

THE COAST GUARD AT WAR

PERSONNEL XXV



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PERSONNEL

XXV

This edition is designed for service distribution and recipients are requested to forward corrections, criticisms, and comments to Commandant, Coast Guard Headquarters, Washington, D. C., attention Historical Section, Public Information Division.

(Written as a Thesis as part of the requirements for a Degree of Master of Arts, 1949, at American University, Washington, D. C. by Lt. F. X. Riley, USCG).

CONTENTS

CHAPTER I

HISTORY AND DUTIES OF THE UNITED STATES COAST GUARD

- I. HISTORY 1
- II. DUTIES 1

CHAPTER II

PRE-WAR ORGANIZATION FOR PERSONNEL ADMINISTRATION

- I. FUNCTIONS ADDED WITHOUT REORGANIZATION... 4
- II. FUNCTIONS ADDED WITH REORGANIZATION 5
- III. REORGANIZATION 7
- IV. ADMINISTRATIVE RELATIONSHIPS OF
PERSONNEL ACTIVITIES 7

CHAPTER III

WAR TIME ORGANIZATION FOR PERSONNEL ADMINISTRATION

- I. FUNCTIONS ADDED WITHOUT REORGANIZATION .. 8
- II. FUNCTIONS ADDED WITH REORGANIZATION 9
- III. REORGANIZATION 9

CHAPTER IV

MORALE

- I. ESTABLISHMENT OF COAST GUARD WELFARE ... 12
- II. THE ESTABLISHMENT OF MILITARY MORALE ... 12
- III. FUNDS FOR IMPROVING MORALE 13
- IV. DETAILS OF IMPORTANT MORALE ACTIVITIES . 13
- V. PROVISIONS FOR MORALE OF COAST GUARD
PERSONNEL OPERATING DIRECTLY WITH
THE NAVY 16
- VI. SUCCESS OF THE MORALE PROGRAM 16

CHAPTER V

PERSONNEL PROCUREMENT

- I. REGULAR OFFICER PROCUREMENT 16
- II. RESERVE OFFICER PROCUREMENT 16
- III. ENLISTED PERSONNEL PROCUREMENT 17
- IV. PROCUREMENT OF TEMPORARY MEMBERS OF
THE RESERVE 19
- V. EXTENT OF THE PROGRAM 19

CHAPTER VI

RECORDS, ASSIGNMENTS, AND STATUS

- I. RECORDS 19
- II. ASSIGNMENTS 20
- III. STATUS 20
- IV. SUMMARY 23

CHAPTER VII

TRAINING

- I. OFFICER TRAINING 23
- II. ENLISTED PERSONNEL TRAINING 24
- III. SPECIAL TRAINING ACTIVITIES 25
- IV. SUMMARY 27

CHAPTER VIII

DEMobilIZATION

- I. PREPARATION FOR DEMobilIZATION 27
- II. OPERATION OF DEMobilIZATION 27
- III. EXTENT OF THE PROGRAM 28

CHAPTER IX

ASSESSMENT OF PERSONNEL ADMINISTRATION

- I. ACCOMPLISHMENTS 29
- II. MISTAKES 31
- III. RECOMMENDATIONS 32

BIBLIOGRAPHY 35

APPENDIX A 36

APPENDIX B 37

CHAPTER I

HISTORY AND DUTIES OF THE UNITED STATES COAST GUARD

A short history of the Coast Guard and a review of the duties which were required to be performed by the Coast Guard as of September 1939 will help towards a better understanding of the problems of personnel administration of the Coast Guard during World War II, including the emergency period beginning September 1939.

I. HISTORY

General history. The Coast Guard had developed from a small fleet of ten revenue cutters and about eighty officers and enlisted men, with no Headquarters or field offices in 1790,¹ to a large service with 17,022 persons (11,384 military and 5,638 civilian), 332 vessels, fifty aircraft, 818 field units, including thirteen district offices, and a Headquarters, in September 1939.² The Revenue Cutter Service and the Life-Saving Service were combined in January 1915, to form the Coast Guard.³ The functions of the Bureau of Lighthouses were assigned the Coast Guard in July 1939.⁴

History of personnel organization. The first reference to the organization of a unit for personnel administration that can be found is in August 1910 when the records indicate the functions of the Captain Commandant, Chief of the Division, Revenue Cutter Service, were divided for efficiency in administration, with no law or regulation requiring such organization, into several administrative units, one of which was "Personnel".⁵ In November 1910, the Captain Commandant designated, under the Assistant Chief of the Division, the Aide to the Captain Commandant to be in charge of "Personnel".⁶ When the name of the Service was changed from Revenue Cutter Service to Coast Guard in 1915, a reorganization took place in which a Division of Operations had under it, among other sections, a Section of Personnel and Operations.⁷ By 1920 personnel activities were placed in a Division of Personnel under the Aide to the Commandant.⁸ The Division was abolished in 1921,⁹ its functions being transferred to sections in the Division of Operations. Hence, as of January 1, 1929, personnel activities were performed in two sections of this Division, namely:¹⁰

- - -

1. The United States Coast Guard, Its History, Vessels and Doctrine, U. S. Coast Guard Auxiliary Training Unit (CGA Press) pp. 11-12.
2. Coast Guard General Order #37, 20 June, 1939.
3. Register-United States Coast Guard, 1939-40.
4. Act of January 28, 1915 (28 Stat. 1,800).
5. Reorganization Plan No. II, effective July 1, 1939, and Public Resolution No. 20, approved June 7, 1939.
6. Letter from Acting Chief of Division, Revenue Cutter Service to Chief Clerk Treasury Department dated August 3, 1910 File 029. National Archives, Coast Guard Section.
7. Letter from Captain Commandant, Chief of Division Revenue Cutter Service to Chief Clerk, Treasury Department dated November 12, 1910, file 023,021. National Archives, Coast Guard Section.
8. Annual Report of the Coast Guard, Treasury Department, 1915, p. 45.
9. Register-United States Coast Guard, 1920, p. 3.
10. Darrell H. Smith and Fred W. Powell, The Coast Guard, Its History, Activities, and Organization (The Brookings Institution, 1929) p. 39.
11. Ibid., p. 90.

Section of Vessel Movements and Commissioned Officer Personnel.

Section of Personnel other than Commissioned Officers

It was not until August 1, 1935 that a personnel unit higher than the Section level was formally established again. In that month, a personnel division was organized under the Commandant.¹² In 1937 this division was placed under the Assistant Commandant.¹³ By September 1939, the Personnel Division was organized as follows:¹⁴

Personnel Division - Chief Personnel Officer
Commissioned Personnel Section
Enlisted Personnel Section
Personnel Records Section
Medical Section
Training Section
Civilian Personnel Section.

The various district offices had no personnel office organized as a separate unit. All personnel duties were carried out by the Chief of Staff of each District.

II. DUTIES

The duties of the Coast Guard had been accumulated during approximately 150 years of the history of the Service and may be classified under four major functions:

Military Readiness
Assistance
Marine Safety
Law Enforcement.

Specific duties. The Coast Guard was designated by law to be a part of the military forces of the United States at all times, and to hold itself in readiness to perform any military duty designated by proper authority. By legislation the Congress required the Service to be the responsible agency for rendering assistance in saving life and property in marine disasters. Various Acts of Congress also delegated to the Coast Guard the responsibility for providing and maintaining the national facilities and programs which were designed to prevent marine accidents. Finally, the Coast Guard was legally designated as the federal law enforcement agency on the high seas.

The specific duties were:¹⁵

Military Readiness - The Coast Guard, a part of the military forces of the United States at all times, was required to maintain itself in a state of readiness so as to function as a specialized service of the

12. Coast Guard General Order #20, August 1, 1935.
13. Register-United States Coast Guard, 1937, p. 1.
14. Organization Chart, Personnel Division, Coast Guard Headquarters, 5 March, 1936, compiled and filed in Civilian Personnel Section (now Division). (Although dated 1936, it has been determined from interviews with employees who were in the Personnel Division in 1939 that that Division was organized in 1939 as shown on this 1936 chart.)
15. A list of the duties of the Coast Guard, giving the authority for their performance, is contained in Appendix A.



OFF TO BOOT CAMP
INDUCTEES WITH DITTY BAGS
BEGIN THEIR TRAINING IN THE COAST GUARD



MAYPORT TRAINING STATION
SEAMEN UNDERGOING TRAINING AT U. S. COAST GUARD TRAINING STATION
MAYPORT, FLORIDA, LINE UP FOR INSPECTION

Navy in time of war or when the President should so direct in order that it might be quickly integrated into the Navy in condition of high operating efficiency, with facilities modern and well maintained, adequately manned and with personnel so trained as to be of immediate effectiveness.

Assistance - The Coast Guard was charged with rendering aid, protecting and saving life and property upon the high seas and the navigable waters of the United States, its territories and possessions.

Marine Safety - The Coast Guard;

1. Destroyed or removed derelicts or other obstructions to navigation.

2. Operated the International Ice Patrol in the North Atlantic.

3. Established, maintained, operated, and administered light and signal station, lighthouses, light vessels, buoys, bells, fog signals, sirens, whistles, horns, float lights, submarine signals, beacons, day-marks, lighted sea marks, radio beacons, and other electronic equipment and devices on land, on bridges or other structures, and on or under water, all of which served as a means of facilitating and promoting safe navigation of vessels and aircraft on and over the high seas and the navigable waters of the United States, its territories and possessions.

4. Published and distributed light lists and notices to mariners.

5. Marked wrecks and anchorage grounds.

6. Assisted the Weather Bureau in the collection and dissemination of flood, storm, and hurricane warnings.

7. Directed and encouraged the Coast Guard Auxiliary (then known as Coast Guard Reserve), a voluntary organization of yacht and motorboat owners; supplied to the Auxiliary instruction in principles and practices of safe navigation; developed the Auxiliary as an organization which was capable of supplemental assistance in aiding vessels in distress and extending instructions in safety practices.

Law Enforcement - The Coast Guard was required to;

Enforce all Federal laws upon the high seas and the navigable waters of the United States, its territories and possessions, particularly customs laws, immigration laws, oil pollution laws, quarantine rules and regulations, laws and international treaty provisions relating to certain fisheries, walrus, seals, whales, and birds.

Personnel functions. The earliest available record of the personnel duties of the Coast Guard is contained in the 1843 regulations for the service, and states;¹⁶

"....."

"Fourth. The charge of all applications for appointments in the service; the transmission of commissions; assignments of the officers to their stations; . . . the vessels; force to be employed in them;

"Fifth. The investigation of all charges for neglect of duty, or other misconduct, and the preparation, under the direction of the head of the department, of all letters touching these details.

- - -

16. Rules and Regulations for the Government of the United States Revenue Marine, November 1, 1843, Chapter II, p. 2

"Sixth. To report annually to the head of the department . . . in the Marine Revenue Service; the number of officers, men, and boys; . . .

"....."

These personnel duties grew with the Service until, at the time this study begins, they included the procurement, classification, training, assignment, welfare, health, and record keeping of personnel. They were formally outlined in a functional organization chart as follows;¹⁷

PERSONNEL DIVISION - This division is responsible for the conduct of all personnel activities of the Coast Guard, both military and civilian. This division is directly under the Commandant.

COMMISSIONED PERSONNEL SECTION - Initiation of action affecting commissioned officers, warrant officers and cadets; preparation of personnel instructions; conduct of special interviews, etc., selection of officers for special duty assignments. Chief of this section to act as Head of Division during temporary absence of Head.

ENLISTED PERSONNEL SECTION - Initiation of actions affecting enlisted personnel; preparation of personnel instructions; direction and planning of recruiting programs; selection of men for special training and for special duty assignments; conduct of special correspondence and interviews.

PERSONNEL RECORDS SECTION (Military Personnel) - Maintenance of all military personnel records, the preparation of all orders, the checking of all personnel transactions to see that they have been properly consummated, the conduct of incident routine correspondence, the collection and compilation of personnel statistics, and the maintenance of all personnel files.

MEDICAL SECTION - Physical examination, medical advice and treatment for all Coast Guard personnel. Initiation of disease prevention programs, and compulsory treatment of persistent infections; devising and maintaining adequate health records. Physical examination of applicants for enlistment.

TRAINING SECTION - The selection of the best schools, correspondence courses and books for furthering post-graduate or special training for the officer and enlisted personnel; planning and directing the training and educational programs of the Coast Guard Institute and other training and educational activities; maintenance of training records; supervision of welfare activities; and review of all disciplinary cases.

CIVILIAN PERSONNEL SECTION - The selection, appointment and assignment of civilian personnel; the classification of positions; disposition of disciplinary cases; preparation of personnel instructions; maintenance of time and leave records, and all other records and files; conduct of correspondence and interviews relating to the civilian payrolls; preparation of annual initial appropriation estimates, and supporting data in defense thereof, for salaries of permanent and emergency civilian employees, Headquarters and Field, and the breakdowns on such salaries as required by the Budget Officer, Treasury Department.

- - -

17. Organization Chart, 1936, op. cit.

These Headquarters and Field personnel activities remained as thus far described beyond the beginning date of this history. Their further growth will be studied in following chapters.

CHAPTER II

PRE-WAR ORGANIZATION FOR PERSONNEL ADMINISTRATION

Paralleling the great expansion of Coast Guard functions, many personnel changes occurred in the Coast Guard during the pre-war period from September 1939, to December 1941. In numbers, the Service expanded from 17,022 persons (11,384 military and 5,638 civilian) to 29, 978 persons (25,002 military and 4,976 civilian). The additional functions discussed in the next section resulted in the establishment of specific new personnel organizations for their execution. Those discussed in the second section did not cause such changes. However, all of them contributed in some measure to the reorganization of the units of personnel administration both in Headquarters and in the field.

I. FUNCTIONS ADDED WITHOUT REORGANIZATION

Functions. Most of the added functions caused only an expansion in the size of the existing personnel organization inasmuch as the additional activities could be readily administered under that organization. These activities may be listed as follows:

1. Consolidation of the Lighthouse Service
2. Enforcement of neutrality
3. Control and security of ships and harbors
4. Ocean weather observation service
5. Transfer of the Coast Guard to the Navy

Consolidation of the Lighthouse Service.¹ The consolidation of the Lighthouse Service began July 1, 1939, but the assimilation of the personnel required time and additional legislation. There were approximately 5,200 former civilian Lighthouse Service persons to be taken into the Coast Guard, either in a military or civilian status. By an Act of August 5, 1939 (53 Stat. 1216), certain officers and employees of the Lighthouse Service were authorized to be commissioned, appointed, and enlisted into the Coast Guard. Another law, the Act of August 10, 1939 (53 Stat. 1343), provided for the retirement of those who had thirty years' service in the Lighthouse Service and whose positions were abolished in the consolidation by July 1, 1940.

Allowances were made for obtaining the prescribed uniforms, and the leave and liberty regulations of the Lighthouse Service were retained to be applied to all those performing that type of service in the Coast Guard. It was the policy of the Commandant that all billets at former Lighthouse Service operating units would eventually be filled by those in the military service. In the interim, just and reasonable provision was made for handling cases of those who either did not desire to enter the military service or were unable to do so. The process of the consolidation of the personnel continued until about July 1, 1941;

1. Memorandum from Commandant for Assistant Administrative Assistant to the Secretary of the Treasury dated June 25, 1947, file CG-055, section on "Consolidation of the Lighthouse Service."

however, the major portion of the consolidation was completed during the first year.

