



Master Chief Petty Officer of the Coast Guard Notes

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INTRODUCTION

Our First Master Chief Petty Officer of the Coast Guard, MCPOCG Calhoun established an information bulletin as a means of communication with Coast Guard members in the field. Although our technology has advanced on how we get the word out today, compared to MCPOCG Calhoun's day; I think a personal message from me keeping you (the field) informed as to what I and my staff are doing is extremely important. This was a goal that I presented at my original interview with ADM Allen for this position.

I also have a web site at <http://www.uscg.mil/comdt/mcpocg/> and a CG Central site at [Our CG > Leadership > MCPOCG's Corner](#) with additional information. These are still works in progress, and are not as far along as I would like due to limitations of our systems and the future direction of the Coast Guard's internet presence, however, they are continually updated and will continue to improve.

My role and the role of Command Master Chiefs around the Coast Guard are essentially the same. We are "field reality checks" for senior decision makers and perform 4 major functions:

- (1) We communicate the Commander's intent (whoever the Commander is depending on the SEA's position) to the field.
- (2) We communicate the field's issues and concerns to the Commander.
- (3) We have frequent input to policy (field reality check).
- (4) We are a resource for Coast Guard members and commands. For a small percentage of issues, the normal chain may not be able to address a member or command's concerns. In such a case, the Command Master Chief program may be able to help. Using my position as an example.... I can reach out and touch anyone in the Coast Guard, at any level. Every situation must be weighed for fairness to all sides, but sometimes we can assist by either helping to expedite a decision or in the rare case of an issue not adequately covered by policy, by working with decision makers/policy owners towards a resolution.

Bottom line, my main focus is representing the field to decision makers. To accomplish this I have been traveling extensively throughout the Coast Guard. At this point I have been to every District with the exception of D14, and have spoken to individuals and audiences at all types of units.

When I am not making visits to the field, you will find me at Coast Guard Headquarters working on issues and initiatives important to Coast Guard personnel. I am a member of the Commandant's Leadership Council which includes all 3-star Flag Officers, a Senior Executive Service representative and the National Commodore of the Coast Guard Auxiliary. This group assists the Commandant in determining the future direction of our service. I frequently attend Department of Defense (DoD) meetings at the Pentagon with my DoD Senior Enlisted Advisor counterparts. I actively participate as a member of the Leadership Advisory Council and Coast Guard Academy Board of Trustees. I conduct panels, and Video Tele-Conference (VTC's) with the Chief Petty Officer Academy, Boat Forces Command Cadre (BFCC) and Command Master Chief (CMC) courses. I attend award presentations, boards, briefings, symposiums, meetings, Flag conferences, and other engagements. I represent the Coast Guard speaking at various conferences, panels (often with my DOD counterparts) and senior enlisted forums across the country. I also host Command Master Chief conferences twice a year to promote communication. Next month I will provide testimony before Congress regarding issues important to Coast Guard members.

I am working hard to understand all concerns and issues impacting Coast Guard men and women today. However, everyone who comes to a job like this uses their own expertise and past experiences as a baseline for initial focus. I have an operational background... small cutters and stations, and have been an Officer in Charge of 5 Coast Guard units ashore and afloat. Some of the initial "big ticket" items I have been focusing on improving during my first six months are:

- (1) Leadership Training
- (2) Law Enforcement Professionalism
- (3) Shore Infrastructure
- (4) Diversity

Leadership Training- I would like to see the Coast Guard move toward a "stepping stone" type of non-commissioned officer educational system similar to some of the DOD services. A first step will be to make Leadership and Management School (LAMS) mandatory for advancement to E6. I agree that this is still not early enough in a career and the LAMS course itself should be made longer and more robust, but it will be a significant first step.

Law Enforcement Professionalism- I believe every boarding officer or boarding team member should have baseline training at the Maritime Law Enforcement Academy (MLEA). This is formal versus On the Job Training and G-3 is working toward implementation. We are also having trouble sustaining competencies (trained, experienced personnel) at our higher level Law Enforcement response teams. There are a couple of ways we can approach this... one would be to change a host of personnel policies (that impact other programs and people) so that experienced personnel can stay within the law enforcement community and still advance, or we could create a rate for at least the higher level units. After many briefs/meetings on the subject at all levels, along with visits to the MLEA and the Special Missions Training Center, I personally believe that the ultimate answer will be a rate. There is a working group formed by CG-1 and CG-3 actively working this issue. As a final thought, for all of our Sectors, cutters, and multi-mission stations, I believe there is a need for a robust Advanced Law Enforcement Competency Program (ALEC).

