6, 2009
ISC Boston, Mass.
USCGC Mellon
AIRSTA Atlantic, NJ
Sector Portland, Ore.

April 13, 2009
Baltimore, Md.
Jacksonville, Fla.
AIRSTA Clearwater, Fla.

April 20, 2009
Port Clinton, OH
AIRSTA Borinquen,
Puerto Rico
ISC Alameda, Calif.

April 27, 2009
SECTOR Southeastern
New England, Mass.

May 18, 2009
San Diego, Calif.

June 1, 2009
SECTOR New York, NY

June 8, 2009
Key West, Fla.

22 June 2009
Minneapolis/St. Paul,
Minn.

Coast Guard enlisted education program set for 'facelift'

By Senior Chief Cathy Seybold
Headquarters (CG-133)

The Enlisted Professional Military Education (EPME) program is about to receive its first major overhaul since its inception in 2004.

In short, the EPME program is comprised of the performance and knowledge requirements and skill sets that every enlisted member needs to have. This incremental professional development is a continuum ranging from pay grades E-2 to E-9.

Master Chief Petty Officer Diane Lacumsky, who retired in 2008, was one of the original architects of EPME, formerly "military requirements" or MRN. Though the foundation was solid, the Office of Leadership and Development has continued to enhance the program based on feedback from focus groups, chief petty officer submissions and an occupational analysis survey.

Once final analysis of the surveys

is complete, the Office of Leadership and Development with the help of key players, will decide which requirements and performance factors will remain or change. This phase will also be in line with current Coast Guard modernization changes.

The EPME study guide has created "one-stop shopping" for students preparing for the Service-Wide and Advancement Qualification Exams. Students will no longer need to download multiple manuals, but should use reasonable judgment in reviewing the manuals to keep abreast of updates not yet in the EPME study guide.

The EPME system and the Leadership Continuum can and will lead the enlisted work force into the future. The stepping stone approach can better prepare Coast Guard members for the next higher pay grade in performance, knowledge requirements and leadership skills. This effort should prepare Coast Guard

members for any assignment wherever they serve.

EPME can reach its fullest potential with the help of Coast Guard members who are willing to help develop today's and tomorrow's workforce.

Each year via special assignments, the Coast Guard solicits for outstanding enlisted members to become instructors at Cape May, Leadership and Management School, Chief Petty Officers Academy, and leadership schools hosted by the Department of Defense.

The back bone of the enlisted force starts with the foundation of instructors who are willing to teach the EPME and leadership tools needed to succeed. Visit www.uscg.mil/cgpc/epm/AO/SpecialAssignments.asp or www.uscg.mil/leadership for details and billet openings. (*Leadership competencies: Technical Proficiency, Leading Others*) 

African-American Hero, Segregated Service

By William H. Thiesen, Ph.D.
Atlantic Area Historian, United States Coast Guard

For many it takes a lifetime to learn the skills of leadership, while others come to it naturally. Mess Attendant (MAtt) First Class Charles Walter David Jr. knew instinctively how to lead others despite barriers imposed by the nation's racially-segregated society of the mid-twentieth century.

MAtt David, an African-American, served in the Coast Guard early in World War II, at a time when African-Americans were barred from the officer ranks and limited to such enlisted ratings as steward's mate.

MAtt David was unique in many ways; notably by his age – he was 26 during his time on board the cutter Comanche in the Coast Guard's Greenland Patrol, making him one of the ship's older enlisted crewmembers.

He already had a family at home in New York when many of his shipmates had just learned how to shave. At well over six feet tall and 220 pounds, David's stature could intimidate men; however, MAtt David counted many friends among the cutter's crew of 60.

He had natural talent, playing blues harmonica in jam sessions with his shipmate, friend and saxophone player, Storekeeper First Class Richard Swanson. Despite the second-class status

African-Americans held in the military at that time, MAtt David distinguished himself with his loyalty to the crew and an inclination to the service's core values of "Honor, Respect and Devotion to Duty."

