



COMDTINST 5357.2

11 APR 2008

COMMANDANT INSTRUCTION 5357.2

Subj: COAST GUARD HEADQUARTERS AND HEADQUARTERS UNITS PEOPLE PLAN

- Ref:
- (a) Atlantic Area Theater People Plan, LANTAREAINST 5357.1 (series)
 - (b) Pacific Area Theater People Plan, PACAREAINST 5357.1 (series)
 - (c) Personnel Manual, COMDTINST M1006.1 (series)
 - (d) Coast Guard Individual Development Plan (IDP), COMDTINST 5357.1 (series)
 - (e) Coast Guard Civilian Orientation Training, COMDTINST 12410.12 (series)
 - (f) Coast Guard Health Promotion Manual, COMDTINST M6200.1 (series)
 - (g) Weight/Physical Fitness Standards for Coast Guard Military Personnel, COMDTINST 1020.8 (series)
 - (h) Uniform Regulations, COMDTINST M1020.6 (series)
 - (i) Chief Petty Officer Academy (CPOACAD), COMDTINST 1500.15 (series)

1. PURPOSE. This Instruction promulgates a standardized personal and professional development program within Coast Guard Headquarters and Headquarters' Units. It is designed to aid in the effective integration of new members into the Coast Guard and to focus efforts on programs that ensure all members are provided every opportunity to reach their full potential. When combined with references (a) and (b) it completes coverage of the entire Coast Guard.
2. ACTION. Commanding officers of headquarters units, assistant commandants for directorates, Judge Advocate General and special staff elements at Headquarters shall ensure compliance with the provisions of this Instruction. Internet release is authorized.
3. DIRECTIVES AFFECTED. None

DISTRIBUTION -SDL NO. 149

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A																											
B		1	1	1	1	1	1	1			1	1	1	1	1	1	1	1	1	1	1			1	1	1	
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NON-STANDARD DISTRIBUTION: Special Missions Training Center, Maritime Law Enforcement Academy

4. APPLICATION. This Instruction applies to all Coast Guard military personnel (active duty and reserve) assigned to Coast Guard Headquarters Units and Staffs. Auxiliary member participation is highly encouraged. Portions of this directive do not apply to students in resident Class "A" Training and are so noted. Civilian employee professional development is directed by reference (e) and locally established policy. Locally established unit policy should adhere to the principals contained in this Instruction.

5. DISCUSSION. The Chief of Staff of the Coast Guard, Assistant Commandants, and Program Directors are committed to leadership and workforce development initiatives, and have selected those that comprise a well-focused, standardized action plan for consistent implementation within the Headquarters area of responsibility. The most effective programs observed were those that leverage the talents of the entire crew – led by the Chiefs and front line supervisors - to aid in the personal and professional development of our newest members. Each member of our service has the responsibility to ensure our newest members are quickly assimilated into the Coast Guard and given every opportunity to reach their fullest potential. It requires every member to help their juniors, their peers and even their supervisors. At the end of the day, it's *Coast Guard People Strengthening Coast Guard People*.
 - a. Principles. The three underlying principles of the program are:
 - (1) Strengthening the personal and professional development of our newest members, the "First Termers."
 - (2) Improving leadership training opportunities for the first and mid-level supervisors and leaders.
 - (3) Re-enforcing that adherence to our core values is a condition of employment.
 - b. Commitment. The success of this program requires full commitment from leaders at all levels throughout the Coast Guard. This program also requires equal commitment from the individual member toward meeting his or her responsibility for achieving personal and professional goals within this described partnership framework for success.

6. DEFINITIONS.
 - a. First Termer. Any active duty or reserve enlisted military member with less than 48 months of Coast Guard service or any Commissioned Officer, active duty or reserve, with less than 48 months of Commissioned Coast Guard service, not including Chief Warrant Officers.
 - b. Running Mate. A person assigned to a newly reported member for a short duration (approximately two weeks). The running mate fulfills the role of mentor, coach, and advisor to acclimatize newly reported members to life at a new unit and gain acceptance by their new shipmates. The running mate will not normally be the First Termer's sponsor nor do they have to be in the First Termer's direct chain of command.

