



1401

## MEMORANDUM

*M. L. Austin*  
From: M. L. Austin, RDML  
CG PSC

To: K. B. Hinrichs, RADM

Subj: PRECEPT CONVENING A SCREENING PANEL TO RECOMMEND RESERVISTS  
TO ATTEND RESERVE WAR AND STAFF COLLEGE COURSES

Ref: (a) COMCOGARD PSC Arlington VA 101904Z Jul 14 / ALCGRSV 039/14  
(b) Officer Accessions, Evaluations, and Promotions, COMDTINST M1000.3 (series)

1. In accordance with references (a) and (b), a Selection Panel is appointed consisting of yourself as President and the following members:

Andrew S. McKinley, CAPT, USCGR – Member  
Tyler A. Sloan, CAPT, USCGR – Member  
Tiffany G. Danko, CDR, USCGR – Member

Anthony F. Giaccone, CWO2, USCG – Non-voting Recorder

2. The Panel shall convene at 0800, 9 September 2014, in suite 501, Coast Guard Personnel Service Center, or as soon thereafter as practicable, for the purpose of recommending candidates as primary or alternate selectees based on prerequisites and eligibility criteria identified in reference (a) for the following courses:

Courses	Primary	Alternates
Reserve Components National Security Course (RCNSC) January 2015	5	2 or more
April 2015	5	2 or more
July 2015	15	7 or more
Operational Support/Strategy and War Course (OS/SW)	10	5 or more
Operational Support/Joint Military Operations (OS/JMO)	9	5 or more
Operational Support/Theater Security Decision Making (OS/TSDM)	10	5 or more
Advanced Joint Professional Military Education (AJPME)	2	2 or more

Subj: PRECEPT CONVENING A SCREENING PANEL TO 1401  
RECOMMEND RESERVISTS TO ATTEND RESERVE  
WAR AND STAFF COLLEGE COURSES

3. Enclosure (1) contains a brief description of the above listed courses. The Panel will place emphasis on the performance and experience of the member and the needs of the Coast Guard. Panel members are selecting candidates to attend courses to prepare them for expanded leadership roles in the Coast Guard Reserve. These courses include significant interaction with defense and public policy leaders. The candidates selected must be capable of successfully completing an intellectually rigorous, short-term course of study while representing the Coast Guard in a demanding joint-service environment.

4. The Panel shall refer to the provisions of Sections 3.A., 5.A., and 6.A of reference (b) and the enclosed Commandant's Guidance to PY15 Officer Selection Boards and Panels in your development of criteria for determining the candidates recommended for selection. Additionally, section 6.A.3 of reference (b) provides four factors to consider in developing your criteria: performance evaluations, professionalism, leadership, and education.

5. You should emphasize to the members of the Panel 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 candidates recommended are, in the opinion of a majority of the Panel members, the most suitable to attend the courses for which they are selected. If the Panel identifies alternate selectees, they must be listed in order of preference as determined by the Panel.

6. The Panel shall submit a report in writing signed by all members of the Panel. Except for the report of this Panel, the proceedings of the Panel shall not be disclosed to any person not a member of the Panel. You will direct the members of the Panel that their recommendations shall be kept confidential until the report has been approved and the names of the officers selected are released to the Service at large.

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Enclosure: (1) General Description of Reserve Component Senior Service Schools  
(2) Commandant's Guidance to PY15 Officer Selection Boards and Panels

## **General Description of Reserve Component Senior Education and Fellowship Program**

**Joint Senior Reserve Component Officer Course (JSRCOC).** An intensive one-week seminar for 40 Reserve Component general and Flag officers. The program is designed to broaden the perspective of Reserve Component general and flag officers and familiarize them with the U.S. Army War College and its curriculum. SRCOC exposes senior military leaders to the process of national security decision making, to the contemporary national security issues and to the current military strategy. Fully integrated with the Resident Class, these officers are provided ample opportunities to exchange ideas on issues affecting the Total Force. The SRCOC attendees provide the Active Component officers with valuable insights concerning the challenges and capabilities of the Reserve Components. The first Senior Reserve Component Officers Course was conducted at Carlisle Barracks in 1964. Attendees are selected by their respective component. All seven of these Reserve Components are represented. Selections for attending SRCOC are announced in advance by the reserve components of each service. The U.S. Army War College Department of Distance Education is the executive agent for the conduct of SRCOC.