Shore Infrastructure- During my travels I have been to various types of units and I have seen more missing ceiling panels, leaking pipes, UPHs and other buildings in generally poor condition than I have ever seen in my Coast Guard career. It is evident that we need

resources for our shore infrastructure system. Senior Leadership is aware of this and we are working toward a resolution. There is a significant amount of shore infrastructure money in the FY 08 budget that reflects this concern.

Diversity- Beyond all the reasons generally given, i.e. workforce that reflects the population served, the Coast Guard will not remain an employer of choice in the future, etc. (all valid concerns) Diversity is an operational imperative. My last tour was in the Florida Keys working mostly border control issues; I am convinced that our crews must be able to understand the population surrounding them. This includes language skills and cultural expertise. We are actually doing a great job recruiting a diverse workforce, but the challenge is and will be... to retain it. Leaders at all levels must take the extra steps to encourage and mentor our new members, so that personnel of all backgrounds will see the value of staying in the Coast Guard longterm.

There are many other challenges facing our service, large and small, but I have never been more optimistic concerning our future than I am today. We have a history of evolving and changing with the needs and demands around us. We will continue to move forward, building on the foundation of those that have gone before us, and leaving a legacy to build on for those who will come after us.

Semper Paratus

A LOOK BACK

As detailed above, since assuming the watch I have been in constant motion. Some of the significant events I have had the privilege of representing you at include the Veteran's Day wreath laying ceremony, White House events, Holiday gatherings all over Washington, Balls, dinners, the Guardian movie premiere, the Honors ceremony (where we recognize our own regular and reserve Enlisted Person's of the Year, Civilian and NAF employee's of the year and New Auxiliaries of the Year), and the USO Awards ceremony,

During my short tenure I have also attended several moving and solemn functions such as President Gerald Ford's funeral, our 19th Commandant ADM J. William Kime's funeral, and the funerals for our two fallen divers LT Jessica Hill and PO Steven Duque.

UPCOMING EVENTS

Below you will find some of the events I am currently scheduled to attend

PATFORSWA visit
Congressional testimony
MCPOCG Calhoun building dedication
AANSO panel
District 14 visit
Food Service Specialist of the Year event
Honors Ceremony

MCPOCG HISTORY

As I mentioned in the introduction, MCPOCG Calhoun initiated the first MCPOCG information bulletin. Here are some of the highlights of his first bulletin.

His first bulletin included an introduction, a schedule of MCPOCG events, he brought a COMDTINST to the fields attention, provided his concept of what the MCPOCG job should entail that was part of his application for the job, his biography, notified the field on a Widow's pension bill that had been introduced to the Committee on Armed Services, other brief items of interest, and a safety notice to wear seat belts

MCPOCG VISION

When Admiral Allen interviewed me for this position, I put on paper five areas of importance with a list of items I wanted to address as the Master Chief of the Coast Guard. A synopsis is provided below. Some of them have been completed already (highlighted below), the others are still a work in progress.

Represent Commandant to Field

- 1. Travel extensively with the Commandant**
- 2. Completely revise the MCPOCG web site**
3. Chief's Discussion Board (intranet)
4. E-6 and below Discussion Board (intranet)
5. Daily interface with field
- 6. Lead by example/set positive tone**
7. Reset CCTI guidelines
8. Work with Chief's Association through CMCs
- 9. Increase "quality time" at units e.g. U/W time**
10. Increase visits to Chief's Academy panels
11. Annual CPO Day at Theme Park

Represent Field to Commandant

1. Promote field concerns (emails/white papers)
2. Work within Chief's Mess to strengthen
3. Revise CMC instruction
4. Maximize communication during travel with CG-00
5. Balance travel with time at headquarters
6. Closely network with CG-8
7. Closely network with CG-1 programs
8. Chief's Mess Conference