In February 1943, while Comanche served as one of the Coast Guard escorts for the three-ship Convoy SG-19, weather conditions during the convoy's first few days proved horrendous. The average temperature remained well below freezing, the seas were heavy and the wind-driven spray formed tons of ice on virtually every exposed surface of Comanche's decks and superstructure.

The Coast Guard not only fought the elements, but an ever-present enemy lurking in the frigid waters as German U-boats hunted the convoys bound for Greenland.

At about 1 a.m. Feb. 3, a German submarine torpedoed one of the convoy's vessels, the U.S. Army Transport *Dorchester*, which carried over 900 troops, civilian contractors and crew.

Two hours later, the task force commander ordered Comanche to the scene of the disaster to screen rescue efforts by the other Coast Guard escorts. By this time, *Dorchester* had slipped beneath the waves and those passengers and crew that survived the sinking had taken to the water or lifeboats. The ship's log noted, "All men in lifejackets lifeless." However, Comanche's lookouts threw a cargo net over the cutter's port side when they spotted lifeboats full of freezing survivors. MAtt David, SK Swanson and several shipmates clad only in ordinary un-insulated uniforms swung into action as the cutter pulled alongside.

In a race against time and 10-foot waves, MAtt David climbed down the 40-foot cargo net and helped hoist *Dorchester's* living yet frozen survivors from the lifeboats to the Comanche's deck. SK Swanson worked alongside his musician friend as they saved nearly 100 survivors from the lifeboats.

During the operation, Comanche executive officer Lieutenant Langford Anderson fell into the frigid seas. Without hesitation, MAtt David plunged into life-threatening water within minutes and helped LT Langford back aboard the cutter. After hoisting the last survivors on board Comanche, MAtt David ascended the cargo net to the ship's deck.

Despite being six years MAtt David's junior, SK Swanson's limbs had succumbed to the cold and exhaustion. He only made it halfway up. MAtt David encouraged his friend, yelling, "C'mon Swanny. You can make it!" But SK Swanson was too tired and frozen to go any further. MAtt David descended the net and, with the aid of another crewman, pulled SK Swanson back

up to the Comanche's deck.

MAtt David placed the needs of others above his own, risking his own life to save dozens of *Dorchester* survivors,

Comanche's executive officer and SK Swanson, who later described his heroic friend as a "tower of strength" on that tragic day, even though MAtt David performed these feats while battling his own serious illness.

Days before the rescue operation, he suffered a raspy cough and, due to his exposure to the frigid water and sub-freezing air temperatures, he contracted hypothermia. Later, when Comanche delivered its *Dorchester* survivors to an army base hospital in Greenland, doctors ordered an ambulance to bring in MAtt David as well. It was the last time his shipmates would see him alive.

He became bed-ridden as his hypothermia turned the cough into full-blown pneumonia and within a few weeks he succumbed to the illness. SK Swanson and Comanche's crew weren't aware that their friend and shipmate had died until weeks later.

MAtt David placed the needs of others above his own and played a key role in the rescue of nearly 100 *Dorchester* survivors. For his heroic service, he received the Navy & Marine Corps Medal and, in 1999, he was posthumously awarded the Immortal Chaplains Prize for Humanity in the same ceremony as famed South African Archbishop Desmond Tutu.

In the final irony of MAtt David's story, his own family believed he had been buried at sea; when he had been temporarily buried in Greenland and, after the war, his remains re-interred in the Long Island National Cemetery at Farmdale, Long Island.

For decades, his family had lived in New York City, within miles of Charles Walter David's final resting place without knowing it, but 60 years after his heroic end the service undertook a systematic search for his immediate family and notified his next of kin.

Inset: The cutter Comanche in its World War II camouflage coloring; image taken during its service in the Greenland Patrol. (Courtesy Coast Guard Historian's Office)



Charles Walter David Jr.





Ice Patrol puts freeze on highway litter

By **LT William Woityra**
International Ice Patrol

International Ice Patrol, Groton, Conn., spends hundreds of hours annually patrolling the Grand Banks of Newfoundland, searching for icebergs that endanger transatlantic shipping.

Recently; however, the Ice Patrol has been spending some time patrolling a little closer to home.