<http://www.carlisle.army.mil/>

**Reserve Component Nation Security Course (RCNSC).** A two-week seminar offered to senior officers and non-commissioned officers (E8-E9) of the U.S. Reserve Components, allied officers, and select civilians working in national security. The RCNSC is designed to lay a foundation for students moving on the joint command management and staff responsibilities in a multinational, intergovernmental, or joint national security setting. The curriculum consists of lectures, panel discussions, seminars, on-site visits and a simulation exercise dealing with national security policy and defense resource management. The presenters are faculty members of the National War College, the Industrial College of the Armed Forces (ICAF), the Information Resource Management College (IRMC), and other distinguished speakers.

### Course Content:

- National Security Strategy
- Resourcing of National Security Strategy
- Regional Briefs
- Information Technology and Security
- Homeland Security
- Political – Military Simulation Exercises
- Diplomacy
- The Legislative Process
- The Legal Aspects of the Long War
- Press and National Security

<http://ndu.edu/jrac/>

**Reserve Officer Joint Military Operations Course (OSO/JMO).** The Joint Maritime Operations Reserve Officer Course is an intensive 12 day series of seminars, lectures, and practical exercises intended to enhance a students' ability to plan the employment of U.S. military forces across the range of joint and combined military operations. The course begins with a fast-paced review of the theory of joint operational warfare, operational law, and an overview of the capabilities and limitations of U.S. forces. This review supports a joint force planning exercise that comprises the main focus of the course. In this exercise, students play the role of planners at the operational level of war, using the Joint Operational Planning Process (JOPP) to plan a joint/combined military operation in response to a fictional crisis scenario. Students develop a concept of operations, choose and develop a course of action (COA), and produce a notional Operations Order assigning tasking to subordinate units.

Rank  
Requirements:  
Flag selectees  
O-6 and Above

Senior Officers  
O-4 and Above

Senior NCO's  
E-8, E-9 &  
W-4

O-4 and  
above

O-3 Assigned  
or enroute to  
Joint Cmds

Rank  
Requirements:

The course will prepare officers to make or recommend sound military decisions as a commander or staff officer. Detailed objectives include increased insight into:

- To enhance the ability to apply critical thought in the planning and conduct of joint military operations at the operational and theater-strategic levels of war.
- To develop facility with the Joint Operation Planning Process (JOPP) at the operational and theater-strategic level.
- To enhance the ability and expertise to select, allocate, and task military forces across the spectrum of conflict.

Successful completion of this course earns students approximately 30% of their JMO Joint Professional Military Education Intermediate (JPME 1) requirements as determined by the Naval War College, College of Distance Education.

<http://www.usnwc.edu/Departments---Colleges/Reserve-Liaison/Operational-Support-Reserve-Course.aspx>

**Reserve Officer Operational Support/Strategy and War (OS/SW).** A 12-day study of the complex, global, and multi-national interactions focusing on strategic and political interests and goals and the way diplomacy and military force has been and may be used to serve those interests and goals.

O-4 and above

The course content centers on the analytical study of war. It includes the following:

O-3 Assigned  
or enroute to  
Joint Cmds

- The study of the works of Sun-Tzu, Clausewitz, Mahan and Corbett.
- The analysis of strategic choices made during various historical conflicts.
- The impact of intended and unintended circumstances evolving from these strategic choices.

The objective of this course is to acquaint officers with the fundamentals of foreign policy from an historical and contemporary perspective. The purpose of this methodology is to demonstrate the perennial dilemmas facing statesmen and senior officers in exploring the full range of options available to decision makers in the fields of policy and strategy. The student will gain a broader understanding of the strategic environment and enhance his/her capability to participate in it.

