U.S. Department of Homeland Security
United States Coast Guard

Commander
United States Coast Guard
Personnel Service Center

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1401

AUG 11 2010

MEMORANDUM

From: S. B. Nye, CAPT
PSC-rpm

To: B. F. Bruni, CAPT
Board President

Subj: PRECEPT CONVENING A SELECTION BOARD TO RECOMMEND LIEUTENANTS OF THE COAST GUARD ON THE INACTIVE DUTY PROMOTION LIST (IDPL) FOR PROMOTION TO THE GRADE OF LIEUTENANT COMMANDER

Ref: (a) 14 U.S.C. § 730
(b) 14 U.S.C. § 729
(c) 14 U.S.C. § 731
(d) CG Personnel Manual, COMDTINST M1000.6A

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

CDR Geoffrey J. Warren, USCGR – Member
LCDR David A. Menchaca, USCGR – Member
LCDR Gregory A. Matyas, USCG – Member
LCDR Alexander C. Foos, USCGR – Member
LCDR Theresa V. Hubbard, USCGR – Member

LT James E. Rosenberg, USCGR - Non-voting Recorder

2. The Board shall convene at 0830, 16 August 2010, in suite 501, Coast Guard Personnel Service Center, or as soon thereafter as practicable, for the purpose of considering all officers on the inactive duty promotion list in the grade of lieutenant who are eligible for consideration for promotion to the grade of lieutenant commander in the Coast Guard Reserve. 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, and that they will not disclose their proceedings to any person not a member of the Board.

3. There is hereby established a promotion zone of 34 lieutenants on the Inactive Duty Promotion List consisting of the most senior officer in the grade of lieutenant, namely,

Lieutenant Crowley E. Bradford, USCGR, and those 33 officers junior thereto, through and including Lieutenant Griffin E. Robert, USCGR. The names and records of all officers to be considered for promotion shall be furnished to the Board. The 23 best-qualified officers shall be recommended for promotion.

4. References (b) and (c) authorize, when the needs of the service require, the consideration of officers for promotion from below the promotion zone. There are 237 eligible officers below the zone. Two (2) officers from below the zone may be selected out of the 23 best-qualified.

5. Prior to the date the Board submits its report, the Commander, Coast Guard Personnel Service Center, is authorized to add or delete the name of any officer from the Inactive Duty Promotion List for any reason. In the event any officer in the promotion zone established herein is added to or removed prior to the date the Board submits its report, the Commander, Coast Guard Personnel Service Center will provide additional instructions. Any communications to the Board by any officer under consideration will be transmitted under separate cover.

6. The Board shall refer to the provisions of Sections 5.A and 14.A of reference (d) and the enclosed Commandant's Guidance to PY11 Officer Selection Boards and Panels in your development of criteria for determining the officers recommended for selection. Additionally, section 14.A.3 of reference (d) provides four factors to consider in developing your criteria: performance, professionalism, leadership, and education.

7. 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 a majority of the members if the board has five members, or in the opinion of at least two-thirds of the members if the board has more than five members, the best qualified to carry out the duties and responsibilities of the grade for which they are selected.

8. 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 recommendation shall be kept confidential until the Secretary approves the report on behalf of the President, and the name of the officer selected for promotion is released to the Service at large.

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Encl: (1) Commandant's Guidance to PY11 Officer Selection Boards and Panels

COMMANDANT'S GUIDANCE

TO PY11 OFFICER SELECTION BOARDS AND PANELS

Ref: (a) U.S. Coast Guard Publication 1, Appendix C
(b) The Armed Forces Officer, National Defense University Press, 2007 Edition

It is an historic time to be serving in the Coast Guard. We have the honor and privilege of performing meaningful work that is essential to the long term safety and security of our country. Our versatile and adaptable maritime service is operating in an increasingly globalized world that continues to present new threats and challenges of ever-increasing complexity. At the same time, demand for our unique capabilities and leadership in responding to these dynamics has never been greater. To meet them proactively, we must cultivate and promote officers who possess the leadership skills and competencies to achieve mission success. At the same time, we must recognize that service as a Coast Guard officer is more than a job; it is a vocation. It is our expectation that all officers will demonstrate a commitment to the culture and Core Values of the Coast Guard, and the traditions of officers of the Armed Forces of the United States of America. References (a) and (b) provide in-depth background and guidance to meet this expectation.

Coast Guard officers work within a military structure and our promotion system constantly renews our leadership ranks through the selection of our best qualified officers for service in the next highest grade. While many fine officers will be offered the privilege of continued service, the unavoidable reality of this system is that there will be very good and honorable officers who will not be offered the opportunity for promotion and in some instances continuation in our Coast Guard. This situation creates an obligation for every member of our selection boards and panels to be mindful of the sacred trust they bear for not only the future of our Service, but also the future of the individual officers under consideration. In an effort to assist our board members while also informing officers who seek opportunities for increased responsibility and leadership the following guidance is provided:

Servant Leadership

"Servanthood is not about position or skill. It's about attitude...The truth is that the best leaders desire to serve others, not themselves...Servant leadership is never motivated by manipulation or self-promotion. In the end, the extent of your influence depends on the depth of your concern for others."

