



## **Change of Command Remarks**

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**Fort McNair, Washington, DC**

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### Introduction:

The Watch has been shifted, and we are about to stand down from quarters. Coast Guard people around the world will resume their work for America.

The young people in the EAGLE's rigging will resume their quest to prepare themselves as the Coast Guard leaders of the first half of the twenty-first century.

Boatswain's Mates will resume their readiness posture to respond to any of the countless calls for Coast Guard assistance this summer.

Reservists will resume their training and augmentation responsibilities across all mission and support boundaries.

Auxiliarists will resume their voluntary dedication to safe boating and other missions. Ships will sail and planes will fly and America will resume its dependence on the flawlessly delivered services of their U.S. Coast Guard.

Many in this audience will take a deep breath, comforted by having observed the traditional change of command go by without incident and then cross back over to our headquarters building and resume the strategic planning, programming, and budgeting functions that enable our future service to America.

### Tribute to Admiral Kramek:

It is a tremendously bright future, due in large measure to the foundations built and sustained by Commandants past, including Bob Kramek.

Perry Smith, a noted expert in strategic planning, gives some advice on how to go about the business of succeeding a leader like Admiral Kramek. In his book, Taking Charge, he says, "If the organization is in great shape and your predecessor has been a popular leader, it may be worthwhile to continue past policies, and to let everyone know that you are honored to follow someone of such stature."

Admiral Kramek has left the organization in great shape. He is deservedly popular as a principled and effective leader. I do intend to extend most all of the tracklines he has laid out. And I am honored by the opportunity to build upon his work. Bob Kramek has been a good friend, a mentor on occasion and the assignment officer who trusted me with two challenging opportunities to serve him and our service these past four years.

Admiral Kramek, it is entirely fitting that I use my first opportunity as spokesman for the entire Coast Guard to thank you for your magnificent service. I wish you and Pat every joy and success.

### Personal Acknowledgements:

Each of us, whoever we are, has been supported by many on our paths through life. In the audience today are shipmates, classmates, family and friends, who are all treasures I encountered along the way. I owe each of them thanks for their support and encouragement.

I regret that my parents did not live to see this ceremony, but they are truly represented by two great young people who call me Dad (and on occasion, other things as well!).

For Kay♥ , I offer four more years of Coast Guard mania, but also the assurance that the love and support we share will continue to be my anchor to windward.

I thank the Secretary for his trust and the President for his confidence in selecting and nominating me for this challenge.

These are challenging times. Secretary Slater repeatedly insists that such times call for Vision and Vigilance.

We in the Coast Guard must remain vigilant in areas where our enduring characteristics have served America so well over time.

Since 1790, we have been a military, multi-missioned, maritime service. That simplicity offers great strength . . . Military, Multi-Missioned, Maritime . . . They remain great imperatives for us, not because they're traditional, but because they give us the discipline, the adaptability, and the focus to accomplish the difficult tasks America demands of us.

Vigilance for us is an unparalleled worldwide reputation for humanitarian service . . . It is leading the way to efficient and effective maritime law enforcement . . . It is maintaining the proper readiness to contribute to the defense of America wherever and whenever asked . . . It is fashioning national and international standards for protecting man from the sea and the sea from man . . . It is providing leadership to the nation's maritime challenges.

The list of maritime challenges facing America reads like a proclamation for the Decade of the Coast Guard:

Smuggling of drugs, aliens, technologies, and untaxed cargoes . . . Destabilizing arms trafficking . . . Exploitation and contamination of the world's food supply . . . Violations and circumventions of environmental protection laws . . . Piracy . . . Terrorism and other crimes as sea . . . Uncontrolled mass migration . . . Threats to ports and sea lanes associated with sealift support of military operations.

That, ladies and gentlemen, is an inventory of Coast Guard missions!

My challenge is to clarify that reality for the American public, and I will do so boldly and aggressively. We are this nation's maritime law enforcement and safety experts. America needs her Coast Guard on watch, properly equipped and trained to meet these very real threats to our national security.

### Commandant's Direction:

I have mailed this week to everybody in the Coast Guard a booklet called the "Commandant's Direction: 1998-2002."

In this booklet, I've described the areas we need to emphasize over the next four years. I made certain that it supported the relevant Presidential priorities and the Department of Transportation's Strategic Plan. The five areas I cite are:

With respect to Service, never forgetting that our only real reason for being is to stand the watch and to do so as well as we can.

With respect to People, to build and value our team of Coast guardsmen serving this nation.

With respect to Teamwork, to partner with all of those folks that Admiral Kramek inventoried for a stronger America.

With respect to Excellence, to innovate for the superior performance of what we have as outcomes that this service should provide the nation.

And with respect to Vision, to seize the future.

I have worked this past week with the Flag and Senior Executive Service corps to make certain that each of us knows our responsibility to the Coast Guard in these areas.

Internal to the many important objectives laid out in the Commandant's Direction are four that I label as strategic imperatives, ones to which I will devote sustained personal commitment.

First, I will concentrate on raising the visibility of the Coast Guard's many services to America. Some of these missions get front page coverage. Some are accomplished with constant, quiet excellence. I want them all known widely and understood for their enduring value to America.

Second, I will concentrate on the recapitalization of our law enforcement and national security capability in the deepwater environment. Secretary Slater and I are united in our commitment to this effort. We want to make certain that the Coast Guard has the integrated system of assets necessary to accomplish its missions in the Exclusive Economic Zone, on the high seas, and wherever they're needed to support American interests around the world.

Third, I will concentrate on the vast array of Waterways Management challenges facing America. Our challenge will be to forge a plan to deal with our eroding ports and waterways infrastructure and to assure both our global economic efficiency and competitiveness, as well as the maritime safety and security of our water highways.

Fourth, I will articulate the Coast Guard's capability to serve—and to serve more widely—as a unique instrument of national security. During commencement exercises at the Coast Guard Academy last week, Secretary of State Albright reiterated the Coast Guard's importance to the President's National Security Strategy and the National Drug Control Strategy. The President himself recently announced two Presidential Decision Directives further redefining national security in the post Cold War era. These new decisions focus attention on our vulnerability to criminals, terrorists, hackers, rogue governments, and even migrating diseases in this era of global openness. The maritime dimensions of these new threats demand the military, multi-missioned, maritime expertise that only the Coast Guard can provide. I will ensure that the CINC's and ambassadors around the world recognize that reality.

Along the way, I will never let us forget the daily contributions of the Coast Guard people. They are uncommonly loyal and dedicated professionals. I will take care of them and their families.

### Preparation Equals Performance:

My bottom line is simple. The Coast Guard of 1998-2002 will stand its watch even as we build the Coast Guard of the next century. President Eisenhower said, "Leadership is a product of native ability and environment." By environment, he meant discipline, knowledge of one's craft, and the opportunity to exercise it.

My simple version of that credo is "Preparation Equals Performance." It is simply up to each of us to maximize our "knowledge of craft" so as to be ready when our opportunity comes.

Mine seems to be here now.

### Conclusion:

So as the Quartermaster of the Watch pipes to the crew after an All-hands evolution, "Now set the watch. 1998-2002 watch on deck."

This commanding officer's standing orders are simple. Honor, Respect, Devotion to Duty. Those are the Coast Guard's core values. They are my core values. They always will be. Let's go to work! Semper Paratus!