Resource Person

- 1. CMC email distribution net**
2. Promote beneficial programs/policies
3. Communicate through Website
- 4. Fully integrate RFMC's into CMC program**
5. Network within CG-1
6. Network with Personnel Command/PSC
7. Increase visibility through E-CG
8. Respond to member needs via CMC network
9. Coast Guard Mutual Assistance
- 10. Strengthen relationship with DoD SEA's**
- 11. MCPOCG Notes/Newsletter**

Input to Policy – (Field Flag Waiver)

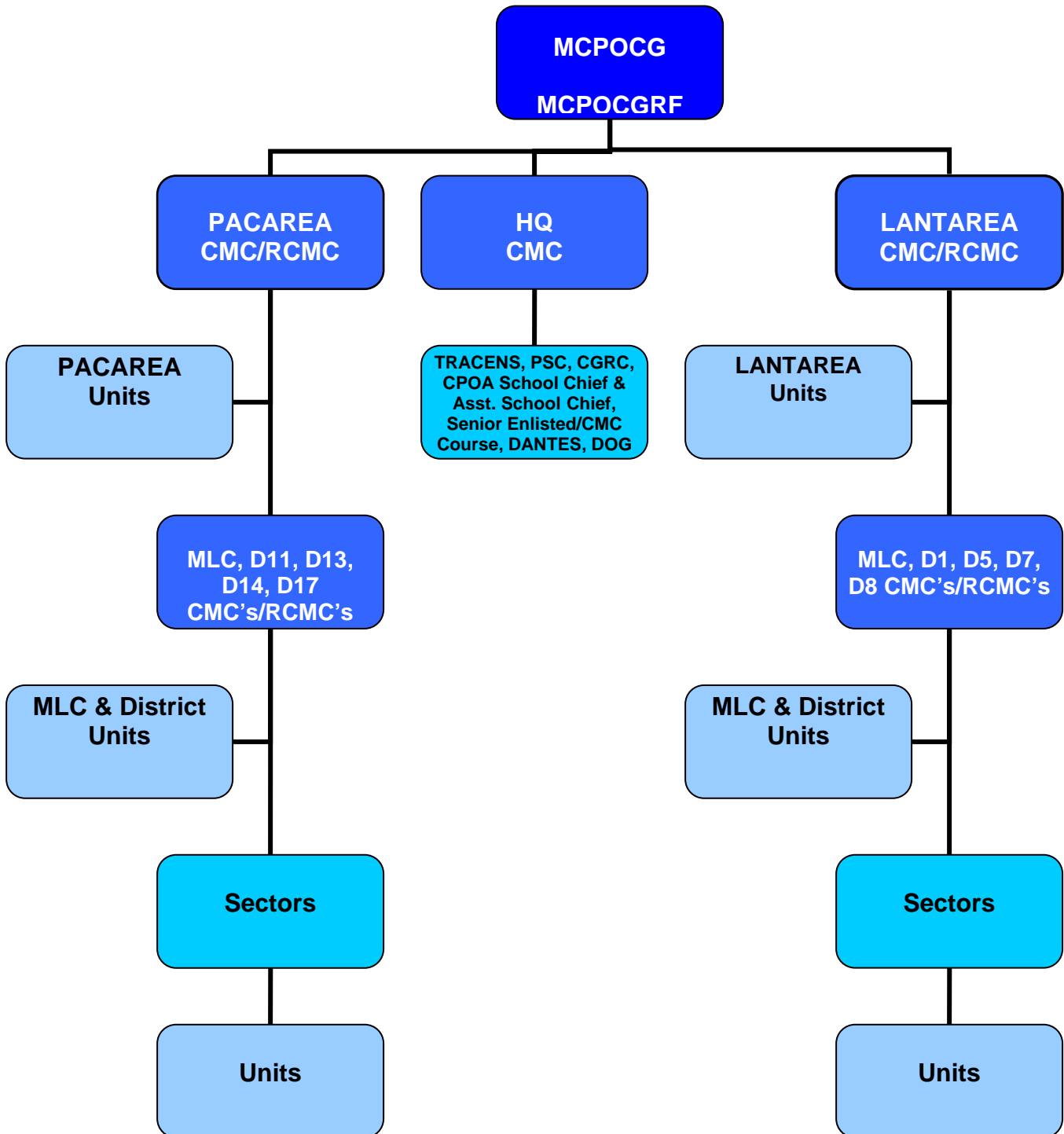
- 1. RFMC's (MCPOCG Program manager)**
- 2. MCPOCGRF (front office)**
- 3. Attend meetings at lower levels.**
4. Interface daily with HQ/Program managers.
5. Provide well thought out/researched papers and initiatives.

