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MEMORANDUM

From:  D. A. Neptun, RADM, USCG
COMDT (CG-1)

Reply to E. R. Watson, LT
Attn of: (703) 872-6519

To: J. S. Welch, RADM, USCGR

Subj: PRECEPT CONVENING THE ASSIGNMENT YEAR 2014 PANEL FOR CAPTAINS
ON THE INACTIVE DUTY PROMOTION LIST (IDPL)

Ref: (a) COMCOGARD PSC Arlington VA 201941Z Aug 13 / ALCGRSV 047/13
(b) Reserve Policy Manual, COMDTINST M1001.28 (series)

1. Pursuant to the authority provided by references (a) and (b), the Assignment Year (AY) 2014 Reserve Captain Assignment Panel is appointed consisting of yourself as President and the following members:

RDML David R. Callahan, USCG - Member
RDML Kurt B. Hinrichs, USCGR - Member
CAPT Stephen B. Nye, USCGR - Member

LT Daniel N. Sweeney, USCGR - Recorder, non-voting member

The Chief, Reserve Personnel Management Division, Coast Guard Personnel Service Center may appoint additional non-voting members to assist the Panel as required.

2. The Panel shall convene at 0830, 4 March 2014, in suite 501, Captain Dorothy Stratton Board Room, Coast Guard Personnel Service Center, or as soon thereafter as practicable to recommend captains of the Inactive Duty Promotion List (IDPL) for pay and non-pay assignments in the Coast Guard Reserve. Members of the Panel 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 Panel.

3. The Panel will recommend assignments for IDPL officers in the rank of captain, as well as officers selected for promotion to this rank. Coast Guard Personnel Service Center staff will brief the Panel on the records of eligible officers in accordance with references (a) and (b). Panel members may review records as necessary in their deliberations.

4. Anticipated captain vacancies are compiled in a shopping list, which is updated by message and through postings to the Internet and Coast Guard Intranet. The Panel shall comply with established assignment policy and carefully consider the personal desires of individuals to be assigned and expressed unit requirements, while understanding that the needs of the service prevail.

5. The Panel will normally recommend officers for assignment who hold the rank or have been selected to hold the rank required by the position. The Panel also holds the discretion to leave positions unfilled.

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6. The Panel will recommend assignments solely on the basis of its own deliberations, official records and communications. The Panel should consider the Commandant's Guidance to PY14 Officer Selection Boards and Panels, enclosure (1), in evaluating each officer's record. You should emphasize to the members of the Panel the importance of the obligation to confine themselves to facts of record and not predicate judgments on rumor or hearsay.
7. The Panel will recommend officers selected for promotion for frocking in conjunction with their future assignment, as provided by Art. 7.A.12. of reference (b). Approved frockings will generally be effective upon detachment of the officer from the current assignment. However, actual authority will be contained in official assignment orders.
8. Communications to the Panel by any officer under consideration will be delivered under separate cover.
9. At the end of your deliberations, the Panel must be able to say that the officers recommended for assignment are the best-qualified in the opinion of a majority of the Panel members. The Panel's recommendations must be delivered to the Commander, Coast Guard Personnel Service Center at the conclusion of the Panel. Recommendations shall be kept confidential until the report is approved and released.

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Enclosure: (1) Commandant's Guidance to PY14 Officer Selection Boards and Panels

**COMMANDANT'S GUIDANCE
TO PY14 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 Ed.
(c) U.S. Coast Guard Publication 3-0
(d) U.S. Coast Guard Commandant's Direction 2011
(e) Shipmates 23: "Proficiency – The Essence of Discipline"

As Coast Guardsmen, we are honored and privileged to perform meaningful work, essential to the long term safety and security of our country. To meet the demands of our unique capabilities, we must cultivate, promote, and assign officers who possess the proficiency in leadership, proficiency in craft and disciplined initiative necessary to achieve mission success in the challenging maritime environment. I expect 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. References (a) through (e) provide in-depth background and guidance to meet this expectation.