...John Maxwell

Responsibility, authority, and accountability

In a military structure, promotions to the next higher grade mandate commensurate increases in responsibilities and authorities. Officers should aspire to command, command cadre, senior staff positions, positions of the highest responsibility within their specialty, or other assignments that provide them with successively greater levels of responsibility, authority, and accountability. You should be particularly vigilant in your evaluation of performance to take note of those who step forward to serve and succeed in positions accompanied by additional risk and rigorous accountability. Whether the assignment is command or duty in a position critical to our Service, officers who undertake broadening assignments gain invaluable experience and judgment that will pay dividends to our Service in the future.

We must respect our shipmates. We must encourage officers who believe in "service" before "self" or selfless service. We should promote leaders who cultivate and create command climates and work environments of care and concern. "Care and concern" is not just humanitarian interest in morale and welfare, it is also the ability to inspire, mentor, and encourage our people to greater levels of performance; to set the bar high. Likewise, leaders must display the strength of character to hold subordinates accountable for lapses in performance and/or behavior. Our people are the Coast Guard's greatest asset. Our ability to perform our mission ultimately depends on leaders ensuring their people are healthy, vibrant and well trained. We need leaders who put people first and are looking out for their professional and personal interests. Leaders should also be particularly vigilant to the concerns of modern family life—which has undergone significant change over the past two decades.

At the same time, leaders must be mindful of the communities, industries, governments, and citizens that we serve. Alexander Hamilton's Letter of Instruction to the Commanding Officers of Revenue Cutters in reference (a) remains as applicable today as it was when he issued it on June 4, 1791. It's not about us; it's about the people we serve.

We should promote leaders who demonstrate the ability to forge, maintain and strengthen beneficial internal and external partnerships. We need leaders who can sustain key relationships to make our Service more capable and credible in local areas of operation and as well as in the greater maritime domain. External partnering includes creating new relationships and strengthening existing ones through community outreach, responsiveness and open communications. The range of partners includes federal, state and local agencies, tribal interests, as well as appropriate academia, industry, non-governmental, sovereign and international entities. Internal partnering includes working collegially and cooperatively with various Coast Guard communities, such as operations and mission support, to ensure integration and unity of effort. Joint and interagency assignments and details are a force multiplier when well performed, and especially when officers leverage this experience to better our Service.

Honoring our Profession

We should promote leaders whose focus is on skillfully and safely performing our core roles and missions as defined in Pub 1 (reference (a)), while prioritizing demands to ensure mission balance and a high degree of readiness. Officers should select a specialty, and a sub-specialty, and continually work to gain experience, knowledge and proficiency in these areas. More importantly, officers must demonstrate the ability to transform their specialty knowledge and experience into effective leadership. We should promote leaders who demonstrate dedication to professional growth commensurate with their chosen specialty; show evidence of progressive development in their specialty as they ascend in rank; seek to master their craft, and apply their specialty skills safely, efficiently and effectively; demonstrate a commitment to continual learning and self improvement through the pursuit of advanced education, certifications, authorship or participation in professional organizations; possess an attitude of selflessness, humility, professionalism and enthusiasm; live by our Core Values of Honor, Respect and Devotion to Duty; seek responsibility, understand their authorities, exercise them judiciously, and ensure accountability.

We must also build an officer corps that draws strength from the rich diversity within our American society. Inclusion of diversity of talent, ability, ideas, and viewpoints - as well as ethnicity, gender, culture, color and creed - is vital to mission relevance, readiness and execution. An additional facet of our officer corps' diversity is the array of professional backgrounds, academic skills, and career experience, consistent with exceptional performance in circumstances characterized by high risk. Keep in mind the necessity to cultivate and grow expertise across the broad range of our mission support and mission execution duties, to ensure mission balance.

Diversity sparks innovation by incorporating new approaches and fresh perspectives to recognize, manage and resolve the complex and dynamic problems we encounter in the maritime operating environment. To attract and retain this diverse workforce, the Coast Guard needs leaders who are active participants in affinity groups and professional organizations, using knowledge gained there for mentoring and other meaningful measures that foster individual development. We need leaders who strive to create a climate of equity that fosters an environment where all individuals have the opportunity to prosper, advance in their careers and contribute their utmost to Coast Guard missions. Our leaders must realize that recruiting, retaining and growing a diverse, talented and highly skilled workforce strengthens our Service by enabling us to better perform our demanding maritime missions. This guidance should not be interpreted as requiring or permitting preferential treatment of any officer or group of officers on the grounds of race, religion, color, gender or national origin.