- c. Student. An enlisted military member attending a resident Class “A” school attached to a Training Center, on temporary or permanent orders for the purpose of attending school who will receive Permanent Change of Station orders at the end of the course.
7. PROCEDURES. Ultimately, everyone within the chain of command is responsible to ensure that the First Termers are provided the opportunities describe within this Instruction.
- a. Command Chiefs. The People Plan shall be primarily shepherded by the Chief Petty Officers at the unit and monitored by the unit Command Chief.
 - (1) Coast Guard Headquarters Command Master Chief shall communicate with Command Chiefs, and Senior Enlisted leaders as appropriate to ensure alignment with, and to provide guidance for, consistent administration of the People Plan.
 - (2) Commandant and MCPOCG Designated Command Master Chiefs of Headquarters Units are required, and unit Command Master Chiefs are encouraged, to visit accession/training locations to mentor our newest members and leaders.
 - b. Sponsor Program. In addition to the requirements established in reference (c) chapter 4.A.15, units shall:
 - (1) Ensure sponsors for all First Termers are at least in pay grade E-4 and are not scheduled to transfer in the same Assignment Year. Sponsors of members reporting from TRACEN Cape May or 'A' school will be provided a unit completed First Unit Reporting Guide. This unit completed Guide will aid the sponsor in passing accurate and pertinent information. Blank Guides can be found at:
<http://www.uscg.mil/hq/capemay/index.html>.
 - (2) Units will ensure that a timely ‘Welcome Aboard and Sponsor’ message or memo is sent to all incoming personnel, especially Recruit Training and “A” school graduates to arrive prior to their departure. Ensure the new member has all necessary points of contact and clear instructions on reporting if he or she is forced to arrive after hours, on a weekend, or holiday.
 - (3) All supporting units will ensure the same minimum standards listed above and in reference (d) are met for members reporting to their command due to a supported unit deployment.
 - (4) Training Centers shall use locally established policies regarding sponsorship of inbound students.
 - c. The First 72 Hours. First impressions of both the unit and organization are lasting ones. Newly reported members must be made to feel a part of the crew and must be included in all aspects of unit/division life as quickly as possible. All units shall:

- (1) Maintain a current Unit Information Sheet (UIS) at Training Center Cape May. The UIS will be, at a minimum, updated annually in November. Guides can be found at: <http://www.uscg.mil/hq/capemay/index.html>.
- (2) Whenever possible, ensure that no member reports from Cape May or 'A' school on a weekend or holiday.
- (3) Ensure all First Termers meet with the command cadre on the first working day after reporting aboard.
- (4) Assign all First Termers a running mate other than their sponsor for the first two weeks. The running mate will assist with the new crewmember's integration into the crew and assimilation to life at the unit.
- (5) Ensure all First Termers are met at their arrival point (i.e. airport, front gate).
- (6) Ensure all First Termers are provided the opportunity and are encouraged to make a "safe arrival" phone call.
- (7) Within the first week of reporting aboard, ensure all first termers check-in with the unit Collateral Duty Addictions Representative (CDAR) and are counseled on the Commandant's alcohol policies.
- (8) Training Centers shall use locally established policies regarding indoctrination of Class "A" students. Indoctrination should reflect the principals outlined in this Instruction.

d. New Arrival Training and Member Orientation.

- (1) Military Members. As soon as practical, but no more than 90 days after reporting, all first term members shall be provided the following training:
 - (a) Drug and Alcohol Awareness. Prevention of substance abuse through leadership is paramount to the successful reduction of alcohol related situations and incidents at your unit. Members shall be specifically counseled regarding unit regulations, and state and local statutes for the surrounding geographic regions.
 1. Training material, including an underage drinking prevention video, is located on the Training Center Petaluma Substance Abuse Prevention Intranet site.
 2. All newly reported members shall complete the online Substance Abuse Prevention course located at <http://learning.uscg.mil/catalog/>. Completion of this course will be documented in the Training Management Tool (TMT) and meets the annual requirement for this training.
 - (b) Sexual Harassment Prevention. All newly reported members shall complete the online Sexual Harassment Prevention course located at

<http://learning.uscg.mil/catalog>. Completion of this course will be documented in TMT and meets the annual requirement for this training.