As the effect of these personnel policies was a unified service, no need arose to set up a separate personnel activity either at Headquarters or in the field for the specific purpose of consolidating the employees of the Lighthouse Service.

Enforcement of neutrality.² The Proclamation of Neutrality issued by the President in Executive Order No. 8233, dated September 5, 1939, resulted in additional responsibilities for the Coast Guard. In general, this meant making provisions for complete intelligence on merchant shipping in all United States waters, supervising the operation of radios on merchant ships while in these waters, patrols to detect and prevent contact of small boats with merchant ships in violation of neutrality laws, and the examination of the armament of merchant ships to insure compliance with neutrality provisions.

All these duties required many additional persons and their training, but as in the case of the consolidation of the Lighthouse Service, no new personnel unit had to be organized, either in Headquarters or in the field, to carry out the additional personnel activities resulting from these duties.

Control and security of ships and harbors.³ Another duty mostly involving merchant shipping was the control over the anchorage and movements of vessels and the security of ships and harbors. On June 27, 1940, the President issued a proclamation bringing into effect the Espionage Act of 1917 (40 Stat. 220) which, in effect, gave the Coast Guard authority to control the anchorage and movement of ships; secure vessels in our territorial waters from damage or injury; and insure the safe handling of explosives and inflammable cargoes. A law enacted on July 11, 1940, called the Dangerous Cargo Act, gave the additional authority for executing the last mentioned activity. The President also issued regulations on October 7, 1941, which gave the Coast Guard authority to license the operation of fishing and other small craft and issue identification cards to all persons on such craft. A Captain of the Port in each harbor was designated by law as the officer responsible for the execution of all these duties.

These responsibilities of the Coast Guard necessitated a great expansion in the number of persons, but again, no new personnel organization was established in Headquarters or the field specifically to handle this problem. However, for these functions, as well as others, members of the Coast Guard Reserve and Auxiliary were used in most instances. These classes of personnel will be discussed later.

Ocean weather observation service.⁴ On January 25, 1940, the President authorized the Coast Guard to establish an Atlantic weather observation service using Coast Guard cutters with their personnel and Weather Bureau technicians. Two stations were manned between Bermuda and the Azores which, in addition to weather observation, were to be used for rendering assistance, maintaining radio guard for airplanes,

2. *Ibid.* Section on "Enforcement of Neutrality."

3. *Ibid.* Section on "Control over the Anchorage and Movement of Vessels and Security of Ships and Harbors."

4. *Ibid.* Section on "Ocean Weather Observation Service."

and for general observation regarding the national defense.

During the emergency period, this duty did not require as many additional persons as the other duties mentioned, but added to the total personnel problem. As this was regular sea-going duty, obviously no new personnel organization was needed either in Headquarters or in the field to provide the necessary personnel.

Transfer of the Coast Guard to the Navy.⁵ Under the general heading of "transfer of the Coast Guard to the Navy" will be mentioned operations involving cooperation with the Navy, if not operations actually under the Navy, which led up to the complete transfer of the Coast Guard on November 1, 1941. One of the Coast Guard's primary duties involving the Navy was the operations in Greenland. On May 7, 1940, the first orders for a Coast Guard vessel to operate in Greenland waters were issued by the Commandant. From then on the Coast Guard provided many services in these waters. On May 6, 1941, the Chief of Naval Operations requested Coast Guard assistance for the establishment of military and naval installations in Greenland and duties in connection with the defense of Greenland. As a result, the South Greenland Patrol, operating under the Chief of Naval Operations, and the Task Group, East Greenland Waters, operating under the Commander-in-Chief, U. S. Atlantic Fleet, were established with Coast Guard officers in command and six Coast Guard vessels being used. This arrangement continued as described until the war began.

Some of the other important duties involving the Navy were the Grand Banks Patrol, landing boat training, transport manning, and operation of the Coast Guard Honolulu District under the Navy.

These steps culminated in the complete transfer of the Coast Guard to the Navy on November 1, 1941, by authority of Executive Order No. 8929.

Once again, no new personnel organization was necessary either in Headquarters or the field specifically to provide servicemen for these duties. However, the duties did contribute to the enlargement of the personnel organization and the establishment of additional training facilities as indicated above.

II. FUNCTIONS ADDED WITH REORGANIZATION

Functions. Two functions were added to the Coast Guard which resulted in the establishment of specific personnel organizations for their administration. They were the Coast Guard Reserve and Auxiliary and the U. S. Maritime Service.

Coast Guard Reserve and Auxiliary.⁶ The Coast Guard Reserve was established by Act of June 23, 1939 (53 Stat. 854). Headquarters initiated the law which was finally enacted, resulting in a non-military, voluntary, self-governing organization of men and boats, then called the Coast Guard Reserve. The purpose of this organization was the advancement of safety upon navigable waters and the increase in efficiency in the operation of motorboats and yachts, also, the Coast Guard was to receive the use of the men and boats for patrolling regattas and assisting in flood rescue duties. The regulations for this Reserve were approved by the Secretary of the Treasury

on October 5, 1939, providing, among other things, that the ranks, titles, and uniforms were to be unlike those of the regular service. By June 30, 1940 the Reserve had 2,600 members, 111 flotillas, and about 2,300 boats.

By Act of February 19, 1941 (55 Stat. 9), the name of the existing Coast Guard Reserve was changed to Auxiliary and a Coast Guard Reserve modeled after the Naval Reserve was authorized. In the beginning, virtually all officers appointed in the Coast Guard Reserve were members of the Auxiliary. In addition to the fact that a reserve with military status was authorized, the law permitted the enrollment of temporary members into the Coast Guard Reserve. The purpose of this latter provision was to obtain the use of those who could operate the boats obtained and who knew the area in which the boats would be used. Such people were those in the Auxiliary. Consequently, they served as the nucleus of those who were recruited as Temporary Members of the Reserve.

On March 5, and 18, 1941, new regulations for the Auxiliary and the Reserve respectively were approved by the Secretary of the Treasury. The regulations for the Reserve were similar to those of the Naval Reserve. They provided for the basic organization for emergency needs and for future peace-time needs. The effectuation of the regulations required a decentralization of authority to the District commanders. On April 9, 1941, the first quotas of 270 boats and 1,720 reservists were established.

By July 1941, all quota restrictions of men and boats were removed. After September 19, 1941, all boats had to be loaned for a year, enlistments of temporary members of the Reserve had to be for at least three months, and greater consideration had to be given to appropriateness of the ranks in which these men were commissioned. By December 1, 1941, the Auxiliary had 5,205 members, 4,524 boats and 216 flotillas. Many of the boats were taken into the Reserve, including most of the owners and crews who were enrolled as temporary members. The remaining members of the Auxiliary and their boats were used on a voluntary basis for certain patrols, training personnel in patrol duty, and for intelligence information. The regular Reserve, at the same time, consisted of 245 officers and about 1,366 enlisted men.

Headquarters established a Reserve Section in the Personnel Division in November 1939, as a result of the establishment of the Coast Guard Reserve.⁷ This Section was responsible for administering the existing Reserve organization and the later Reserve and Auxiliary organizations.

U. S. Maritime Service.⁹ By September 1939, the Maritime Service program had been operating as a responsibility of the Coast Guard for a year, in accordance with an agreement with the Chairman of the U. S. Maritime Commission and the Secretary of the Treasury. This agreement provided for the utilization of Coast Guard services, facilities, and men for the administration of the Maritime Service and for the Maritime Commission to approve the policies and regulations and to allot the funds.

On July 1, 1939, trainees were given an original three months' training with pay and, if they satisfactorily completed this training period, they were given one month of training each year with pay, plus one month's retainer pay each year. The training was

5. Ibid. Section on "Greenland Operations" and "Transfer of the Coast Guard to the Navy."

6. Ibid. Section on "Coast Guard Reserve and Auxiliary."

7. Daily Report of Personnel in service, December 1, 1941. Personnel Statistics Section, C. G. Headquarters.

8. Memorandum. Op. cit., p. 3.

9. Ibid. Section on "U. S. Maritime Service."



FIGHTING U. S. COAST GUARDSMEN
STAND INSPECTION AT A TRAINING CAMP



HANDS OF SERVICE
THIS DRAMATIC STUDY OF THE GNARLED HANDS OF A COAST GUARDSMAN
TELLS A STORY OF YEARS OF SERVICE TO HIS FELLOW-MAN

originally conducted at three training stations and on several vessels. By this time, 15,500 had been enrolled since the beginning of the program and 683 were currently enrolled. There were 178 members of the Coast Guard assigned to conduct the training. The Coast Guard officers who were assigned had been carefully selected for this duty.

By the Act of August 4, 1939 (53 Stat. 1181) and the Act of August 4, 1939 (53 Stat. 1182), Congress gave legislative approval to the Coast Guard's detailing of officers and enlisted men to conduct this training, and specified that their services were to be considered Coast Guard duty. The next day, Congress authorized this training for all citizens, regardless of lack of prior experience in the merchant marine. At this time, authority was granted by the Maritime Commission to train, annually, 500 men who were inexperienced. An additional station and two more ships were obtained to provide facilities for the additional men.

The authorized number of enrollments was increased after the passage of the Neutrality Act in order to provide training for those whose ships were laid up.

In the early part of the summer of 1940, additional ships and stations were obtained with courses being established for radio operators and cooks and bakers.

On October 1, 1940, a revised edition of "Instructions for the U. S. Maritime Service" was issued.

A training course for prospective licensed officers was undertaken in July 1941. By September 1941, plans were made to obtain more ships and to shorten the course for apprentice seamen to six months in order to provide personnel to meet an expected ship construction program of one or two ships a day.

The administration of the Maritime Service continued as it was before the Coast Guard was transferred to the Navy on November 1, 1941. At the outbreak of the war, six stations and about six vessels were being utilized for this program. By June 1942, there were facilities for training 4,500 prospective licensed officers, 20,000 unlicensed men, and 1,400 radio operators.

A Maritime Service Section was established in the Personnel Division at Headquarters in November 1939, to administer this large training program.¹⁰ Although under the Personnel Division, this Section for all practical purposes operated independently.

III. REORGANIZATION

All the greatly increased functions of the Coast Guard with the corresponding increase in the number of servicemen during this emergency period required an expansion and a reorganization of the personnel units at Headquarters and in the District offices.

Headquarters reorganization. A report, dated July 22, 1939, of a study made to reorganize Headquarters resulted in a change in the Personnel Division setup. The new organization was changed, so, by the early part of 1940 the Personnel Division was made up as follows:¹¹

Personnel Division - Chief Personnel Officer
Detail Section
Personnel Training Section
Budget and Planning Section
Personnel Record Section
Medical Section
Personnel Welfare Section
Maritime Service Section
Reserve Section
Civilian Personnel Section.

In this new organization all of the military personnel functions, other than those indicated in the other sections, were combined in a Detail Section, and the Maritime Service, Personnel Welfare, Reserve, and Budget and Planning Sections were established. These changes clearly reflected the personnel expansion.

District reorganization. At about the same time the District Commanders were authorized and directed to appoint a personnel officer in each district office with duties as follows:¹²

"851. The district personnel officer is responsible to the district commander for the conduct of all personnel activities of the district, including training of personnel, both military and civilian."

This was the first time the district commanders were authorized a personnel officer, and indicates the trend of personnel expansion in the field with the corresponding need for an officer to be assigned the sole duty of administering personnel matters.

Although these organizations for personnel administration in Headquarters and in the field were established by early 1940, they proved workable even though the service continued to expand as evidenced by the fact that they remained unchanged well into the war period.

IV. ADMINISTRATIVE RELATIONSHIPS OF PERSONNEL ACTIVITIES

Relationship between Coast Guard and Navy personnel activities. Of the seven pre-war functions previously discussed, two involved direct cooperation with the Navy in personnel matters. Before the Coast Guard was actually placed under the Navy, Coast Guard officers and enlisted men were assigned to the following Naval Operations:

1. Greenland Operations
2. Grand Banks Patrol
3. Caribbean Area Amphibious Training
4. Naval Transport Service
5. Transfer of Coast Guard Honolulu District to the Navy.

In addition, the Coast Guard organized and trained their own personnel in small boat amphibious operations upon a request from the Secretary of the Navy. As soon as the entire Coast Guard was transferred to the Navy, all of the larger seagoing vessels, with their crews, were engaged in direct naval war-time operations.

The entire Coast Guard personnel organization had always been modeled after that of the Navy for the good reason that the Service was required to serve under the Navy in war-time. To enhance this

10. Memorandum, op. cit., p. 3.

11. Ibid., p. 3.

12. Coast Guard Regulations 1940, as amended January 1942, p. 803.

similarity in personnel, the Navy was always willing to train members of the Coast Guard in their schools. For example, Coast Guard aviators were trained at naval aviation training stations. Coast Guard liaison with the Navy for the many similar personnel activities was a well established routine matter.

An important example of pre-war cooperation of the Navy with the Coast Guard was the favorable endorsement made by the Chief of Naval Operations on the proposed legislation for the establishment of the Coast Guard Reserve and Auxiliary. Without this endorsement, this legislation would have been unfortunately delayed and perhaps never enacted.¹³

Relationship between Coast Guard and other Governmental personnel activities. With the exception of the Coast Guard-Navy personnel relationship, the conduct of the U. S. Maritime Service program was the most important inter-agency personnel activity of the Coast Guard during the pre-war period. This program has been previously described in this chapter.

Full cooperation was also extended to the Department of State in fulfilling its request for ships and their crews to carry out policies in Greenland waters. Details of this cooperation also have been given previously.

Many minor and regularly established programs of inter-agency cooperation were carried on during this emergency period. For example, members of the Coast Guard and Coast Guard facilities were used to transport Bureau of the Custom officers in many harbors.

Relationship of personnel to other Coast Guard activities. The activities of the Coast Guard during the pre-war period, as at all times, can be divided into operational and logistical functions. Personnel, engineering, and finance and supply were the logistical functions undertaken at that time. The relation of personnel to operations has been described. Engineering and finance and supply are related to personnel by the fact that these logistical activities required the assignment of persons to perform the duties in connection with them.

The specific relationship of personnel to these activities consisted of liaison with them in order to effect mutual understanding and agreements in all personnel matters, particularly the assignment and training of the persons detailed to their function.

CHAPTER III

WAR-TIME ORGANIZATION FOR PERSONNEL ADMINISTRATION

This chapter will outline the activities of the Coast Guard and the resultant administrative reorganizations for personnel administration from December 7, 1941 through December 31, 1945, the last date with which this study is concerned. The reasons for the reorganizations will be given, and subsequent chapters, in discussing in detail the essential elements of personnel administration, will explain more fully the development of some of the functions which caused the reorganization.

As in previous chapters the personnel activities which resulted in an expansion of the existing organization will be mentioned and then those that caused reorganization will be indicated.

13. Memorandum, op cit. Section of "Coast Guard Reserve and Auxiliary", pp. 5-7.

I. FUNCTIONS ADDED WITHOUT REORGANIZATION

General functions. The major functions of the Coast Guard other than those discussed in the next section of this chapter were in reality expansions of duties described in the preceding chapters. Since they primarily were expansions of existing activities, no reorganization of personnel functions were necessary. These major functions were:

1. Manning naval and army vessels
2. Port security
3. Beach patrol.

Manning naval and army vessels.¹ Before the war, the Coast Guard was directed to man a number of naval transports. This was the beginning of a vast program of manning naval and army vessels, involving thousands of Coast Guard officers and enlisted men and extending throughout the war.