Issues

1. Diversity
2. Maritime Law Enforcement community/advanced competencies
3. UPH facilities/Shore infrastructure.
4. Mandatory training – Distance learning format.
5. Leadership (training and education)
6. Relationships with DoD services
7. Awards
8. CMC pool – increase and tighten screening requirements
9. Health care.

CMC CHAIN OF SUPPORT

I initiated action to formalize the CMC chain of support (diagram below) as a means of handling issues at the lowest level possible. Whenever you are facing an issue you need help with contact your Chief, if you don't have a Chief contact your supervisor or the Sector Command Chief for your area.



SENIOR ENLISTED LEADERSHIP ADVISORY COUNCIL

One of the most fulfilling responsibilities of a Command Master Chief or Rating Force Master Chief (RFMC) position is the ability to positively influence policy at a high level. I have asked a number of our CMC's and RFMC's to leverage their "unique" positions and help move the Coast Guard forward on a number of different issues. Listed below are the issues currently being worked on.

Project	Issue
CPO Academy Attendance	CPO Academy. A group of CMCs are studying this issue. The intent is to find a way to make attendance mandatory.
COTM INST/CCTI Guidance	CCTI guidelines are not formally published and are out of date. The intent is to standardize the process CG wide via a MCPOCG standing order. A COTM from each District has been nominated to participate. The work group will meet in March.
Sector Silver Badge	The current COMDTINST1306.1 (series) does not adequately address Sector Command Chiefs. The intent is for Sector specific information to be created and included in the new CMC instruction
Gold Badge delineation	Current instructions and practices do not accurately reflect how the badges are worn. The intent is to standardize/formalize the Gold Badge naming conventions. (Badges, Rating Devices, Email Listing, ID Cards, Direct Access etc)
Honorary Chief Guidance	The intent is to create criteria, draft nomination examples and standardize the process for the CG.
Berthing new recruits in the UPHs	Currently new recruits are berthed, often in the same rooms with members that are being discharged for various reasons. The intent is to look at the problem CG wide and recommend a best practice solution to decision makers.
Alcohol Policy	Members with more than 2 ARI are currently processed out of the CG even if there is more than a decade between ARIs, and regardless of the type of ARI. The intent is to review the policy and recommend changes to decision makers.
Leadership training	No "cradle to grave" leadership training continuum exists in the CG. The intent is to create a cascading program in which leadership is inculcated at every level through out the advancement process.
Color Perception Policy	Currently members can not promote to CWO in various rates where normal color perception is not required for advancement. The intent is to review the policy and recommend change.
Underway Coveralls vise ODU's (Our DoD counter parts do this very well)	Current uniform regulations prohibit coveralls from being worn in lieu of ODUs. Our sailors and specifically our engineers are ruining their uniforms with oil and grease stains. The intent is to create a paper recommending a change to policy authorizing coveralls to be worn in lieu of the CG uniform while ship board reflecting the Navy's current policy.

OCONUS Screening	Overseas screening failures are impacting CG units at the very end of the logistics chain. Time and distance never improve quality of life concerns for our members or their families. The intent is to recommend changes to this system.
Sponsor Program	Sponsor program compliance is sometimes spotty. The intent is to reinvigorate the program, identify best practices and recommend change to the current policy.
Sea Pay	The current sea pay process has not been looked at in more than 5 years. The intent is to recommend changes if warranted.
CG Wide People Plan	PACAREA and LANTAREA have nearly identical "People Plans" and HQs has none. The intent is to help create a CG wide "People Plan."
CMC INST/ Chain of Support	Review, update and promulgate a new COMDT's CMC instruction. The intent is for the SELAC to review and forward the changes to MCPOCG office.

COAST GUARD WIDE ANNOUNCEMENTS

Anheuser-Busch is honored to salute the men and women of our armed forces and their families. Throughout 2007, members of the military and as many as three direct dependents may enter any one of Anheuser-Busch's Sea World, Busch Gardens or Sesame Place parks with a single-day complimentary admission.

Register online at this web site www.herosalute.com

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