- (c) Hazing Awareness Training. An experienced instructor shall conduct this training using Hazing Awareness Training, COMDTINST 1610.1 (located at <http://www.uscg.mil/ccs/cit/cim/directives/welcome.htm>). Completion of this training will be documented in TMT.
 - (d) Suicide Prevention. The newly-reported member will participate in a one-on-one or small group discussion which will emphasize that concern about suicide exists, communication channels are open and that there are many sources of help. This should be led by the Work-Life Employee Assistance Program Coordinator, Chaplain, a graduate of Applied Suicide Intervention Skills Training (ASIST) or the member's supervisor. This discussion does not meet the requirement for annual Suicide Awareness training. Guidance can be found in Suicide Prevention, COMDTINST 1734.1
<http://www.uscg.mil/ccs/cit/cim/directives/welcome.htm>.
 - (e) Individual Financial Counseling. An experienced instructor will conduct this training by discussing all of the topics presented in the E-PME Study Guide, Chapter 11 - Personnel Issues (Reg. 1 1-4.0 1 K)
<http://learning.uscg.mil/epme/pme/index.htm>.
- (2) Civilian Employees. Newly hired Coast Guard civilian employees shall be given the same familiarization and orientation of Coast Guard roles, missions and processes as military members. Reference (e) prescribes the required and recommended programs for civilian employees.
 - (3) Junior Officers. Newly commissioned junior officers shall be given the same leadership attention and unit sponsorship listed in this instruction to ensure their successful integration into the new unit and the Coast Guard.
 - (4) Students. Training Centers shall use locally established policies regarding indoctrination of Class "A" students. Indoctrination should reflect the principals outlined in this Instruction.
- e. Individual Development Plans (IDPs). In accordance with reference (d), IDPs are required for all First Termers. The intent of the IDP is to identify and bring into alignment both the member's and the Coast Guard's expectation for personal and professional development. Each new member has certain aspirations and expectations as to how they want to grow within the organization.

A member's supervisor must be aware of those aspirations and expectations and be prepared to facilitate their alignment and attainment. If a member does not yet have a clearly defined set of goals, the supervisor shall work with the member to help develop them. Once the member's goals are identified, they must be developed into a

personalized ‘road map’ to success that will form a partnership between the member and the member’s rating chain as described in reference (d).

The IDP is the required “right” tool to assist in establishing that partnership. Copies of the IDP can be obtained from the Leadership and Professional Development website at <http://www.uscg.mil/leadership/idp/index.htm>. Use Form CG 5357, Enlisted Individual Development Plan, for enlisted personnel and Form CG 6021, Individual Development Plan (IDP) for Coast Guard Civilians/Officers/Auxiliarists, for officers. Units/divisions are required to document the IDP counseling sessions in the TMT. Implement the IDP according to the following guidelines:

- (1) Class “A” school students are temporarily exempt from IDP requirements. As a result of the short time and high demand on a student, and the high volume of students at the TRACEN, there is no requirement for IDP preparation or counseling for students. Permanent Party and other temporary members at a Training Center are required to meet IDP requirements contained in this directive and as directed in reference (d).
- (2) Units shall prepare a customized IDP for each required member in accordance with reference (d). For newly reporting active duty and reserve members, issue the IDP and explain its purpose at the initial check-in point. As the newly reported member progresses through their Check-in and Indoctrination process, each interviewer shall review the newly reported member’s IDP and provide information specific to their responsibilities. The newly reported member’s rating chain supervisor will ensure that the member thoroughly understands command expectations and qualification timelines. The supervisor will then explain to the newly reported member their responsibility to carefully consider their goals and to record them in the IDP. Upon filling out the IDP the member will return to their rating chain supervisor to complete their first “official” IDP counseling session. This shall occur within 30 days of reporting. The Supervisor will insure that the counseling session is documented in TMT under Individual Development Plan.
- (3) In accordance with reference (d), semi-annual IDP counseling sessions shall be conducted for all required members, enlisted and officer, active duty or reserve, during the mid-term evaluation periods for each pay grade. These semi-annual mid-term IDP counseling sessions shall be documented in TMT under Individual Development Plan.