Port Security. The President directed the Secretary of the Navy,² and he in turn directed the Coast Guard, to protect vessels, harbors, ports, and waterfront facilities of the United States and its territories. Over 91,000 temporary members of the Coast Guard Reserve and of the Auxiliary were used at one time or another in this program during the war.

To further the port security program, the port pilots in all the harbors were enrolled as Temporary Members of the Coast Guard Reserve.

This program was terminated December 31, 1945.

Beach patrol. As an extension of the port security program and as a result of an agreement with the Army and Navy, the Commandant ordered on July 25, 1942 that a beach patrol system be instituted. Its purpose was outlined as follows in a history of the beach patrol system:³

"... It has three basic functions: To detect and observe enemy vessels operating in coastal waters and to transmit information thus obtained to the appropriate Navy and Army commands as a basis for naval action against the enemy; to report attempts of landing by the enemy and to assist in preventing such activity; and to prevent communication between persons on shore and the enemy at sea. . . ."

The beach patrol system afforded protection to all of our coast line on the Atlantic Ocean, the Gulf of Mexico, and the Pacific Ocean. At the peak of its operation it employed approximately 24,000 men, 2,000 sentry dogs, and 2,991 horses. By October 15, 1944, the war-time beach patrol system terminated.⁴

1. The Naval Auxiliary Manning Unit referred to further on in this chapter was organized for a certain specific function, the commissioning of Merchant Marine officers in the reserve for duty on naval troop and cargo vessels, and this is discussed in the section of "Functions Added with Reorganization."

2. Executive Order No. 9074, dated February 25, 1942, on file at Coast Guard Headquarters.

3. The Coast Guard at War, Vol. XVII, prepared in the Historical Section, Public Relations Division, Coast Guard Headquarters, May 15, 1945, p. 1.

4. Ibid., pp. 36-37.

II. FUNCTIONS ADDED WITH REORGANIZATION

Functions added: The operational and administrative activities of the Coast Guard which resulted in personnel reorganization are as follows:

1. Naval auxiliary manning
2. Merchant Marine Cadet training
3. Merchant Marine licenses, certificates, records, and welfare.
4. Women's Reserve
5. Military Morale
6. Demobilization.

These functions will be discussed in some detail in subsequent paragraphs.

Naval auxiliary manning. As stated in Chapter II, the Coast Guard had been assigned by the Navy Department to man a number of naval transports. An extension of this program, beginning in June 1942, and ending in January 1943, was of such a scope and character that Headquarters considered it necessary to establish a separate unit in the Personnel Division called Naval Auxiliary Manning Unit, under the Merchant Marine Personnel Section. The principle function of this unit was to commission Merchant Marine officers in the Coast Guard Reserve for duty on naval troop and cargo vessels. This is the reason the unit was established under the Merchant Marine Personnel Section. Approximately 280 officers were obtained through this program before it was completed.

Merchant Marine Cadet training. The Merchant Marine Cadet Training Program was delegated to the Coast Guard by Executive Order No. 9083, which transferred all Merchant Marine training activities from the Maritime Commission to the Coast Guard. As the Coast Guard had already been administering the United States Maritime Service, this Executive Order only added the administration of the Merchant Marine Cadet Training Program.

This training program involved the administration of the federal Merchant Marine Cadet schools and the supervision of the state nautical schools set up for cadet training.⁵

Responsibility for its direction was placed in the Merchant Marine Cadet Training Unit under the Merchant Marine Personnel Section in the Personnel Division of Coast Guard Headquarters.

Both the Merchant Marine Cadet training Program and the administration of the Maritime Service were transferred to the War Shipping Administration by Executive Order No. 9198, dated July 11, 1942.

Merchant Marine licenses, certificates, records, and welfare. Another Merchant Marine personnel function was assigned to the Personnel Division of Coast Guard Headquarters as a result of Executive Order No. 9083, dated February 28, 1942. This function was the licensing and certificating of members of the Merchant Marine and the administration of seamen's records and welfare, which had been transferred to the Coast Guard with the transfer of the functions of the Bureau of Marine Inspection and Navigation. This new

5. Commandant's letter dated 25 March, 1942, File CO-001 64, to all Coast Guard Units. A copy is on file at Coast Guard Headquarters.

duty for the Personnel Division amounted to the establishment of a Licensing and Certificating Unit and a Seamen's Record and Welfare Unit in the Merchant Marine Personnel Section. Those who conducted these units were the same persons who carried out the duties under the Bureau of Marine Inspection and Navigation.

Merchant Marine Personnel. The above three activities, together with the Maritime Service, were organized under the Merchant Marine Personnel Section in the Personnel Division. This organization was reflected by an organization chart issued June 1, 1942.⁶ With the exception of the formal designation of a Naval Auxiliary Manning Officer under the District Personnel Officer of each District, no corresponding District organization existed because the other activities were directly controlled from Headquarters.

Women's Reserve. The establishment of the Women's Reserve of the Coast Guard Reserve, known as the SPARS, was authorized by Act of Congress, November 23, 1942,⁷ for the purpose of releasing male officers and enlisted men for duty at sea. The SPARS continued to serve in the Coast Guard throughout the war. The specific activities of the SPARS concerning their procurement, training, assignment, etc., will be discussed in detail in subsequent chapters.

A Women's Reserve Division in the Office of Personnel was established for the administration of the SPAR program. This Division was formally established by the promulgation of a Headquarters Organization Chart dated 1 March, 1943.⁸ No similar District organization existed because the program was controlled directly from Headquarters.

Military Morale. A Military Morale Unit was established under the Military Personnel Section of the Personnel Division of Headquarters on 1 June, 1942.⁹ The organization of the corresponding District activity, the Military Morale Officer, under the District Personnel Officer, was ordered by the Commandant on 24 November, 1942,¹⁰ as a result of the expansion of functions carried on by a nucleus organization called Coast Guard Welfare. The functions of the Military Morale Unit continued to be carried out during the entire war. Its detailed activities will be outlined in a later chapter.

Demobilization. Demobilization of personnel at the end of hostilities had to be accomplished in such a short time that it was necessary to establish a Demobilization Division in the Office of Personnel at Coast Guard Headquarters to execute this function. Its detailed activities also will be outlined in a later chapter.

III. REORGANIZATION

All of the preceding functions caused reorganizations. The functions discussed in section II indirectly caused new personnel organizations in Head-

6. Commandant's letter dated June 1, 1942, File CO-020, on file at Coast Guard Headquarters.

7. Public Law 773, 77th Congress, Second Session.

8. Promulgated by Commandant's letter dated 5 April 1943, File CO-00-020, on file at C. G. Headquarters.

9. Commandant's letter dated 1 June, 1942, Op. cit.

10. Commandant's letter dated November 24, 1942, File CO-00-020, on file at Coast Guard Headquarters.



SEAMEN RECEIVE INSTRUCTIONS IN STACKING ARMS



SEAMEN RECEIVE INSTRUCTIONS IN USE OF BOAT FALLS

quarters and the District offices. Such new organizations resulted from the reassignment or abolishment of functions in the personnel office reflecting the expansion of some programs or the placing of greater emphasis on others.

The functions mentioned in section III directly caused reorganizations, and these have already been discussed.

In this section the organization of the personnel functions in Headquarters and the District offices will be listed chronologically, reflecting the official changes which were made from time to time since the pre-war organization.

Headquarters reorganization. In the following organizations it is to be understood that the chief of the personnel activity reported directly to the Assistant Commandant.

1. The personnel organization as of June 1, 1942;¹¹

Personnel Division
 Administrative Assistant
 Budget and Planning
 Merchant Marine Personnel Section
 Maritime Service
 Merchant Marine Cadet Training
 Licensing and Certifying
 Seamen's Records and Welfare
 Naval Auxiliary Manning
 Coast Guard Academy
 Medical Section
 Civilian Personnel Section
 Military Personnel Section
 Office of Procurement and Promotion
 Officer Assignment
 Enlisted Assignment
 Enlisted Recruitment and Training
 Military Morale

2. The personnel organization as of 1 March, 1943;¹²

Office of Personnel
 Office of Assistant Chief Personnel Officer
 Special Assistants for Volunteer Port
 Security Force, Pilot Control, Temporary
 Membership in the Reserve
 Auxiliary Division
 Civilian Personnel Division
 Enlisted Assignment Division
 Medical Division
 Merchant Marine Personnel Division
 Military Morale Division
 Officer Assignment Division
 Personnel Procurement Division
 Training Division
 Women's Reserve Division

3. The personnel organization as of January 1, 1944 was the same as 2 above except that the Special Assistants and the Merchant Marine Personnel Division were eliminated and the Temporary Reserve Division was established.¹³

- - -

11. Commandant's letter dated June 1, 1942, op. cit.
12. Commandant's letter dated April 5, 1943, op. cit.
13. U. S. Coast Guard Organization Manual, January 1, 1944, pp. 5-6, on file at Coast Guard Headquarters.

4. The personnel organization from June 5 to December 31, 1945, was the same as 3 above except that the Demobilization Division was established.¹⁴

District reorganization. In the following organizations, it is to be understood that the Personnel Officer reported directly to the Chief of Staff of the District;

1. The personnel organization as of November 24, 1942;¹⁵

Personnel Officer
 Military Morale Officer
 Naval Auxiliary Manning Officer
 Personnel Procurement Officer
 Records and Assignments Officer
 Training Officer
 Civilian Personnel Officer

2. The personnel organization as of January 1, 1944;¹⁶

Personnel Officer
 Military Morale Officer
 Personnel Procurement Officer
 Records and Assignments Officer
 Temporary Reserve Personnel Officer
 Training Officer
 Civilian Personnel Officer
 District Director of the Auxiliary

3. The personnel organization from July 31 to December 31, 1945, was the same as 2 above, although the functions of demobilization were transferred from the Military Morale Officer directly to the Personnel Officer.¹⁷

CHAPTER IV

MORALE

Of the essential elements of good personnel administration, the subject of morale has been chosen as the first to be discussed in this history because the repercussions of the war on Coast Guard personnel administration are most vividly illustrated in this subject. From December 7, 1941, the day of the Pearl Harbor attack, the morale of the servicemen became a serious problem which had to be solved. This problem arose primarily because of the life servicemen had to lead during a war, and also because the vast number of war-time servicemen were persons who had had no prior military service and were consequently ill prepared to make the sacrifices war demanded.

- - -

14. As promulgated in Commandant's Circular No. 11-45, op. cit.
15. Commandant's letter dated November 24, 1942. op. cit.
16. U. S. Coast Guard Organization Manual, op. cit. p. 56.
17. Commandant's Circular No. 18-45, op. cit.

I. ESTABLISHMENT OF COAST GUARD WELFARE¹

Hardships. Before the war the most pressing morale problems that arose were temporary financial hardships which were considerable helped by the League of Coast Guard Women. Many of the difficulties of service life, which were greatly magnified by the war situation, existed before Pearl Harbor was attacked. However, they did not have such an adverse effect on the men because the difficulties then were not as pronounced nor of such a long duration, and the men themselves, having made the service a career, were psychologically better adapted to service life. The war brought an immediate need for an effective organization to assist the servicemen in his personal trouble. The following item from the history of the District Coast Guard Officer, First Naval District, well illustrates the general situation at that time:²

"....."

As the nation's war effort was intensified, there naturally followed large increases in recruiting quotas. Personnel were transferred many times and in large numbers to and from distant points. This greatly increased the number of problems referred to the District Welfare Office. Cases arose involving interruption of mail and other means of communication. Sudden change of station and duty did not give men sufficient time to make necessary financial arrangements. Situations arose involving renting and leasing contracts, emergency hospitalization and care of sick dependents, emergency leaves, and many other such matters causing hardship, worry and distress among the personnel and their dependents.

"....."

The League of Coast Guard Women. The League of Coast Guard Women was formed about 1929 from a number of small unorganized groups made up mostly of wives of Coast Guard personnel who had banded together for social activities and to assist members of their groups. These groups were independent of one another until they were brought together in each District in the League of Coast Guard Women. However, the League was not organized on an inter-District basis until after the war started.

It was apparent to Coast Guard Headquarters that the League could not handle the increased number of requests for loans as Coast Guard personnel expanded. After a survey by the Permanent Board at Headquarters, it was recommended in June 1941 that an official Coast Guard organization be formed "to promote the best interests of the commissioned, warrant, enlisted and civilian personnel of the Coast Guard and those dependent on them."³

Coast Guard Welfare. About the time of the Pearl Harbor attack, the League of Coast Guard Women was organized into one national society headed by the Board of Control at Headquarters in Washington, D. C. The members of the League were to be guided in each District by a Coast Guard Welfare Director who was an officer on the staff of the District Commander.

1. U. S. Coast Guard, First Naval District, Personnel History, First Naval District. On file in Coast Guard Headquarters.

2. Ibid., pp. 1-2.

3. Ibid., p. 1.

Thus, under the jurisdiction of such a Director, units of the former League of Coast Guard Women became Coast Guard Welfare units.

II. THE ESTABLISHMENT OF MILITARY MORALE

Need for coordination of morale activities. Coast Guard Welfare was designed for and provided for the relief of financial distress of persons in the Coast Guard. This was a very important provision for the solution of this morale problem. However, before the war had progressed very far, it was apparent that some provision had to be made for the coordination of other matters of morale, for instance, the entertainment and recreation of personnel, especially for those on isolated, foreign, hazardous or arduous assignments, or a combination of such assignments.

These various morale matters were at first handled by different officers in each District. In the Third District the Disturbing Officer, the Ship's Service Store Officer, the Athletic Officer, the Supply Officer, the Welfare Officer and the Educational Officer shared the responsibility for morale.⁴ In the First District, some of these responsibilities were combined in the duties of the Recreation and Welfare Officer.⁵

Military Morale. This system of divided responsibility was not satisfactory and proved to be more unsatisfactory as each activity expanded with the growth of the Coast Guard. Consequently, on 24 November 1942, Headquarters ordered the establishment of a Military Morale Section in each District office with responsibility for general morale matters such as direction of Coast Guard Welfare, recreation and entertainment, Chaplains' affairs, discipline, casualties, and awards, which are enumerated as follows:⁶

"....."

1. Assist other officers in the District in development and maintenance of good morale among the military personnel.

2. Determine the condition of morale and recommend appropriate action, methods, or facilities to improve it.

3. Assist the District Coast Guard Officer in the direction of Coast Guard Welfare.

4. Plan and arrange facilities for a recreation program for the District, including athletics, movies, books and magazines, and admissions to athletic contests, plays, concerts, and other entertainment.

5. Review or initiate requests for equipment and facilities for recreation purposes and submit justification for expenditure of required funds.

6. Advise on the establishment of Ship's Service Stores in the District and keep informed of the general activities of such stores.

4. U. S. Coast Guard, Third Naval District, The Coast Guard at War, Third Naval District, Volume XVI, p. 1. On file in Coast Guard Headquarters.

5. Personnel, op. cit., p. 4.

6. Commandant's letter dated 24 November 1942, File CG-00-020, on file at Coast Guard Headquarters.

7. Maintain with the Red Cross, United Service Organization, Army and Navy Relief Societies, and other civilian agencies such liaison as may be delegated to him on the provision of their services and facilities to Coast Guard personnel.

8. Have cognizance of the activities of Navy chaplains assigned to the District.

9. Receive, check, and forward applications for Government and National Service Life Insurance and inform personnel about such life insurance.

10. Assist Coast Guard personnel and their families in obtaining dependency allowances, reimbursement for personal effects lost in marine disasters and rescue operations, death gratuities, and funeral expenses.

11. Examine completed court cases for information relative to the condition of morale and make appropriate recommendations.