Upon successful completion of this course, students will have earned 100% of their S&W JPME Phase 1 requirements as determined by the Naval War College, College of Distance Education.

<http://www.usnwc.edu/Departments---Colleges/Reserve-Liaison/Operational-Support-Reserve-Course.aspx>

**Reserve Officer Operational Support/Theater Security Decision Making (OS/TSDM).** A 12-day executive development course focused on preparing officers for intermediate level command and staff assignments.

O-4 and above

Selection of concepts and materials is predicated on the belief that an effective commander or staff officer does not apply discrete disciplines, but rather is required to synthesize many disciplines relevant to different situations. For this reason, the TSDM course employs a multi-discipline approach, synthesizing selected concepts from political science, leadership, psychology, management, anthropology, and other related disciplines. All content focuses on making and implementing critical decisions within the command and staff environment. Areas selected for special attention are:

O-3 Assigned  
or enroute to  
Joint Cmds

Rank  
Requirements:

- The tools of national power including Diplomatic, Information, Military and Economic (DIME). Regional expertise and cultural awareness from a combatant commander's perspective.
- An understanding of the tools associated with critical thinking and deciding among complex defense issue alternatives.
- Clear and effective writing skills.
- Staff structures, processes and procedures, and the skills necessary to excel in the staff environment.
- Management techniques and skills that complement leadership skills.
- The defense resource planning and allocation process and its relationship to staff functions.

Upon successful completion of this course, students will have earned approximately 50% of their TSDM JPME Phase I requirements as determined by the Naval War College, College of Distance Education.

<http://www.usnwc.edu/Departments---Colleges/Reserve-Liaison/Operational-Support-Reserve-Course.aspx>

**Advanced Joint Professional Military Education (AJPME).** Advanced Joint Professional Military Education (AJPME) is a reserve component course similar in content, but not identical to, the in-residence JFSC Phase II course. The AJPME program was developed to provide RC officers with a means to meet Joint Professional Military Education (JPME) requirements outlined in the law (Title 10, U.S. Code, Chapter 38, and Section 666) and DOD Instruction 1300.19. The primary course of instruction for the program is Advanced JPME (AJPME). AJPME students shall be JPME Phase I graduates. AJPME educates RC officers and builds upon the foundation established in JPME Phase I and prepares RC officers (O-4 to O-6) for joint duty assignments. AJPME is the CJCS-directed JPME Phase II-equivalent education for Reserve Officers.

O-4 and above

Like its in-residence counterparts at JFSC, AJPME is designed to provide our students with an opportunity to experience all of the planning and operational challenges a staff officer could anticipate over a three-year joint duty assignment, whether the assignment is on the Joint Staff, a Joint Task Force, and Service Component Staff. Lessons progress from understanding joint competencies through the two JOPES planning processes—contingency and crisis action planning. Students develop their skills working as staff within a fictitious Combatant Command (USEASTCOM), participating in joint planning group activities and in three different planning exercises.

The program consists of approximately 180 hours of advanced distributed learning (ADL), and 3 weeks of face-to-face time presented in two blocks. The curriculum is characterized by a progression from higher-order cognitive activities to affective exercises that encourage attitudinal shifts. The cognitive learning activities focus on recall and mastery of information, application of concepts and principles, problem solving, discovery, and building on existing military experiences. The affective learning activities will foster recognition and integration of new attitudes and values that promote joint acculturation. The Advanced Joint Professional Military Education curriculum consists of the following joint learning areas and objectives:

- National Security Strategy
- Joint, Interagency, Intergovernmental & Multinational Capabilities
- Theater Strategy & Campaigning

[http://www.jfsc.ndu.edu/schools\\_programs/ajpme/welcome.asp](http://www.jfsc.ndu.edu/schools_programs/ajpme/welcome.asp)