The matrix below identifies the month in which each pay grade/rank shall receive their IDP counseling session.

E6 - Feb and Aug	O1 and E4 - Dec and Jun	O2 and E2 - Oct and Apr
E5 - Jan and Jul	O3 and E3- Nov and May	

(4) The positive impact of a professional and regular review of the IDP with the member cannot be overstated nor can the effect it has on the overall success of the IDP program. "If you care, they will care."

f. Leadership Training Continuum. Accession Training primarily focuses on transforming a member from a civilian to a military frame of reference and places emphases on teamwork with a very basic introduction into *Followership*, *Officership*, and *Leadership*. Once a military member has graduated from the accession point, the goal for E-2s and E-3s is to become fully rated (E-4) with an enlisted specialty rating and for O-1s to successfully complete their required qualifications (e.g. DWO, EOIT, Pilot, etc). This transition takes place at one of two places – school or the first unit. It is at this point that our personnel become ‘fully qualified’, E-4s within their chosen rating, and Junior Officers in their specialty, but they do not become fully qualified leaders. Although the Coast Guard is investing more time on Followership, Officership and Leadership training, it will only constitute a beginning. Therefore, it is essential that field units concentrate on the technical aspects of a members’ professional growth as well as provide the required General Mandated Training (GMT) for your unit. Every unit/division shall make best use of the following:

- (1) Training tools located at the Leadership and Professional Development website and the Unit Leadership Development Program (ULDP) portal for in-house training coupled with on the job training.
- (2) All First Termers will attend annual Career Development Advisor (CDA) training.
- (3) DoD facilitated leadership classes, such as the Navy Leadership Training Unit. Unit training funds should be used. In some cases the Chief of Staff or an associated Directorate may provide funding as available.
- (4) Leadership and Management School road show provided by the Leadership Development Center (LDC).
- (5) Career Development Advisor (CDA) training for all Senior Petty Officers, Chiefs and Junior Officers will be required at least once during their tour.
- (6) All active duty and reserve Chief, Senior Chief, and Master Chief Petty Officers attached to CGHQ or a HQs’ Command are required to attend the Coast Guard CPO Academy, or an equivalent DoD senior enlisted academy. Only those chiefs (E-7, E-8 & E-9s) with an approved retirement letter on file are exempt. All others must submit the required electronic training request (ETR) to attend one of the approved senior enlisted leadership academies. Failure to attend will be considered in enlisted evaluations, command endorsements, and can be disqualifying for special assignments.

Once orders are issued, cancellations require the first Flag Officer in the chain of command’s approval. Enclosure (1) specifies procedures for Headquarters units to

request cancellation or rescheduling of CPO Academy orders.

- (7) All Command Chiefs are strongly encouraged to attend the Senior Enlisted / CMC Course at the LDC prior to, but at least within one year of their appointment.
- g. Suicide Prevention. Incidents of suicide, suicide attempts and suicide ideations are a major concern for every command. The full spectrum of issues associated with self-destructive behaviors is recognized, yet our traditional tools are often ineffective; we can't order prevention, can't prescribe a remedy that resolves every case, and certainly can't ignore it in hope that it won't occur. Leaders at all levels must exercise good leadership practices that can make a difference. All Headquarters commands will take a proactive step by fully implementing the ASIST program. Chaplains and Employee Assistance Program (EAP) personnel offer this training. Commands are strongly urged to send their personnel, ombudsmen, and spouses to ASIST training and to actively utilize these trained interventionists when conditions warrant.
- h. Collateral Duty Addictions Representatives (CDARs). In addition to the requirements established in reference (c), all commands with ten or more members assigned shall designate a CDAR. All commands with 50 or greater members assigned shall designate, at a minimum, one primary and one alternate CDAR. Commands with less than 10 members that are collocated with a Sector, AIRSTA or ISC may designate the Sector, AIRSTA or ISC CDAR as their CDAR, when appropriate. Commands and CDARs are to ensure that ALL the requirements listed in reference (f) are strictly enforced.
- i. Education Service Officers (ESO) and Learning Centers. Learning centers will be established where possible to help facilitate the effectiveness of the ESO's. The goal is to increase opportunity and encourage our workforce at all levels to further their education and training. More specific information on both initiatives will be published under separate cover.
- j. Tobacco Cessation. In accordance with reference (f), the use of ALL tobacco products shall be limited to designated tobacco use areas. Smokeless tobacco is not a safe alternative to cigarettes, and is included in the requirements for use only in designated tobacco use areas. Commands shall maximize the use of existing tobacco cessation programs through the Health Promotions Management staff and other sources such as the Mayo Clinic Tobacco Quitline.
- k. Managing a Healthy Lifestyle. We must encourage our shipmates to pursue healthy lifestyles. Reference (f) describes the use of health risk appraisals which are available through the Health Promotions Manager. These personal, confidential evaluations can identify lifestyle habits and risky behaviors allowing the member to modify their behavior.
8. POLICY. All Headquarters units shall implement the procedures specified herein. Units will use the Organizational Assessment Survey (OAS) and their ULDP to help measure the