12. Notify next of kin of casualties and assist families of Coast Guard personnel in arranging for funerals.

13. Make appropriate reports and recommendations to or through the Personnel Officer.

....."

In 1945 these activities were augmented by the delegation to the Military Morale Section of certain duties relating to discharges, demobilization, and civil readjustment.

III. FUNDS FOR IMPROVING MORALE

Necessity for funds. The solution of morale problems required, in most cases, the expenditure of funds. Low morale results from the lack of something desired. In the majority of instances the availability of material things either completely removed the cause of low morale by providing the desired "something," or helped a great deal by distracting the person whose morale was low.

Funds to carry out the morale program of each District were available in three forms: the welfare funds, the morale funds, and the recreation funds.

Welfare funds. The welfare funds were obtained from one-dollar-a-year memberships, ten per cent of the Ship's Service Store profits, unsolicited donations, and loans from the Board of Control in Washington. These funds were used for loans to personnel in financial need or, in some cases, for outright grants.

Morale funds. Morale funds were obtained from the Ship's Service Store profits. They could be used for loans, but generally the welfare funds were used for this purpose. The morale funds were used for providing entertainment.

Recreation funds. Recreation funds were funds appropriated by Congress in the Coast Guard pay and allowance appropriation. These funds were used for the purchase of recreation and athletic equipment, all of which was property of the Government.

IV. DETAILS OF IMPORTANT MORALE ACTIVITIES

The operation of the important morale activities will be discussed in the following paragraphs. The authority for these activities was given previously in this chapter, except where an authority is specifically mentioned in this section. Each of these activities was directed and guided by the Military Morale Division at Coast Guard Headquarters.

Success of Coast Guard Welfare program. The Coast Guard Welfare program already has been described in some detail. However, an example will be cited here which will illustrate its great success in alleviating the financial hardships of Coast Guard personnel. A report of the Third District states:

"..... During the war, Welfare loans approximated a half million dollars; gratuities exceeded \$20,000, and expenses amounted to slightly more than \$1,500. Repayments of loans, to April, 1946, amounted to nearly \$440,000. When the April, 1946, balance of \$32,000, in outstanding loans, was added to the repayments, grants, and expenses, it totaled approximately \$495,000. This meant that to April, 1946, Coast Guard Welfare's loss, on bad debts, was only one per cent. However, one should not be misled by this fact for bad debts increased in greater numbers with demobilization. Prior to August, 1945, the loss was only one-third of one per cent.

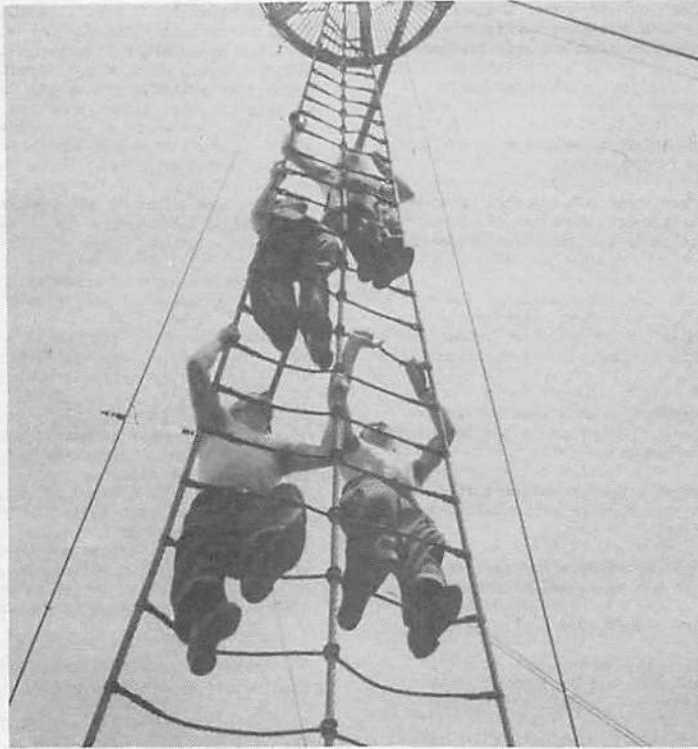
Four per cent is a small loss for all the good Coast Guard Welfare did during that period.

Ship's Service Stores. Ship's Service Stores were authorized at units before the war for the purpose of providing personal articles such as shaving equipment, tooth powders, tobacco, candy, writing paper, etc., at a small mark-up from wholesale prices. These stores were probably the second most important provision for morale, Coast Guard Welfare being the first. They were even of more importance as the war progressed and articles like tobacco and soap became very scarce. The mark-up in price was necessary to pay the cost of operation and to provide a small profit. Ten per cent of the profit went to Coast Guard Welfare and ninety per cent to the unit's morale fund.

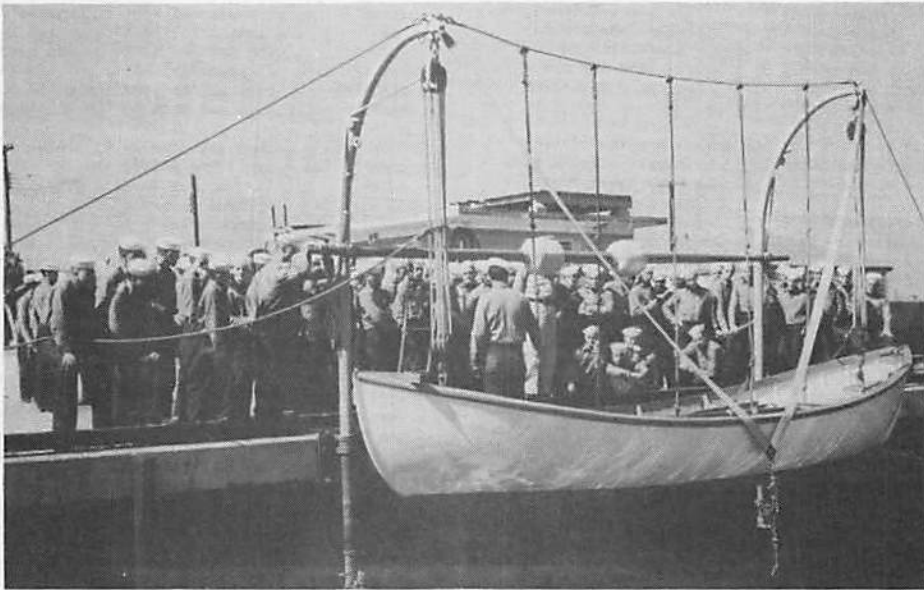
Family Allowance. Family allowance was a provision of law established during the war and administered by the Military Morale Section of each District. It provided additional money allowance to enlisted men, the amount depending on the number of dependents they had. They were required to allot a certain amount of their own pay towards the total amount considered as family allowance. The program was of great benefit to those eligible, and did much to relieve the financial strain on persons with families. The war made this program essential because men with families were being enlisted or, later on, drafted in the lower ratings where the pay was entirely inadequate to provide food, clothing, and quarters for dependents. Before the war it was unusual to find either seamen or the lower class petty officers with families, thus the problem at that time was not as great as during the war.

Insurance. The Military Morale Section gave general counselling on the provision of National

7. U. S. Coast Guard, Third Naval District, The Coast Guard at War, Third Naval District, Volume XVI, op. cit., pp. 4-5.



"RISING IN THE WORLD"
EVERY MAN WANTS TO REACH THE TOP



SEAMEN ARE GIVEN PRACTICAL INSTRUCTION
IN RAISING AND LOWERING LIFEBOAT

Service Life Insurance. This was insurance provided by the Government to servicemen at minimum premium rates in amounts up to \$10,000 per person. Liaison was maintained with the Veterans Administration, particularly in regard to assisting dependents of deceased servicemen to obtain benefits from this insurance.

Casualty Assistance. In the case of casualties, next of kin were personally notified, usually by the chaplain. Then the next of kin was assisted in funeral arrangements (a military funeral was provided if desired and if the death occurred in the United States), in obtaining death gratuities, and in obtaining settlement of pension claims.

Awards. Except for letters of commendation issued by District Commanders or Commanding Officers of units, all awards were received from Headquarters. These awards were individual decorations in the form of medals for outstanding services, Commandant's Citations, or Letters of Commendation, and various medals for service in a particular area, or campaign. The Coast Guard Board of Awards was established by the Commandant in 1944⁸ to review all recommendations for awards, thus making the awards system more equitable. Individual decorations were awarded by the Navy Department and sent through the Commandant to the recipient. However, many decorations awarded for overseas service were issued directly to the recipients.

Generally speaking, the awards system was beneficial, but better provision should have been made to see that individual decorations were awarded as equitably as possible. Recommendations for awards were made usually by commanding officers of units. In any particular engagement with the enemy, some commanding officers recommended many of their crew for awards, whereas, others made no recommendations even though the crews of the ships concerned may have performed equal services. To avoid the resultant inequity in awards, the senior officers in charge of all the units in the engagement should have satisfied himself that the performance of duty of the crews of all units was considered together. In many instances this was done, but too often it was not.

Athletics and recreation. Much stress was placed by the Coast Guard on the value and need for athletics and recreation. The appropriated recreation funds were used to buy the best equipment available, and in sufficient quantities to take care of most needs.

The Districts were active in extensive organization of athletic teams and the formation of teams into leagues. There were teams in practically every sport. Liaison was maintained with the other armed services and local organizations to foster competition and to provide facilities for many of the sports programs.

For recreation, in addition to athletics, much equipment such as books, games, pool tables, radios, phonographs, and magazines were purchased, and distributed to all units.

Entertainment. The Military Morale Officer of the District planned and arranged entertainment programs of all sorts. Morale funds were used for providing entertainment. A particularly prevalent form of entertainment for all units was the provision of

8. Commandant's letter dated June 16, 1944, addressed to Captain C. H. Jones, USCG, on file in the records of the Coast Guard Board of Awards at Coast Guard Headquarters.

projectors and films for the motion picture program. In conjunction with the USO and other local civic organizations, shows were provided to particularly isolated units, and when feasible, dances, picnics, and other social affairs were arranged from time to time. Tickets to all forms of entertainment were obtained and made available to servicemen. Schedules of interesting events to which those in the service were invited were posted for their information.

Hospital liaison. Headquarters ordered the institution of the Hospital Liaison Program on 19 March 1945.⁹ This program was designed principally to provide Coast Guard patients with all services which would ordinarily be available to them if they were not in a hospital. To carry it out, officers were assigned to hospitals to advise men, soon to be discharged, on civil readjustment problems, to arrange Coast Guard Welfare loans, to help locate lost personal property, to straighten out pay records, etc. The success of the program is indicated by the following report;¹⁰

"

Through liaison work in the hospitals, the Coast Guard has indicated continued interest in its men, even though their days of usefulness may have passed. The patients at Astoria, Corvallis, Farragut, or Sun Valley have frequently queried in amazement, 'You didn't come clear down here just to see me?' This morale factor has been noted by Marine and Naval patients who have been impressed by the way the Coast Guard has looked after its people. . . ."

Civil Readjustment. The Military Morale Section of each District was the natural center for servicemen, who were soon to be discharged, to go for information concerning their rights and benefits as veterans. This information was given by the Military Morale Sections which were specifically designated by Headquarters, in December 1944, to handle civil readjustment. When the mass demobilization program began in July 1945, the process of separation, including dissemination of civil readjustment information, was transferred from Military Morale to units set up expressly for that purpose.

Chaplains. In the early part of the war, Navy chaplains assigned to Navy units were requested from time to time to lend their services to the Coast Guard. As the war progressed, Districts found it necessary to request the assignment of Navy chaplains on a full time basis and the Navy granted this request. Their services were of great benefit to the personnel not only for their needed religious services and spiritual advice, but also for the help they gave to the distressed and troubled. Those with serious personal problems often were reluctant to discuss them with other officers and were greatly relieved and assisted by being able to contact a chaplain for advice and assistance.

9. Commandant's letter dated 19 March 1945, File CG-781, on file at Coast Guard Headquarters.

10. U. S. Coast Guard, Thirteenth Naval District, History of District Coast Guard Personnel Office - Military Morale and Chaplain's Office, Thirteenth Naval District, p. 45. On file at Coast Guard Headquarters.

Voting. Information concerning Federal, state, and local elections was disseminated throughout the Service and, for those servicemen whose States had passed necessary legislation, absentee balloting was arranged. This program was effectively administered.

Miscellaneous activities. In addition to the above activities, the Military Morale office directed the Emergency Maternity and Infant Care Program. This was an arrangement whereby the wives of enlisted men, whose pay was in the lowest four pay grades, could receive maternity services without charge in private hospitals cooperating under this Government program. The Military Morale office reviewed courts martial judgements to make certain that military justice remained equitable and effective. This office also assisted in obtaining housing; and, in some Districts, arranged for representatives to meet ships returning from long overseas tours and greet the crews with a band, as well as offering assistance by furnishing transportation and helping with various problems. Also, the Military Morale Offices were called upon to furnish a multitude of other services, some of a relatively minor nature, but all of which would be expected of a morale office.

V. PROVISIONS FOR MORALE OF COAST GUARD PERSONNEL OPERATING DIRECTLY WITH THE NAVY

The previous discussion on morale referred only to persons under the jurisdiction of District Coast Guard Officers, because that was where most of the efforts were concentrated. Coast Guard officers and enlisted men assigned to duty directly with the Navy, for example those assigned to destroyer escorts and Landing Craft, depended upon the Navy morale programs. Obviously, for those who were overseas, the District programs of athletics, recreation, and entertainment were replaced by those of the Navy. However, generally speaking the same kind of morale benefits available in a District were offered to those operating directly with the Navy, except where facilities were lacking.

VI. SUCCESS OF THE MORALE PROGRAM

The military morale program involved the expenditure of much time, effort, and funds, and proved to be very successful. However, in one instance, a District Commander indicated perhaps too much attention was devoted to this program when he stated, "I

".....
the District exercised undue concern over morale
in Hawaii :"

CHAPTER V PERSONNEL PROCUREMENT

The Personnel Procurement Program of the Coast Guard was designed to obtain the best officers and enlisted men and women available.

I. REGULAR OFFICER PROCUREMENT

Type of officers needed. The advent of the war did not change the type of officer needed for regular career service. The Coast Guard had to continue training men as cadets at the Coast Guard Academy, for regular commissions, because officers who were to

11. U. S. Coast Guard, Fourteenth Naval District,
History of the Coast Guard, Fourteenth Naval District,
p. 32. On file at Coast Guard Headquarters.

spend their lives in the service required a great deal more technical knowledge and military training than did reserve officers. Consequently, the only change made in the regular officer procurement program was to reduce the length of time of the cadet training course from four to three years. Therefore, young men still had to be procured for this training. Only applicants of the highest type physically, mentally, and morally, between the ages of seventeen and twenty-two were desired.

Sources of regular cadets. Applicants were obtained from among those who had completed at least a high school education and men with college education were preferred. Before being appointed, they were required to complete certain specific courses in their high school.

Method of regular cadet procurement.

Nationwide publicity programs were undertaken with the idea of acquainting qualified young men with the opportunities available for a career as an officer in the Coast Guard. Inasmuch as many of the young men already were in the armed forces during the war, information concerning the availability of appointments also was sent to the several services.

Applications were sent to Headquarters for selection of those eligible to take nationwide competitive examinations. Each year about 150 successful candidates were appointed.