The Coast Guard renews leadership through the selection of our best qualified officers for service in the next higher grade. Members of selection boards and panels must 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.

Servant Leadership

"Leadership extends beyond authority, responsibility and accountability. Leaders place the duty to serve those they lead, and the Coast Guard, before their own well-being. Humility. They stand up for their people, take risks when prudence dictates, and do the right thing no matter the cost. Courage. They live the core values of honor, respect, and devotion to duty—and demand that others meet the same high standards."

- *Shipmates 23: "Proficiency: The Essence of Discipline"*

Responsibility, authority, and accountability

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.

Be particularly vigilant for those who serve and succeed in positions accompanied by additional risk and rigorous accountability.

assignments that require strong leadership skills. Select for appointment and promotion those individuals who demonstrate leadership and technical prowess in their current roles and can rapidly adapt to the culture of the officer corps.

FOR BOARDS CONSIDERING SELECTION TO O-2 THROUGH O-4, AND PANELS CONSIDERING OFFICERS IN THOSE GRADES:

Promote officers to O-2, O-3, and O-4 who are consistently demonstrating developed core competencies and growing leadership qualities. For selection to O-2 and O-3, discount documented minor errors; place greater emphasis on subsequent performance that reflects lessons learned and demonstrates the officer's potential to serve in the next higher grade.

Junior officers should be rated and promoted based on professional knowledge, skills, and experience in their chosen specialty. Their primary Service value lies in their technical expertise at the tactical level, growing leadership abilities, professional competency, and experience. They should progressively demonstrate technical competence and proficiency through on-the-job training, formally recognized training or education, and/or achievement of professional milestones—for example, completion of naval flight training and follow-on upgrade training to aircraft commander, requisite marine inspector training and qualification, or qualification and preparation to become a commanding officer of a cutter. These may preclude the officer from pursuing additional advanced education opportunities; obtaining technical qualification or certification should be considered commensurate with the level of effort and importance of earning a Master's degree.

Pursuing/obtaining postgraduate degrees is not an acceptable substitute for gaining experience and proficiency in one's specialties at this stage of a career. Advanced education should augment one's operational capabilities, not supplant them.

As officers progress, they should shift their development focus from the tactical/technical skills to leadership skills. Although it is common to solve problems based solely on one's own experience, we need officers willing to work outside their comfort zone and continually learn from those around them.

Junior reserve officers are expected to demonstrate the same progression in responsibility and technical experience as their active duty counterparts.

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

Promote officers to O-5 and O-6 who demonstrate excellence in the enduring core competencies and leadership qualities set forth in my above guidance and who are the best in grade.

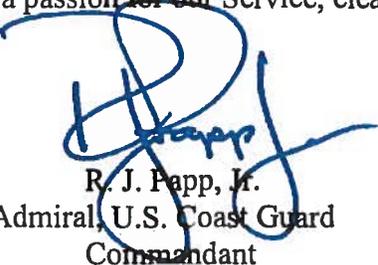
They should also possess strong representational, oral and written communications skills.

governments, and industry. They are ultimately responsible and accountable for the good stewardship of the resources entrusted to us by the American people.

Give particular consideration to officers who take on the most difficult and challenging high-visibility assignments and leadership positions. These include assignments in mission execution (particularly those commanding operational units), mission support, or details outside of the Coast Guard. Required characteristics include: decisive, balanced and strategic decision making; poise, knowledge, and presence that advance the reputation and excellence of our Service; political understanding and Service advocacy to impact national-level policy making; sound stewardship of public resources; and finally, humility...an essential characteristic of the best leaders.

O-6s selected for continuation should be our best-qualified and must manifest the qualities needed in flag officers.

We need our flag officers to be the very best in grade, with records and reputations that distinguish them as the brightest and most capable to lead our Service into the future. Selection to flag also requires embracing and advancing the enduring core competencies and leadership qualities. Subordinates, peers and seniors should all seek to serve with them. Flag officers must have a passion for our Service, clear conviction of purpose, and demonstrate collegiality.



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