effectiveness of these programs. Units will provide constructive feedback on the program directly to the CGHQ Command Master Chief as appropriate.

9. ENVIRONMENTAL ASPECT AND IMPACT CONSIDERATION. Environmental considerations were examined in the development of this directive and determined to be not applicable.

10. FORMS/REPORTS. The electronic forms called for in this Instruction are available in the USCG Electronic Forms library on the Standard Workstation, on the Internet at <http://www.uscg.mil/ccs/cit/forms1/welcome.htm>, on the Intranet at <http://cgweb2.comdt.uscg.mil/CGFORMS/welcome.htm>, and CG Central at <http://cgcentral.uscg.mil/>. The First Unit Reporting Guide and the Unit Information Sheet are available at <http://www.uscg.mil/hq/capemay/index.html>.

R. J. PAPP, JR. /s/
Chief of Staff

Encl: (1) Procedures to Cancel or Reschedule CPO Academy Orders

Procedures to Cancel or Reschedule CPO Academy Orders

After orders are issued to attend the CPO Academy every effort should be made to execute them as issued. If it becomes necessary to cancel or reschedule, the request must be approved by the first Flag Officer in the chain of command prior to making the request to TQC. The appropriate Commandant Designated (Gold Badge) Command Master Chief (CMC) will be the unit's primary point of contact for requesting such action following this procedure:

1. The request to cancel or reschedule must be made by the Commanding Officer, Executive Officer, Director, or Division Chief as appropriate. Another person at the command or on the staff may be listed as the point of contact, but the request must indicate the name & position of the authorized releaser. E-mail or CG Memo to the CMC is the preferred method of communicating this request. If record message traffic is sent, do not include TQC Chesapeake as an addressee. The e-mail or message shall include the following information:

Member's grade, name & EMPLID

Class convening date for which orders have been issued

Date when orders were received

Alternates date(s) for attendance

Reason for request

Released by: rank, name & position of O-5 or above CO~XO, Division Chief, etc.

POC: grade, name, e-mail address & phone number

2. The CMC will obtain Flag Officer approval or disapproval. The CMC or Flag Officer will e-mail the response to the unit POC. If approved, the unit will send the cancellation/change request via message to TQC, noting that the request has been approved by the Flag Officer. A sample message is provided below:

Rxxxxxxx

FM ORIGINATING UNIT

TO COGARD TQC CHESAPEAKE VA

INFO COMDT COGARD WASHINGTON DC//CG01/CG122/CG133//

COGARD ACADEMY NEW LONDON CT//LDC//

COGARD CPO ACADEMY PETALUMA CA

BT

UNCLAS//N01500//

SUBJ: CPO ACADEMY - CONVENING dd mmrn yyyy

1. REQUEST ORDERS FOR (Student grade, name, EMPLID) BE (CANCELLED or RESCHEDULED TO THE dd rmm yyy CONVENJNG). THIS ACTION APPROVED BY (grade, name & command of Flag Officer, ex.: RADM A. B. SEA, CCGDONE).

2. POC: (grade, name, phone number and e-mail address)

3. RELEASED BY: (grade, name and position of O-5 or above CO, XO or Division Chief).

BT