II. RESERVE OFFICER PROCUREMENT

Type of officers needed. Most of the officers appointed during the war were given reserve commissions, or warrant appointments. The types of jobs they previously had in civilian life varied almost as much as the number of officers themselves. In the early part of the war most of them had college degrees. Later, outstanding men with less than a high school education were accepted for appointment as officers. In addition to the educational requirements, the Coast Guard needed officers with special training, as well as those with a nautical background.

When the Women's Reserve (SPAR) Officer Procurement Program began in 1943, a similar need existed for women with college training. Those with training in personnel, finance, and communication were particularly desired.

Sources of reserve officers. As the activities of the Coast Guard rapidly expanded at the beginning of the war, an immediate need arose for officers for special and general duty. Consequently, appointments were made from among qualified applicants, directly to warrant and commissioned status without preliminary training. These applicants were men of all ages, with college degrees, who had considerable experience in fields such as yachting, law, and engineering.

It was realized that, as soon as possible, officers would have to be given some military training before appointment. Beginning in February 1942, and ending September 1945, the vast majority of men selected for appointment were sent first to the Coast Guard Academy for a four-month reserve training course. At first, these reservists were men not over thirty years of age with college degrees. As the war progressed, those with college education became less and less available. At the program's end, outstanding enlisted men who had less than high school education were accepted.

Beginning November 1942,¹ after the direct appointment of a sufficient number of SPAR officers to administer the SPAR personnel program, subsequent applicants were sent to several training stations, including the Academy, for a similar officer training course. These women were obtained from among those engaged in business and professional activities.

Method of reserve officer procurement. For the procurement of officers for direct appointment, without training, announcements concerning the availability of reserve officer appointments, were made locally to the press, radio, and through other media. Upon receipt of applications, District officer procurement boards examined the applicants by written and oral tests, and recommended those best fitted to Headquarters, where the final selections were made.²

In the procurement of applicants for SPAR officer appointments, and for reserve training at the Academy, the same type of publicity was arranged, and applications were sent to Headquarters for selection.

The rank to which they were appointed primarily depended upon their qualifications and age. The ranks ranged from warrant officer to Captain. Those who went through the reserve training at the Academy were commissioned Ensign.

III. ENLISTED PERSONNEL PROCUREMENT

Type of enlisted personnel needed. Enlistment of men in the regular service was suspended between February 1, 1942 and August 7, 1945.³ This was necessary because a regular enlistment generally was for three years, and the Coast Guard did not wish to find itself with thousands of excess officers and enlisted men and women whose enlistment contracts had not expired when the war ended. As the requirements for regular and reserve enlistments were about the same, no further consideration need be given to regular enlistments.

Naturally, the highest type of recruit was desired and a high school education was generally the standard. However, in order to get sufficient enlistments, it was necessary, from time to time, to accept those who had only grammar school education, and to waive some minor physical defects that would not interfere with the proper performance of duty. During the period of the induction of enlisted men by the Selective Service System, from February 1 to December 1, 1943,⁴ the requirement of a high school education had

to be waived. The type of woman recruited for the SPARS met an equivalent high standard.

No person was enlisted who had a police record, except for misdemeanors, such as traffic violations.

Sources of enlisted personnel. Enlisted personnel were recruited from every walk of life, all over the country. High schools were a particularly good source for obtaining applicants. They also came from practically every conceivable civilian position. Most of them had no prior military training, and little or no knowledge of nautical matters.

Method of enlisted personnel procurement. A great deal of energy had to be expended by the service in order to satisfy all needs for enlisted men and women. The method of procurement was by the use of recruiting and induction stations.

The induction program, as previously stated, extended from February 1, to December 1, 1943. During this period the only recruitment was for men under eighteen, or over thirty-eight years of age. However, the SPAR recruiting program, which began July 1, 1943, continued during that year and terminated, as did the recruiting of men into the reserve, on August 13, 1945.⁵ Induction of men was accomplished through the Selective Service System, as it was for all the armed services at this time. Coast Guard representatives were assigned to induction stations to process Coast Guard inductees.

The recruiting program was carried out by means of recruiting stations, and mobile recruiting stations, located throughout the country. These stations were named by a commissioned, warrant, or chief petty officer, and several enlisted men, depending on the needs of the particular station.

In addition to being available to accept applicants for enlistment, the men or women assigned to these stations went out to contact prospects, and engaged in intensive publicity drives. In their effort to interest men and women in enlisting, no opportunity to publicize the Coast Guard was overlooked. The radio, newspapers, magazines, and other means of public contact, were utilized. Churches, schools, social clubs, and other organizations were visited in an effort to obtain the support of the leaders of these organizations in making known to their members the advantages of joining the Coast Guard. Many advertising campaigns were undertaken, and speeches given, always with a view to obtaining recruits, not only in number, but, particularly in quality. The Public Relations office of each District cooperated in all recruiting programs. One example of this cooperation was the highly successful plan of having pictures of recruits printed in home town newspapers.

Members of the Coast Guard Auxiliary and Temporary Members of the Coast Guard Reserve rendered valuable services by contacting the many young men they knew and personally encouraging them to enlist. As the temporary reservists were, in general, owners of small private boats, or were the crews of such boats, they were personally acquainted with many men and women who could be very useful in the service.

Recruiting continued throughout the war, with changing conditions altering the number recruited during certain months, except for the period from December 1943 through March 1944, when no male enlistments were

5. Commandant's dispatches dated 1 June, 1943, serial 012010, and 13 August, 1945, serial 131638. Both of these dispatches are on file at C. G. Headquarters.

1. Lyne, Mary G., and Ray Arthur, Three Years Behind the Mast, the Story of the United States Coast Guard SPARS, p. 122. (Publisher and date of publication not given.)

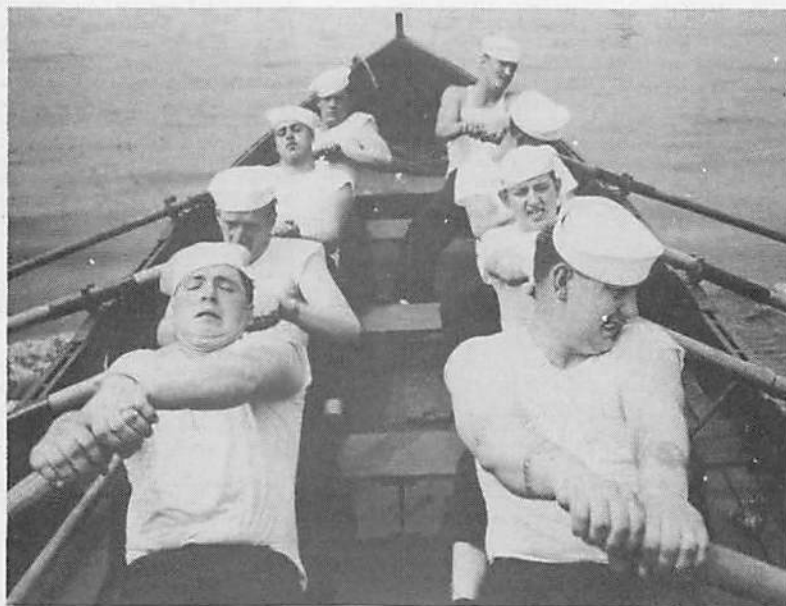
2. U. S. Coast Guard, Fourth Naval District, District History, Fourth Naval District, Personnel Procurement and Recruiting, pp. 2-3. On file in C.G. Headquarters.

3. Commandant's letters dated 21 January, 1942 to Senior Coast Guard Officer, All Naval Districts, and 7 August, 1945, to all District Coast Guard Officers. Both letters on file at C.G. Headquarters.

4. Commandant's letter dated 23 January, 1943, File CGPR 7830, and Commandant's dispatch dated November 4, 1943, serial 062000. Both letter and dispatch are on file at Coast Guard Headquarters.



SEAMEN UNDERGOING TRAINING AT U. S. COAST GUARD TRAINING STATION
PRACTICE LOWERING AWAY A LIFEBOAT



"PULL FOR THE SHORE, BOYS, PULL FOR THE SHORE!"

accepted.⁶ In the early stages of the war, when a great need for enlisted men existed, no restrictions were placed on the number enlisted. Later, quotas for each District were put into effect, similar to those in effect before the war began.

When applicants appeared for enlistment, the rights and obligations of the enlisted man were explained to them. They were given physical examinations, their documents proving date of birth, citizenship, prior service, etc., were examined and, if in all respects satisfactory, they were sworn in and transferred to a training or receiving station.⁷ At times, the recruiting was done at such a rapid rate that enlistees had to be placed immediately on inactive duty until such time as the training stations could receive them. The rates in which persons were enlisted depended upon their qualifications, and ranged from apprentice seaman to chief petty officer.

IV. PROCUREMENT OF TEMPORARY MEMBERS OF THE RESERVE

Type of Temporary Members of the Reserve needed. For the Temporary Members of the Reserve, both in officer ranks and enlisted men's ratings, the service preferred boat owners, or their crews, and men who were not eligible for the draft. These men voluntarily enrolled for part-time service in their own locality. Naturally, a higher standard of education, or experience, was needed for the officer ranks than for the enlisted rates.

Source of Temporary Members of the Reserve. Temporary Members of the Reserve were enrolled throughout the United States from among boat owners, and their crews, and from other interested in serving in this organization.

Method of procurement of Temporary Members of the Reserve. Temporary Members of the Reserve were obtained by sufficient preliminary publicity, and then enrollment in local units for part-time service in those units. They were still subject to the draft, unless disqualified by age, or physical defect. The use of these men made it possible to release regular, and regular reserve men for combat, or overseas assignments.

Temporary Members of the Reserve were enrolled in the same ranks and rates as regulars and regular reservists, and their ranks and rates depended upon their qualifications.

V. EXTENT OF THE PROGRAM

The regular and reserve officers, cadets, and enlisted men, and women obtained as a result of the procurement methods used, and the requirements set, were of a high calibre, considering the great competition offered by the other services and industry for manpower during the war.

6. Commandant's dispatches dated 19 November, 1943, serial 191519, and 21 February 1944, serial 211936. Both dispatches are on file at C. G. Headquarters.

7. Chief, Personnel Procurement Division, Coast Guard Headquarters, Instructions for Recruiting Officers, August 20, 1941. These instructions were amended many times but remained basically the same during the war. They are on file at Coast Guard Headquarters.

The extent of the program is indicated by the total approximate number procured from December 1941 to December 1945, as shown in the following table:⁸

OFFICERS		ENLISTED PERSONNEL	
Regulars	3,298	Regulars	13,528
Reserves	7,500	SPARS	11,868
SPARS	978	Drafted	26,131
Total	11,776	Reserves	160,936
		Total	202,463
		Grand Total	214,239

In addition, during this period, approximately 125,000 Temporary Members of the Coast Guard Reserve were enrolled.

CHAPTER VI

RECORDS, ASSIGNMENTS, AND STATUS

Without knowing who, when, where, etc., in the case of each person in the Service, personnel administration would be in a state of complete chaos. Without provision being made for assigning personnel when and where they are needed no work could be accomplished. Without the status of each serviceman being known, impossible conditions of confusion, inefficiency, lack of discipline, and dissatisfaction would result. For these reasons, provisions for keeping records, assigning personnel, and processing their current status are distinct essential elements of personnel administration. They are considered together in this chapter because, throughout the Coast Guard, during the war, the records, assignments, and status functions were combined in the same unit. In Headquarters, these units were the Officer Assignment Division and Enlisted Assignment Division, and in the District offices they were Records and Assignments units.

I. RECORDS

Records of individuals. The records activities of the Coast Guard, as in any military organization, were extensive. From the time an officer or enlisted man or woman made an application for service in the Coast Guard, there was maintained at Headquarters a permanent and always expanding record of the individual's entire official life. Every piece of paper which referred to an official part of an officer's or enlisted man's career was filed in this personnel jacket or service record, respectively. Generally, this included correspondence such as all orders for assignment, promotions, medical history, reports of outstanding services, copies of disciplinary actions, data on special qualifications, and fitness reports. The jackets and service records could be reviewed by the person concerned only in the presence of an authorized officer. These records were used, principally, for review by officers responsible for selecting men for assignment; by those responsible for answering inquiries concerning the serviceman; and by boards considering those eligible for promotion and retirement.

8. Prepared from data on file in the Personnel Planning and Statistical Section, Office of Personnel, Coast Guard Headquarters.

Each District maintained similar records covering only the tour of duty of an individual in that District.

An important difference existed between the records kept for officers, and those for enlisted men. Officers' records were maintained at Headquarters and were not available to their commanding officer, except that part of the record covering service at that unit. Records for enlisted men were maintained at the units to which they were currently attached, and, of course, were available to the commanding officer.

Reports. Units in the Districts were required to prepare, and forward to Headquarters for study, many personnel reports concerning the existing personnel situation, and also for compilation of statistics which were necessary for planning, justifying appropriation requests, and other purposes. The kind of information supplied by these reports consisted of such details as names, ranks and rates of persons assigned to a particular unit, a list showing the authorized and "on board" complement of a unit, report on each officer or enlisted man who was transferred, promoted, on leave, absent from duty because of illness, etc. The above information, and all similar information of a routine nature, were submitted on forms for quick compilation of data.

Flax-o-lines and card index systems. Much of the information obtained from these reports and from the correspondence which made up the personnel jackets and service records were placed in convenient form on flax-o-lines and card index systems for ready reference at Headquarters and the District offices. The authorized and "on board" complement forms were very useful in determining which units were operating with an excess, and which with a deficiency of authorized complement, and making necessary transfers to equalize or adjust the excess or deficiency. The data obtained from the individual reports were placed on the flax-o-lines and card index systems and were very useful in locating persons with special aptitude, training, or experience.

Qualification cards. A very important card, placed in the record of each enlisted man, was a so-called qualification card, compiled as a result of tests and interviews conducted by classification specialists. In August 1943¹ Headquarters ordered all enlisted men and women tested and interviewed for the purpose of determining their present and potential skills. The information thus obtained was to be used for each individual's future assignment to duty, and to advanced training. It was an attempt to solve the familiar problem of placing square pegs in square holes. After the men were interviewed and tested, the results were compiled on cards which simplified the task of selecting persons who possessed certain specified qualifications.

These cards were prepared in triplicate and proved to be of great value. One was placed in each individual's service record, one kept in the District office, and one forwarded to Headquarters. Much of the guess work in selecting persons for specific assignments was eliminated as a result of the information shown on these cards and, consequently, greater efficiency was obtained in the utilization of personnel.

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1. Coast Guard Personnel Bulletin No. 99-43, dated 24 August 1943, on file at Coast Guard Headquarters.

II. ASSIGNMENTS

The assignment of officers during the war was accomplished primarily by Headquarters. However, the Districts had authority to make temporary officer assignments within their Districts. Enlisted men and women were assigned to District by Headquarters, after which time the District Commanders had authority to transfer the men or women under their jurisdiction.

Kinds of assignments. The officers and enlisted men and women of the Coast Guard were subject to assignment to many different kinds of duty. They could have been assigned to Captain-of-the-Port duty, weather patrol, anti-submarine patrol, amphibious craft, aids to navigation duty, or to any one of the other many activities in which the Coast Guard was engaged during the war.

Problems of assignment. Any individual might have been exempt from general duty, as a practical matter, because of some physical disability which was waived in order that he could come into the service to perform a specific task, such as marine inspection, or simply because he was taken into the service to perform a specific task. With the varied and often technical duties to be performed, it was frequently necessary to obtain such specialists. Having a large number of these persons in the service not qualified for general duty did not make the task of the assignment officer an easy one. On many occasions, a junior officer would be needed as watch officer aboard a ship, and the only officers available in the District at that time would be specialists, not qualified for such duty.