The Ice Patrol formally adopted Thomas Road in September 2006, through the Town of Groton's Adopt-A-Highway program.

Over the next two years, the 17-member Ice Patrol has spent 120 staff hours picking up 150 bags of refuse, weighing nearly three tons. The trash has ranged from discarded fast-food bags to old tires and gas tanks.

"There is no shortage of refuse lining the sides of our street," LTJG Scott Houle said. "It takes a lot of effort to stay on top of it."

The unit recently celebrated Earth Day, and marked the occasion by heading out to scour Thomas Road for litter and debris that accumulated over the winter months. "It is a bit of a change from searching for icebergs, but a great chance to get out of the office as the weather warms up," MST3 Scott Baumgartner said.

The Ice Patrol crew sees Thomas Road as a great opportunity to lend a hand and support the community, as the roadside is often strewn with litter and can be an eyesore for the neighborhood.

The road is very near the Ice Patrol offices, and is used by the crew every time they head to the Groton airport for their bi-weekly deployments to St. John's Newfoundland.

The Ice Patrol has found tremendous benefits in keeping the street clean. Not only have they been able to improve the aesthetics, but controlling the litter has helped prevent pollution of the adjacent

pond and wetlands.

The newly-cleaned street and marker signs help remind local residents that Coast Guard members stationed here have taken an ownership stake in the community.

The Ice Patrol has received multiple thank you notes, and motorists on Thomas Road have often stopped and personally thanked the clean up crews for their efforts.

The leadership team at Ice Patrol has gone out of its way to encourage this and other forms of community service, and offers flexible work hours and comp time for members who wish to volunteer in the community, as operations allow.

Members have participated in a variety of efforts including Partnership in Education with local schools, and volunteering with youth groups, soup kitchens, and local boards and commissions.

(Leadership Competencies: Aligning Values, Team Building, Stewardship)

Coast Guard member earns NSEA nod

By Amaani Lyle

Headquarters (CG-133)

The Naval Senior Enlisted Academy presented a Coast Guard member with the prestigious Peter Tomich Distinguished Leadership Award at Naval Station Newport Officer's Club in Newport, RI, September 4, 2008.

Yeoman Senior Chief Sean McDonald was the first Coast Guardsman selected for the award, given through peer nomination and staff selection to the student who best demonstrates the qualities of leadership. The Navy Senior Enlisted Academy class consisted of 94 people among seven teams. Each team nominated an honor graduate.

"I'm honored to be the first Coast Guard recipient of the award, Senior Chief McDonald said. "This class is a chance for enlisted leaders to interact with all the branches of the service, including international students. We even had the equivalent of the Master Chief Petty Officer of the Lithuanian Navy in our class."

Senior Chief McDonald said networking was only one of NSEA's many advantages.

"I interacted with diverse senior leadership to gain a perspective of how they work and to exchange best practices," he said. "NSEA helped me focus on my personal leadership skills, which in turn enhanced my team-building skills. We're all leaders as we move up, but now I'm better able to assess how I lead."

Since his return from the Coast Guard's Senior Enlisted Leadership Course in February, Senior Chief McDonald added, "This course helped prepare me to assume my role as a command senior chief. I learned how to better lead from the team-building skills I gained there. Once you stop learning or attempting to learn, you become stagnant and your usefulness will be short-lived."

(Leadership Competencies: Leading Self, Team



NEWPORT, R.I. – YNCS Sean McDonald holds the Peter Tomich Distinguished Leadership Award at Naval Station Newport Officer's Club Sept. 4. Senior Chief McDonald, nominated by peers, is the first Coast Guardsman to ever win the award. (Courtesy photo)



ACADEMY GRADS

MCGHEE TYSON AIR NATIONAL GUARD BASE, Tenn. - BM1 Davis H. Gauvin, USCGC Washington, Apra Harbor, Guam, and YN1 Marcus Leibowitz, Special Missions Training Center, Camp Lejeune, N.C., graduated from the Non-Commissioned Officer Academy here Feb. 13. Four Coast Guard members can attend the Academy per class; for more information, visit www.uscg.mil/leadership/training-1/default.asp#military. (Courtesy photo)