FOR BOARDS CONSIDERING SELECTION TO O-3 AND O-4, AND PANELS CONSIDERING OFFICERS IN THOSE GRADES:

You should seek to promote officers to O-3 and O-4 who are consistently demonstrating the enduring core competencies and leadership qualities set forth in my above guidance. Look for leadership, accomplishment, and adherence to our Core Values. Discount minor errors, as long as subsequent performance reflects lessons learned.

Officers at the O-3 to O-4 level should be establishing their specialty or are progressively demonstrating technical competence in their specialty through on-the-job training, formal training or education, a recognized learning program or any combination of these. These officers should also be developing and honing their leadership skills.

I expect reserve officers to demonstrate operational and technical expertise at sectors, port security units and other units. Junior reserve officers should show solid progression in responsibility and operational experience.

FOR BOARDS CONSIDERING SELECTION TO O-5 AND O-6, AND PANELS CONSIDERING OFFICERS IN THOSE GRADES:

You should promote officers to O-5 and O-6 who are demonstrating excellence at achieving the enduring core competencies and leadership qualities set forth in my above guidance and who are otherwise the best in grade.

O-5s should be demonstrating evidence of mastery in their specialty and the analytical ability to solve complex challenges. They should possess strong representational, oral and written communication skills.

O-6s should have achieved mastery of their specialty and demonstrated an overarching understanding of our Service. They should be exercising strong representational, oral and written communication skills. These officers shall also have exhibited a commitment to the development and well-being of their personnel which may include a record of mentoring others, including reaching out into their field as well as diverse segments of our society.

O-5s and O-6s are given great responsibility and authority. Evaluate how they exercise it, and whether they successfully lead teams to accomplish tasks. Look for innovation, vision and adaptability. Look for character and enthusiasm. Look to promote leaders who demonstrate the ability to complete major projects and initiatives vice merely proposing meritorious ideas or promising methodologies. Look to promote leaders whose contributions, whether made in a mission execution or mission support role, make an operational impact, achieve an organizational efficiency or otherwise advance safe and effective mission accomplishment.

To meet current and emerging Service demands, the Coast Guard continues to require more officers to remain within their respective specialty areas. Developing and maintaining these specialized skills, e.g., law, finance or acquisition, require currency of experience and continuous engagement in these competencies. Look for officers who possess the acumen, savvy and ability to navigate complex situations to protect our authorities, enhance our mission support delivery systems, recapitalize our fleet and ensure compliance with financial and legal requirements.

As officers move into senior ranks, they must also have an understanding of the major issues facing the Coast Guard in order to best contribute thorough 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. Look to promote O-5s and O-6s who demonstrate understanding of joint, interagency, inter-governmental, not for profit, private and international sectors; and officers who have clearly demonstrated both a high level of technical competence and proven leadership abilities in demanding assignments.

I expect senior reserve officers will be experts in their individual mobilization specialty and more focused on the mobilization potential of those reservists in their span of control. Joint/interagency expertise at this level is demonstrated not only in assignments but aggressive pursuit of educational opportunities such as the Reserve War and Staff Colleges. Senior reserve officers should show diversity both in assignments and geographic diversity, and be equally comfortable in the Coast Guard operational environment as well as the DoD and interagency community.

FOR O-6 CONTINUATION AND SELECTION TO FLAG RANK

Flag officers and Senior O-6s are the leaders of our Service. They are the representatives of our Service to the public, the Congress, other armed services, cabinet-level agencies and senior government officials, international bodies and foreign governments, industry and other officials.

You should give particular consideration to officers that stepped forward to take on the most difficult and challenging high-responsibility high-visibility assignments and leadership positions. Whether in mission execution – particularly those commanding operational units, in critical mission support assignments, or serving in high visibility details outside of the Coast Guard, these officers assumed increased risk, took on additional burdens and distinguished themselves as representatives of our service. Required characteristics include: decisive, balanced and strategic decision making; poise, knowledge and presence that advances the reputation and excellence of our Service; political understanding, savvy and ability to impact national-level policy making as an advocate of our Service; demonstrated sound stewardship for public resources; and finally, humility…the basic characteristic of a servant leader.

In considering captains for continuation, the qualities we seek in flag officers should be manifested in our best-qualified O-6s.

Selection to flag rank also requires the demonstrated embracing and advancing of the enduring core competencies and leadership qualities set forth in my above guidance. We need our flag officers to be those recognized leaders with impeccable Service reputations and with whom subordinates, peers and seniors seek to serve. They must have a passion for our Service, clear conviction of purpose and the demonstrated ability to act in a collegial manner. Flag officers should otherwise be the very best in grade, whose record and reputation distinguish them as the brightest and most capable to lead our Service into the future.

R. J. Papp, Jr.
Admiral, U. S. Coast Guard
Commandant