Much manpower was lost because of the great difficulty in knowing exactly when and where a ship would be when the assignment officer had a number of persons to assign to that ship. Lacking accurate knowledge on this matter, many men sometimes were sent from port to port in an attempt to "catch up" with the ship. At other times, no information at all was available, with the result that men had to stand by for weeks at a time. The emergencies caused by a war, and the secrecy required to be maintained concerning ship movements, made this a problem which could not be easily solved.

Rotation of duty.² As the war progressed it became the policy of the Coast Guard to rotate to shore assignments all personnel with over eighteen months duty overseas, or aboard ships, if they so desired. This policy was a great morale builder, because without it many men would have served throughout the entire war overseas, while others would never have gone overseas.

Records needed for assignments. In making assignments to all duties, the individual records of the men or women concerned were reviewed when possible to determine the appropriateness of the assignment. The assignment of enlisted men was made more efficient by the availability of qualification cards in their records, as discussed in the section of Records in this chapter.

III. STATUS

Under the designation "Status," will be considered such matters as appointments, ranks, classifications, pay, promotions, demotions, resignations,

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2. Coast Guard Personnel Bulletin No. 100-43, dated 26 August 1943, on file at Coast Guard Headquarters.

dismissals, discharges, retirements, leave, and liberty.

Appointments, ranks, classifications, and pay.
The method of obtaining applications for appointments, and enlistments, was described in Chapter V. However, the various officer ranks, enlisted classifications, and pay, as a result of such appointments and subsequent later promotions, are properly a subject to be considered under "Status." The ranks of officers authorized by law for the Coast Guard during the war are listed below, from the lowest to the highest rank:

1. Warrant Officer
2. Chief Warrant Officer
3. Ensign
4. Lieutenant, junior grade
5. Lieutenant
6. Lieutenant Commander
7. Commander
8. Captain
9. Commodore
10. Rear Admiral
11. Vice Admiral
12. Admiral

The base pay of these officers varied from \$180.00 a month for warrant officers, to \$733.33 for Admirals. The base pay of each was increased by such items as subsistence and rental allowances, longevity pay, and sea duty pay.

The classifications and pay grades of enlisted men were as follows:³

Class	Grade
Chief petty officer	1
Chief Steward	
Chief petty officer (acting)	1A
Chief Steward (acting)	
Petty officer, first class	2
Steward, first class	
Petty officer, second class	3
Surfman	
Steward, second class	
Petty officer, third class	4
Steward, third class	
Nonrated men, first class, except steward first class	5
Nonrated men, second class, except steward second class	6
Nonrated men, third class, except steward third class	7

The pay of these pay grades varied from \$75.00, in the seventh pay grade, to \$165.00 in the first pay grade. As in the case of officers, this base pay was increased by certain additions. All the rates of pay were determined by law.

In each of the above classes of enlisted men there were many specialist rates, such as, Chief Boatswain's Mate, and Chief Gunner's Mate in the Chief Petty Officers class. An enlisted man was permitted to make application to have his rating changed. If qualified, and depending upon certain circumstances, such as a need for more men in that rate, his request was granted.

Promotions and demotions. As all officers were commissioned in a particular rank, not in a particular

specialty they might possess, it was impracticable to give examinations for promotion. Hence, all promotions were based on recommendations of commanding officers, upon notification from Headquarters that officers in certain groups were eligible for promotion. However, all officers were required to pass a qualifying physical examination. Promotions were relatively rapid during the war and were patterned closely on the Navy system.

In order for an enlisted man to be promoted it was necessary for him to pass qualifying professional and physical examinations, and also to be recommended by his commanding officer.

All promotions to and in petty officer ratings after August 1, 1943⁴ were for temporary service only. Consequently, demotions could be just as rapid as promotions, when sufficient cause existed.

Officers and enlisted men could be demoted, if approved by the Secretary of the Treasury or the Commandant, respectively, simply on the basis of unsatisfactory fitness reports, or unsatisfactory efficiency ratings. Of course, as a result of punishments awarded by courts martial, both officers and enlisted men could be demoted even below any permanent rank or rate they may have held previously.

Resignations, dismissals, discharges. No officers were permitted to resign during the war, except under very unusual circumstances, such as, for the good of the service because of moral turpitude. Dismissals were made as a result of punishments imposed by courts martial for very serious offenses, such as criminal acts.

Discharges of enlisted personnel were effected for a variety of reasons such as punishments resulting from courts martial, admitted homosexuality, physical disability, and extreme family hardship.

Retirements. No voluntary retirements were permitted during the war for the obvious reason that all officers and enlisted men were needed. In fact, many who were in a retired status before the war were recalled to active duty because of the shortage of qualified officers and enlisted men.

Retirements for physical reasons had to be accepted because those who were incapacitated were a liability rather than an asset. Those retired for physical reasons were paid three-fourths of their base and longevity pay. All retirements had to be approved by the President.

Leave and liberty.⁵ Leave and liberty are considered in this section only because no more appropriate section exists in this study. The authorized leaves were the following:

1. Annual
2. Reenlistment
3. Rehabilitation
4. Compensatory
5. Sickness absences
6. Emergencies
7. Special leave.

4. Coast Guard Personnel Bulletin No. 82-43, dated 13 July 1943, on file at Coast Guard Headquarters.

5. Coast Guard Personnel Bulletin No. 107-44 (corrected), dated 2 August 1944, on file at Coast Guard Headquarters.

3. For a complete list of the rates within each class, see Appendix B, which is the first nine pages of Coast Guard Personnel Bulletin No. 76-44, dated 16 May 1944.



POOPDECK SYMPHONY SERENADES THE SEAGULLS



VOLLEY BALL ABOARD A COAST GUARD WEATHER SHIP

The amount of annual leave granted an individual was thirty days, which could be obtained if the commanding officer of the unit could spare the person's services.

Thirty days' reenlistment leave was authorized as a continuance of a pre-war benefit. This leave was also dependent upon the needs of the Service.

Every enlisted man, who served outside the continental limits of the United States for a period of eighteen months or more, was authorized thirty days rehabilitation leave, in addition to other leave authorized. Compensatory leave, up to six days a month, could be granted to those serving in very isolated units where normal leave, liberty, and recreation were impossible.

Leaves of absence due to sickness, certified by medical officers, could be granted.

Emergency leave could be granted for extreme emergencies if all annual leave and reenlistment leave had been expended.

Special leave was granted, under specific instructions from the Commandant, to the survivors of, and those injured or physically disabled in, enemy action, or those outside the continental limits of the United States.

Authorized absence from duty for less than forty-eight hours was considered liberty. However, if the interval of time between tours of duty was greater than forty-eight hours, liberty up to sixty-four hours could be granted.

IV. SUMMARY

Extensive individual personnel records were maintained on all personnel. Periodically, information on the personnel situation at all units was reported to Coast Guard Headquarters and District offices. Statistics thus furnished were placed on special records for ready access. Qualification cards on all enlisted men were prepared and filed for use in assignments. Assignments were made to many different kinds of duty and were based upon qualification, as indicated in individual personnel records. Appointments, ranks, classifications, pay, promotions, demotions, resignations, dismissals, discharges, retirements, leave and liberty were administered in the manner required by law.

The records, assignments, and status functions were executed successfully.

CHAPTER VII

TRAINING

Wherever men and women are to be used to accomplish an objective, some form of training is necessary. In many activities this training may be the simplest of instruction requiring a minimum of time, or a most complicated procedure requiring years to master. In the case of Coast Guard personnel during the war, the formal training program ranged from instructing the recruit for several weeks in fundamentals such as saluting, wearing the uniform and tying knots, to the advanced educational courses in engineering subjects undertaken by officers in outstanding American colleges and universities for periods of time up to three years. In general, the Coast Guard provided basic, refresher, and advanced training for its regular and reserve officer and enlisted personnel.

This chapter will deal only with formal training and will not attempt to relate details of the great number of training programs conducted by individual operating units.

I. OFFICER TRAINING

Basic training. The basic training of officers was conducted at the Coast Guard Academy in New London, Connecticut, and at the Training Station, St. Augustine, Florida.

The Academy courses were designed primarily to train men and women in the basic requirements of service life and some of the duties they would immediately be called upon to perform upon commissioning. The Academy had been in existence before the war to give regular cadets a four-year college course emphasizing service problems and military training, including summer cruises on Coast Guard cutters. With the outbreak of war, a four month training course was instituted to qualify, for reserve ensigns' commissions, men not over thirty years of age with college degrees. Courses were given in such important fields as navigation, gunnery, seamanship, and communication. To supplement the classroom instructions, short cruises were taken for practical instructions, on small vessels. As time went on, fewer and fewer applicants had college degrees, so that by the time the program was nearing its end, the service was accepting outstanding enlisted men regardless of educational qualifications as long as they achieved minimum scores in specified tests. This program began in February 1942 and terminated in September 1945.

All during the war regular cadets were still appointed to the Academy but the length of the course was decreased from four to three years, thereby increasing the number of yearly graduates. Upon graduation, these cadets were awarded a bachelor of science degree and an ensign's commission in the regular service.

In the early part of 1943, the SPAR officer training program also was begun at the Academy. Prior to this time these women received their training at Navy facilities. By January 1944¹ the course had been increased to eight weeks. As in the case of the reserve officer training, the course was designed to familiarize these women with the service in which they were going to serve as officers. Their rights and obligations, customs and traditions of the service, regulations, and the duties they would be expected to perform, were explained to them. As in all basic training schools the Academy course provided various medical examinations, inoculations, and dental treatment, in addition to the traditional military drill.

The Coast Guard Training Station at St. Augustine, Florida, was used to give an indoctrination course to commissioned officers who had no previous training. In the beginning of the war, the Coast Guard found it necessary to commission many men directly from civilian life without training. As time went on, it became increasingly apparent that they needed some form of indoctrination for their own good as well as for the good of the Services. Thus, they were sent to the Training

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1. Chief, Training Division, Coast Guard Headquarters, Annual Report of Training Division for Fiscal Year 1944, (no date) p. 3. A copy of this report is on file at Coast Guard Headquarters.

Station at St. Augustine, beginning September 1942² to be instructed in such fundamentals as customs and traditions of the service, military drill, use of fire arms, and military courtesy. When the program was ended in April 1944, 1,078 officers had completed the course.

About three hundred enlisted men were given the opportunity to go to college in the Navy V-12 program to finish their education, and then be commissioned in the Coast Guard. This program began in 1943 and was discontinued in February 1944.³

In September 1943, an Academy Preparatory School was established in the Training Station at Groton, Connecticut, for qualified enlisted men. Later, civilians were also accepted for this training, which was completed by 373 men before it was discontinued in May 1946. This course was designed to prepare men for the competitive examination for regular cadet appointment.⁴

Manning units were established at Norfolk, Miami, Camp Bradford, and Alameda about July 1943 for the purpose of assembling and preparing crews for manning ships. Among the type vessels manned from these units were destroyer escorts, transports, cargo vessels, tankers, landing craft, and frigates. These units, after receiving the officers and enlisted men, ascertained their general and specific abilities, and made balanced placements of individuals into specific billets.⁵ Many officers without any prior sea experience, were assigned to these units, therefore, it was necessary to indoctrinate and train them in their respective billets.⁶

Advanced training. The advanced training of officers was necessary for the purpose of providing officers who were available for special assignments. Officers were detailed to this training at both Service and private schools. Also, other training was voluntarily undertaken by officers during off-duty periods for the purpose of self-improvement.

The pre-war post-graduate training program which was designed to provide officers with highly technical training, in fields such as engineering, business administration, and law, was continued during the war.

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2. Chief, Training Division, Coast Guard Headquarters, Training Division Report of Activities for Fiscal Year 1943, (no date) p. 3. A copy of this report is on file at Coast Guard Headquarters.

3. Chief, Training Division, Coast Guard Headquarters, Training Division Report of Activities for Fiscal Year 1944, dated 24 July 1944, p. 2. A copy is on file at Coast Guard Headquarters.

4. Chief, Training Division, Coast Guard Headquarters, Annual Report of Training Division, 1944 thru 1946, (no date) on file at Coast Guard Headquarters.

5. Training Division Report of Activities, 1944, op. cit., p. 9.

6. U. S. Coast Guard, Twelfth Naval District, First Narratives, Personnel, Twelfth Coast Guard District, (no date) p. 3. Copy on file at Coast Guard Headquarters.

Officers were assigned to resident courses, of up to three years' duration, in colleges and universities that were outstanding for these course.

Officers were assigned to many advanced courses running from a few days to several months in extremely varied subjects. Some of these subjects were gunnery, damage control, fire fighting, navigation, loran, radar, engineering, and aviation. The courses were pursued at Navy and Coast Guard facilities. For example, aviation training of Coast Guard officers was conducted at naval air stations, and loran training was provided by the Coast Guard at the training station in Groton, Connecticut.

Coast Guard Headquarters authorized officers to undertake courses at Government expense at accredited institutions in off-duty hours.⁷ Any course which would obviously increase the officer's value to the Service, and improve himself, could be undertaken. Naturally, this involved a wide range of subjects but, as a practical matter, could only be undertaken by officers assigned to shore duty.

Another form of off-duty study available to officers was correspondence courses, provided by the Coast Guard Institute and the United States Armed Forces Institute (USAFI), covering a large number of professional and academic subjects. The Coast Guard Institute courses available to officers were limited to professional subjects. The USAFI courses consisted of both professional and academic subjects. Many of these courses could be used for high school and college credit.

Refresher training. On 8 May 1944, there was established at the Academy an officers' training school for the purpose of providing general and special training for all types of commissioned officers in the service.⁸ Officers were assigned to this school when they became available after the completion of a tour of duty. The courses provided were designed to give officers the opportunity to "brush up" on many professional subjects.

II. ENLISTED PERSONNEL TRAINING

Basic training. Before the war, the basic training of Coast Guard enlisted men was conducted at the recruit training stations located at Port Townsend, Washington; New Orleans, Louisiana; and at the Yard in Curtis Bay, Maryland. Before the war was six months old, these recruit training stations had been increased by those at Alameda, California and Manhattan Beach, New York. During this period the recruit training activity at the Yard was made a separate unit and called the Curtis Bay Training Station.⁹ At the same time, the period of training was reduced to one month because of the urgent need for men. The urgency was so great that at times, newly enlisted personnel were assigned directly to units without prior training.

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7. Coast Guard Bulletin No. 27-45, dated 16 March 1945, and Personnel Bulletin No. 44-45, dated 9 May 1945, on file at Coast Guard Headquarters.

8. Training Division Report, 1944, op. cit., p. 1.

9. Chief, Training Section, Coast Guard Headquarters, Annual Report, 1942, Personnel Training, dated 6 Aug. 1942, p. 2, on file at Coast Guard Headquarters.

As more and more men were brought into the Service, the existing recruit training stations were augmented by many District training stations which were operated during periods of peak recruitment, and then decommissioned as the need for them decreased. The training stations at Brigantine, New Jersey and at La Porte, Texas are examples.

All these recruit training stations had the same objective, that is, to prepare recruits for duty by instructing them in Coast Guard customs and traditions; by teaching them discipline through intensive military drills and other means; by showing them how to wear and care for their uniforms; by preparing the men physically through medical examinations and physical training; and by teaching them seamanship, military courtesy, and the use of fire arms.

Beginning in the spring of 1943,¹⁰ the SPAR recruit training program was conducted at Hunter College, New York; Palm Beach, Florida; and Manhattan Beach, New York. Prior to this time, all SPAR training was given at Navy facilities.

Advanced training. Advanced training for enlisted men and women consisted of the programs of study for advancement, or change in rate, provided by the Coast Guard Institute at Groton, Connecticut; special courses at various training stations and private schools, designed to qualify personnel in some specialty, such as fire-fighting and damage control; training provided by manning stations to qualify personnel in ratings currently held by them, but in which they were not proficient; and the self-improvement courses for off-duty study provided by the Coast Guard Institute and USAFI.

The Coast Guard Institute, which was an independent unit under the direct control of Headquarters, offered many correspondence courses which enabled enlisted men to qualify in a particular rate, such as quartermaster, boatswain's mate, and signalman. Another important method of training men for advancement was to send them to the various training stations and private schools throughout the country to be given special instructions to qualify them for rates such as radarman, soundman, ship's cook, radio-man, and electrician's mate. Also, men were sent to these schools when Headquarters desired some of them to change their rates because of an excess in any particular rate.

Many courses of relatively short duration were given to enlisted men and women to make them proficient in some technique which was required to enable them to better perform their duties. A yeoman might have been sent to school for a short course in typewriter operation, or an electrician's mate, with a telephone specialty designator, might have been required to take a course in some phase of cable splicing. The best known courses in this category were the fire fighting and damage control courses which were previously mentioned.

Training was a continually changing process for the Coast Guard because of the changing conditions of the war. For example, when the invasion scare of the early part of the war was over, the need for beach patrol stations was greatly decreased and at the same time there arose a great need for men to man ships. Thus, the Coast Guard established the manning units, already discussed in this chapter. Many a boatswain's mate on beach patrol had never been on a ship. When needed, he was assigned to a manning unit for eventual

transfer afloat. At the manning unit, he was made proficient in the rate he already held. Similarly, men were trained at these units in new rates after the need for their old rates had passed.

As in the case of officers, the same self-improvement program through the Coast Guard Institute and USAFI was open to all enlisted men and women. This program became of greater importance to the individual as the time for demobilization approached.

III. SPECIAL TRAINING ACTIVITIES

Visual aids. Early in January 1943, the visual aids program began.¹¹ This was a highly successful system of instructing personnel in every conceivable subject by means of motion pictures, slides, charts, maps, etc. At the beginning of the program, not many films were available. However, within a relatively short time, many films, covering a wide variety of subjects, were on hand in the Districts. This training procedure was valuable because subjects were presented in an interesting manner, avoiding, to a great extent, the weaknesses that might be found in many instructors, who might be either inexperienced or unable to maintain a group's interest. The Navy assisted the Coast Guard to a great extent in this program.

Classification and selection. In the previous chapter the details of the use of qualification cards for the purpose of assigning personnel to specific duty or to training were discussed. It is well to point out here that this was essentially a training program, although the qualification cards were placed in the records of individuals and were used for assignments. The training division at Headquarters developed the program primarily for their own needs, and found it to be of utmost value.

Training of foreign nationals. In conjunction with the State Department, many foreign nationals were given instructions in various subjects in which the Coast Guard specialized. For example, a representative of the Icelandic life-saving association was trained in salvage and rescue work, and an officer of the Colombian Navy received training in aids to navigation at the Coast Guard Training Station, Groton, Connecticut.¹² In addition, two Chinese technicians were trained in Merchant Marine inspection duties and the following were given training in Loran:¹³

Australian personnel	1
Royal Canadian Naval personnel	4
Chinese technicians	5
Russian naval personnel	27
Egyptian personnel	1
Mexican naval personnel	6.

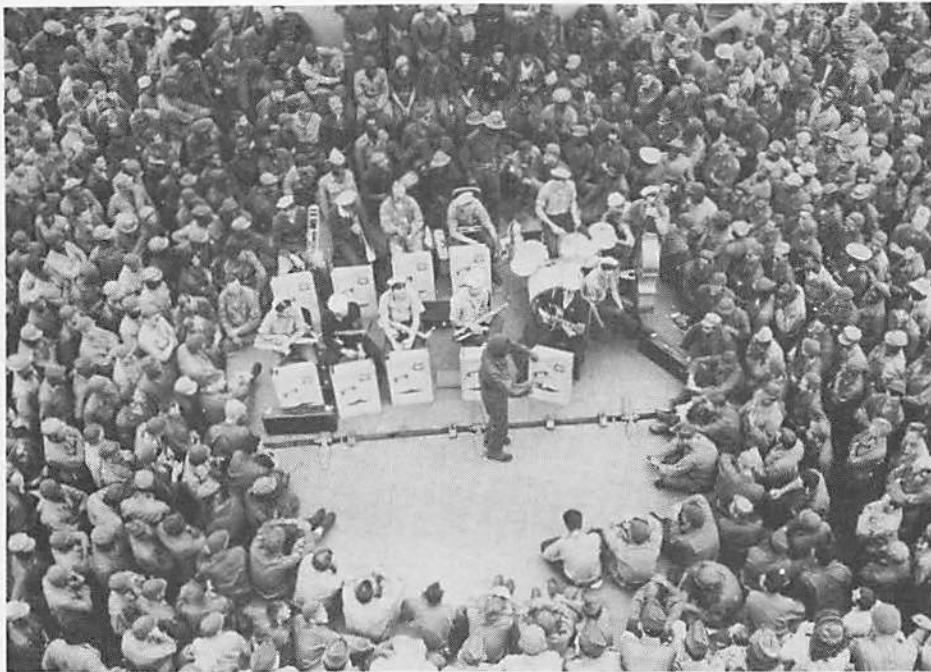
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11. U. S. Coast Guard, Thirteenth Naval District, History of District Coast Guard Personnel Office, Training, Thirteenth Naval District, p. 32. On file at Coast Guard Headquarters.

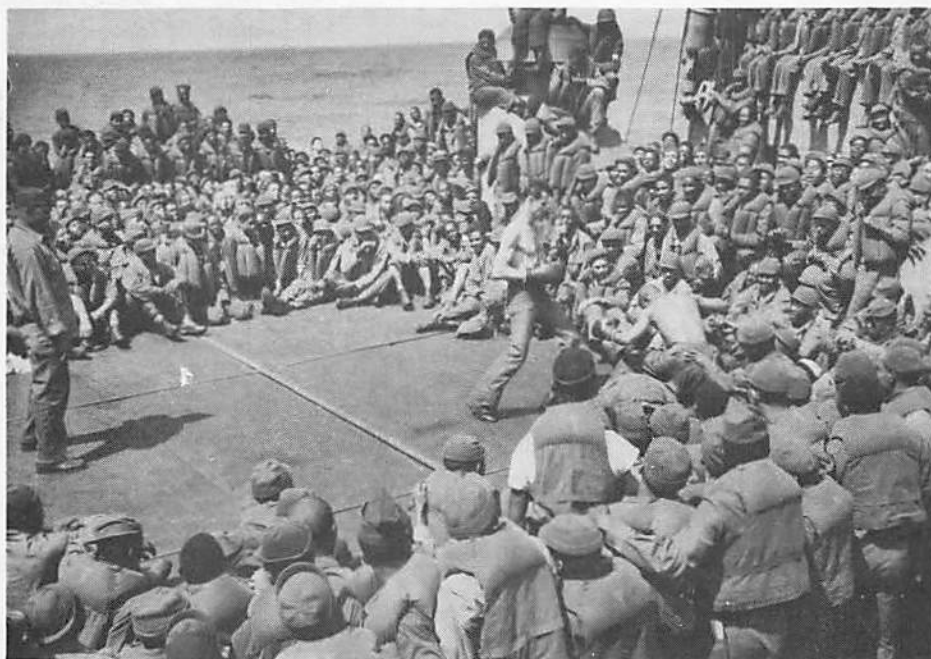
12. Chief, Training Division, Coast Guard Headquarters, Report of Activities of the Training Division for Fiscal Year 1945, pp. 2-3. On file at Coast Guard Headquarters.

13. Chief, Training Division, Coast Guard Headquarters, Report of Activities of the Training and Procurement Division for the Fiscal Year 1946, pp. 1-2, copy on file at Coast Guard Headquarters.

10. U. S. Coast Guard, Seventh Naval District, First Narratives, Personnel, Seventh Naval District, p. 10, on file at Coast Guard Headquarters.



"FLOOR SHOW" SOMEWHERE IN THE ATLANTIC
ON THE DECK OF A COAST GUARD-MANNED TROOP TRANSPORT
STEAMING ACROSS THE ATLANTIC TO THE EUROPEAN THEATRE



BOXING BEFORE BATTLE
ABOARD A COAST GUARD MANNED ASSAULT TRANSPORT
CARRYING AMERICAN TROOPS TOWARD THE FUTURE BATTLEFIELDS OF EUROPE

IV. SUMMARY

Every officer and enlisted man in the Coast Guard during the war was subjected to some form of training at one time or another. This training was given as basic, advanced, or refresher courses. In addition, special training procedures were developed, such as the use of visual aids and qualification cards for expediting the training program; also a number of training courses were given to foreign nationals.

The training program was administered with great success even though many difficult problems had to be solved.

CHAPTER VIII

DEMobilIZATION

I. PREPARATION FOR DEMobilIZATION

Plans for demobilization. The Commandant and his staff at Headquarters realized the end of the war would bring a flood of discharges. Therefore, as the end of the war in Europe became imminent, plans were made to release certain categories of personnel, such as those who were not physically qualified to perform all the duties of their rank or rate, and those who requested discharge because of unusual family hardship. These plans for partial demobilization were put into effect upon the capitulation of the Germans on May 8, 1945.

It was evident to Headquarters that demobilization was going to be an even greater undertaking than recruiting, because an organization which had taken about four years to build, had to be cut down to one-fifth its size in about ten months.¹

To effect the discharges authorized before the end of the war in the Pacific, a Demobilization Division was established at Coast Guard Headquarters, and Thirteen discharge centers were operating in the Districts. These units were established within the District offices where the physical facilities were entirely inadequate to cope with the mass demobilization expected. Consequently, at a conference attended by District Commanders on 1 August 1945, they were directed to establish individual units within their commands. As a result, on or about 15 August 1945, the following personnel separation centers were commissioned:²

Personnel Separation Center No. 1
Boston, Mass.

Personnel Separation Center No. 3
New York, N. Y.

Personnel Separation Center No. 4
Philadelphia, Pa.

Personnel Separation Center No. 5
Norfolk, Va.

Personnel Separation Center No. 6
Cockspur Island, Ga.

Personnel Separation Center No. 8
New Orleans, La.

1. Memorandum for Chief, Office of Personnel from the Chief, Demobilization Division, Coast Guard Headquarters, dated 31 January 1946, p. 1, File CG-721, on file at Coast Guard Headquarters.

2. Ibid., p. 1.

Personnel Separation Center No. 9
St. Louis, Mo.

Personnel Separation Center No. 9
Detroit, Mich.

Personnel Separation Center No. 11
Wilmington, Calif.

Personnel Separation Center No. 12
San Francisco, Calif.

Personnel Separation Center No. 13
Seattle, Wash.

II. OPERATION OF DEMobilIZATION

Formula for discharge eligibility. For the purpose of effecting an orderly and fair discharge process, it was necessary to set up certain rules relative to eligibility for discharge. On 16 August 1945, a dispatch³ was sent to all units authorizing the discharge of personnel who had a certain required number of years of service, with extra credit given for special service, such as overseas duty, and certain awards.

Central Control Section. A Central Control Section was established at Coast Guard Headquarters on 16 August 1945 for the purpose of controlling those who were in transit; limiting the arrivals at personnel separation centers to prevent overcrowding; and providing statistical information.

Civil Readjustment Section.⁴ The Civil Readjustment Section was established to carry out the function of providing all discharges with complete information regarding their rights and benefits under the Servicemen's Readjustment Act of 1944. In addition, this section prepared Civil Readjustment Bulletins containing information of interest to Civil Readjustment Officers in the separation centers.

Additional regulations concerning demobilization. Detailed instructions concerning method of determining eligibility for discharge, and other facts concerning the demobilization program, were released in Coast Guard Personnel Bulletins dated 20 and 26 September 1945.⁵ As time went on, and the need for personnel decreased, changes were made in the eligibility requirements, until 13 April 1946, when all enlisted reservists and members of the regular Coast Guard serving involuntary extensions of enlistments were declared eligible for release, effective 2 May 1946.⁶

Operation of Personnel Separation Centers. In order that a clear insight of the operation of Personnel Separation Centers may be obtained, the operation of Personnel Separation Center No. 3 (PerSepCen No. 3) at New York will be discussed. A circular⁷

3. Headquarters' dispatch, serial 161930, called ALCOAST 63, on file at Coast Guard Headquarters.

4. Memorandum for Chief, Office of Personnel op.cit. p. 2.

5. Coast Guard Bulletin Nos. 90-45 and 94-45, dated 20 September 1945 and 26 September 1945, respectively, on file at Coast Guard Headquarters.

6. Coast Guard ALCOAST #57, on file at Coast Guard Headquarters.

7. Coast Guard Commandant's Circular No. 26-45, dated 28 August 1945, on file at Coast Guard Headquarters.

issued by the Commandant set up separation estimates for the Coast Guard which indicated that it was desired to discharge approximately 13,000 enlisted men and women and 800 officers per month from 1 September 1945 to 30 June 1946. PerSepCen No. 3's functioning was based upon this plan, and also upon instructions contained in another circular,⁹ which indicated separation centers were to have,⁹

" Facilities, personnel, and procedures designed to effect the rapid and orderly discharge or release from active duty of Coast Guard personnel and at the same time provide complete information on Veterans rights and benefits in accordance with existing laws and instructions. "

PerSepCen No. 3 was formally placed in commission on 25 August 1945. The enlisted personnel discharged at this center included those who enlisted in the Third Naval District and others who, upon request, were authorized for valid reasons. The District Coast Guard Officer had military and coordination control of the unit whereas Headquarters exercised management and technical control. Representatives of the Civil Service Commission, United States Employment Service, Veterans Administration, and the American Red Cross were stationed at this unit from time to time to assist the discharges in conjunction with the civilian readjustment program.

At his center the Commanding Officer and his subordinates were organized as follows:¹⁰

Commanding Officer

Executive Officer

Military Morale Officer	Disbursing Officer	Civil Readjustment Officer
Senior Medical Officer	Captain of the Yard	Personnel Records Officer

The station itself had all the physical facilities and the officers and enlisted men and women needed to carry out the duties of each of the above officers. Approximately 550 officers and enlisted men were assigned to this center. The most needed enlisted men were trained classifiers, pay and personnel yeomen, storekeepers, commissary stewards, machinist's mates, petty officers, and seamen guides. PerSepCen No. 3 found that guides were of particular value in preventing confusion and consequent loss of time. The duty guides received the incoming individuals and conducted them through the preliminary stages of the processing schedule, which were:

1. Pick up orders, pay, and health records at the designated barracks.
2. Report at sick bay for preliminary health examination.

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8. Coast Guard Commandant's Circular No. 18-45, dated 31 July 1945, on file at Coast Guard Headquarters.

9. U. S. Coast Guard, Third Naval District, Coast Guard at War, Third Naval District, Personnel, Volume XVIII, Section 3, H 3, p. 2, on file at Coast Guard Headquarters.

10. *Ibid.*, pp. 6-7.

3. Remove gear from barracks to assigned quarters.

4. Check gear at baggage check room.

The work of the duty guides ceased when the men were assigned to a particular group and section. After that, section guides remained with their group from its first muster to discharge, and departure.¹¹

The dischargee or his records went through the following stages at the separation center:¹²

1. Receiving Section
2. Incoming Records Section
3. Records Processing Section
4. Medical Examination
5. Orientation, classification, and interviews
6. Discharge Section
7. Pay Office
8. Discharge ceremony.

The medical examination was given to insure that the man was in good health before his discharge.

The orientation, classification, and interview processes were designed to inform the dischargee of the discharge procedure, the many benefits to which he would be entitled, and the opportunities available to him upon his discharge.

In the discharge section, the various discharge forms were completed; and in the pay office, his final pay was determined and his pay record closed out.

At the discharge ceremony, the chaplain, and the Commanding Officer delivered brief lectures. The various discharge forms, discharge button, and the mustering out payment check were presented to the dischargee. Transportation was then provided to take the dischargee to a railroad station.

After the man left the center, all of his records, upon completion, were forwarded to Headquarters.

From 1 September 1945 to 31 December 1945, a total of 10,200 men and women were discharged from this unit.¹³

III. EXTENT OF THE PROGRAM

Number demobilized. The separation of personnel throughout the country was a tremendous, but successful, task. Separation progressed at an average daily rate of 536, and, as of 30 June 1946, a total of 145,479 enlisted men and women, and 8,000 officers had been discharged. The highest daily total occurred on 10 October 1945 when the separation of 1,170 enlisted persons was accomplished.¹⁴

CHAPTER IX

ASSESSMENT OF PERSONNEL ADMINISTRATION

A review of the personnel administration as described in this history reveals certain accomplish-

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11. *Ibid.*, p. 6.

12. *Ibid.*, pp. 10-17.

13. *Ibid.*, pp. 17-19.

14. Memorandum for Chief, Office of Personnel, *op. cit.*, pp. 2-3.

ments and mistakes. These accomplishments and mistakes will be discussed in this chapter, and recommendations for improving the personnel administration during any future war will be given.

I. ACCOMPLISHMENTS

Organization of personnel activities. In the pre-war period a valuable step was taken to prepare the personnel administration of the Coast Guard for its war-time duties when the Coast Guard was transferred to the Navy on November 1, 1941.¹ This placed the officers and men of the Coast Guard under the control of the Navy, as the law required during war-time, before the actual outbreak of hostilities. By so doing, many necessary adjustments in personnel activities were made before the haste and confusion of war made adjustment more difficult. One such adjustment was the adoption of the Navy disciplinary system by the Coast Guard. In the light of later events, it is evident that the transfer of the Coast Guard to the Navy was delayed too long. The five weeks between November 1, 1941 and the beginning of the war were hardly sufficient time for the solution of all the personnel problems incident to this transfer. If it could have been known that the war was to commence on December 7, 1941, then, for purposes of personnel administration the Coast Guard probably would have been transferred to the Navy at least six months before that date.

The basic organizational structure for personnel administration,² which developed in the pre-war period, proved to be a strong foundation for the expansion required during the war. Naturally, experience showed that some personnel structural changes were necessary as indicated by the personnel organizations finally developed at Headquarters and in the District offices.³

The most important development in the pre-war period was the establishment of the Coast Guard Reserve,⁴ and the Reserve Section, in the Personnel Office at Headquarters, to administer this program. Congress, by authorizing the Coast Guard Reserve, permitted the Coast Guard to immediately expand, as necessary, to perform the duties required. It would not have been feasible to increase the number of persons in the regular Coast Guard because, when a person enlists or is appointed in the regular establishments he expects the right to pursue a career in the service. The great number of persons required for the limited period of the war-time emergency could not be offered the benefits of a permanent career in the service. Therefore, the only solution was the establishment of the Reserve to obtain those who were willing to serve for a limited period only.

The Women's Reserve (SPARS) was a valuable part of the Reserve program. The services of these women were a great contribution toward alleviating the shortage of men during the war. The institution of the SPARS was an outstanding accomplishment in personnel administration, because it helped solve the serious problem of manpower shortage during the war.

Morale. The most important single development during the war was the establishment of coordinated

provision for improving the morale of the Service. It was absolutely essential that a serious effort be made to raise the level of morale because war-time conditions created much discontent, which had to be overcome by counter measures. Developments such as Coast Guard Welfare; the appointment of military morale officers at Headquarters, and in the District offices; the appropriation of morale funds by Congress; and the authorization of ships service stores, with the use of their profits for recreation and entertainment; all added up to an extremely valuable contribution to the success of personnel administration during the war. This program had its weaknesses, which will be discussed in the next section of this chapter, but, in general, it was a great success. Those in the Service realized that the Coast Guard was doing everything feasible to ease the personal hardships caused by the war. Thus, generally, they were satisfied with their life in the Service as long as the war continued.

Personnel Procurement. The program of personnel procurement was a large undertaking for the Coast Guard. It involved the outlay of vast sums of money for publicity campaigns and the expenditure of many man-hours of effort on the part of those assigned to procurement activities.

The various drives for the procurement of personnel, both officer and enlisted, were successful in obtaining the approximate number of persons needed, but, as the war progressed, the standards had to be lowered to fill quotas. As previously discussed in this chapter, the use of SPARS eased the man-power shortage. The Coast Guard was able to fill its quotas for SPARS, and their procurement was accomplished by the employment of extensive publicity and procurement drives, similar to those used for obtaining men.

Little difficulty was encountered in enrolling Temporary Members of the Coast Guard Reserve, as a result of the same type of publicity and procurement campaigns. In general, the temporary reservists were obtained from among boat owners and their crews, for duty in the locality in which they lived. They, in turn, were very helpful to the Coast Guard procurement program, because of their personal acquaintance with many qualified men and women in their locality, and their efforts to enlist the services of such persons.

The personnel procurement program was completely successful in obtaining men and women in the desired quantity, but, because of the tremendous war-time competition of the other Services and industry, it was only partially successful in obtaining the desired quality.

Records, Assignments, and Status. It can be seen from Chapter VI that the Coast Guard maintained extensive personnel records. Very little occurred in the official life of a serviceman for which a pertinent entry was not made in his record.

Qualification cards were placed in the record of each enlisted man. They contained complete data on aptitude, training and experience, and were of great assistance in making effective assignments.

Many statistics were compiled, in Headquarters and in the District offices, from the various reports which the units were required to prepare. Since complete records were available concerning the capabilities of all enlisted men, it was possible to make effective assignments. The question was seldom, "Is the person qualified for the contemplated assignment?" but, rather, "Is he available?" This was the major problem with which the various assignment officers had

1. See Chapter II, p. 5
2. See Chapter II, p. 7
3. See Chapter III, p. 11
4. See Chapter II, p. 5



THANSGIVING BOARD ON COAST GUARD SHIPS



MAIL CALL BRINGS A BRACER FROM HOME
BROAD SMILES AND GAY HEARTS MARK THE MAIL CALL
ON A COAST GUARD LCI(L) (LANDING CRAFT INFANTRY, LARGE)
ARRIVING AT A BRITISH PORT

to contend, and which they did overcome. The fact that the duties of the Coast Guard were successfully performed, is sufficient proof that assignments were effectively made.

The rotation of personnel between sea duty and shore duty was a particularly beneficial and practical program executed by the assignment officers.

The appointments, ranks, classifications, pay, promotions, demotions, resignations, dismissals, discharges, and retirements were matters which, in general, were closely controlled by legislation, and were routinely and successfully administered. When, by law, the policy of the Commandant was permitted to effect these matters, the Commandant usually followed the precedent established by the Navy, in order that those in the Navy and Coast Guard would be treated alike in these matters.

Training. The training of the men and women in the Coast Guard was a tremendous undertaking, and was successfully accomplished. Without training, effective personnel administration could not be achieved. Training involved the use of large numbers of persons, and the expenditure of much money on facilities and equipment.

Practically all officers were either trained by the Coast Guard prior to appointment, or were sent to indoctrination schools later. Many officers were assigned to advance training courses to fill the needs of the service for officers with special knowledge in certain fields.

The majority of enlisted men and women were given basic training before they were assigned to operating units. Later, many advance training opportunities were made available to them, both for their own advancement, and to provide trained men needed in certain specialties.

The use of visual aids begun during the war expedited and improved the training courses, thus contributing greatly to the entire training program.

The qualification cards, previously discussed, were another outstanding development of the training program.

The training plans and programs were infinitely complex, and stand high on the list of outstanding accomplishments of personnel administration.

Demobilization. At the end of the war, demobilizing the great majority of those appointed or enlisted in the Coast Guard was a tremendous responsibility of the personnel organization. The fact that it was achieved in the short space of ten months was an outstanding accomplishment.

The discharge process, including the application of the formula for determining discharge eligibility, was administered effectively.

The establishment and operation of the personnel separation centers was an achievement without which the program of demobilization would have been seriously impeded.

In general, the demobilization program was a great success.

II. MISTAKES

Organization of personnel activities. In the preceding section it was stated that the pre-war

organization for personnel administration proved to be a sound foundation for the expansion required during the war. Although this is true, nevertheless, improvements, which were accomplished later, could have been made when the organization was established.

The functions of the Budget and Planning Section⁵ were properly functions to be administered in a central unit controlling planning and budgeting of all activities of the entire Service. This fact was realized later by the Commandant, and the functions of the Planning and Control Staff at Headquarters.

Administering the records, assignments, and status of both officers and enlisted men in one section, the Detail Section, was not satisfactory for the large number of persons in the Coast Guard during the war. However, the size of the Service before the war made such an administrative organization practical.

The mistakes made in the war-time organization for personnel administration were corrected before the end of hostilities.

In the early part of the war the Merchant Marine Personnel Section was established in the Personnel Division. Since the functions of this Section were legal duties of the Coast Guard, they were operational and not logistical. Therefore, they should not have been administered in the Personnel Division.

By January 1, 1944, the Merchant Marine Personnel Division was transferred from the Office of Personnel to the Office of Merchant Marine Safety.

One function, Naval Auxiliary Manning, should not have been administered under the Merchant Marine Personnel Section because its objective was the procurement and the appointment in the Coast Guard Reserve of merchant marine officers to man naval auxiliary vessels. This was a logistical function and should have been carried out under Office of Procurement and Promotion in the Personnel Division.

Although the training of foreign nationals was the accepted duty of the Coast Guard, and thus an operational matter, it was appropriate for the training activities of the Coast Guard to conduct this program, because it would not have been efficient for the Office of Operations to establish a training organization for this purpose alone.

Before March 1, 1943, the organization chart for the Personnel Division at Headquarters listed the Coast Guard Academy.⁶ The fallacy of listing a training facility in the organization chart of administrative offices was noted and corrected by Headquarters after that date.

Morale. Discounting minor mistakes made in administering the morale program, the only mistake known was the fact, that, in some instances, too much attention was devoted to the morale problem.⁷ In their desire to remove all sources of dissatisfaction, for the purpose of expediting the war effort, Headquarters and District Personnel Officers went to great lengths to improve the morale of the Service.

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5. See Chapter II, p. 7

6. See Chapter III, p. 11

7. See Chapter IV, p. 16

The large sums of money spent for athletic and recreation equipment and for entertainment in some cases resulted in abuses and lack of appreciation on the part of those benefited. However, this did not mean that the Coast Guard was entirely responsible for such a situation. Many civic organizations sponsored programs for the benefit of military personnel during the war. All these civilian and military efforts for the improvement of morale resulted in too much expenditure of energy and money in some instances for the benefit derived. On the other hand, not enough money and energy were devoted to the improvement of morale for the persons overseas, or on isolated duty.

In short, the major mistake of the morale program was made in exerting too much effort in the United States and other areas of relatively easy duty, where it was not as greatly appreciated, rather than in overseas, hazardous, or isolated duty areas, where the need was greater.

Personnel Procurement. The enrollment of Temporary Members of the Coast Guard Reserve was a program which required the expenditure of too much money for the return, and which resulted in much confusion in personnel administration.

In general, the services of those enrolled as Temporary Reservists were very helpful to the war effort of the Coast Guard. However, several Temporary Members of the Reserve on part-time duty were required to perform the duties of one Regular Reservist, and many man hours of labor were expended by those in the regular organizations of the Service to render logistical support to the Temporary Reservists who had no organization of their own to furnish such necessities as food and clothing.

The administrative confusion which resulted from enrolling Temporary Members of the Reserve was caused by the fact that they were treated, in many cases, as though in a quasi-military status. Under the law they were "vested with the same power, authority, rights and privileges as members of the regular Coast Guard of similar ranks, grades or ratings." This was clearly explained by the Commandant in Office Memorandum 13-43 of 24 July, 1943.

The enlistment and appointment in the Regular Reserve of fewer men than served in the Temporary Reserve might have been a more efficient practice. Since a primary reason for enrolling Temporary Reservists was to make use of the services of men who would not normally be drafted, such men could have been taken into the Regular Reserve, even if it were necessary to extend the provisions of the draft to accomplish this.

Some publicity and recruiting campaigns were undertaken with poor results. Much money, time and effort could have been saved in recruiting campaigns, if they were directed toward those who already were interested in serving in the Coast Guard, rather than those who did not have such an interest. Many persons evidenced an interest in serving in the Coast Guard by appearing at recruiting offices or writing for information. In too many cases no real effort was made to sell the Coast Guard to these people. If more of the money, time, and effort spent in publicity and recruiting campaigns were devoted to trying to get these people in the service the overall programs would have been more fruitful.

Records, Assignments, Status. Part of the records required to be prepared by Coast Guard units were the reports on complements, both authorized and actual. A District Commander indicated that the

complement reports, which were designed to provide Headquarters with a check on the authorized and actual complements at each unit, caused a distorted view of personnel needs. Nevertheless, they were used as the basis for ordering personnel to and from the District.⁸ The distortion resulted from a lack of coordination. Certain chiefs of Divisions in Headquarters would direct that specific functions be carried out, but would fail to provide authorization for complement increase, which was a duty of another Division. Greater coordination and speed in administering the complement activity at Headquarters would have improved this situation.

The only existing individual personnel records of officers were maintained at Headquarters. Therefore, commanding officers could not be sure of the qualifications of officers under their command. If the Coast Guard adopted the Navy system of maintaining a complete copy of the personnel record of each officer at the unit to which he was currently assigned, this deficiency in personnel administration would have been eliminated.

Training. The training program appeared to be inefficient in many instances. However, this can be attributed to the fluctuating conditions under which those planning the program had to operate. With constantly changing operational activities, it was natural that the need for certain men with specific training was found to change also. If it were possible to know in advance exactly how many men would be needed and what type of training they would have, more efficient planning could be accomplished. In some cases, inefficiency resulted from men trained in certain skills being assigned menial tasks. This was the fault of the officers responsible for assignments and not the training officers.

A waste of manpower resulted from the practice of recruiting men and then placing them on inactive duty until facilities were available to train them. Better planning for training as a result of more accurate information concerning operational matters, would have eliminated this waste. However, wars, by their very nature, do not permit much advance planning concerning operational requirements. The other alternative, not to enlist men until training facilities were available, would have resulted in the Coast Guard losing the services of some of the best qualified men.

Demobilization. The only known major mistake of personnel administration insofar as demobilization was concerned, was not the fault of the Service. The Coast Guard was required to demobilize about 153,000 men in ten months. By accomplishing this goal many important operational functions suffered from lack of adequate manpower to perform the duties. A more reasonable time should have been allowed the Service to effect these discharges.

III. RECOMMENDATIONS

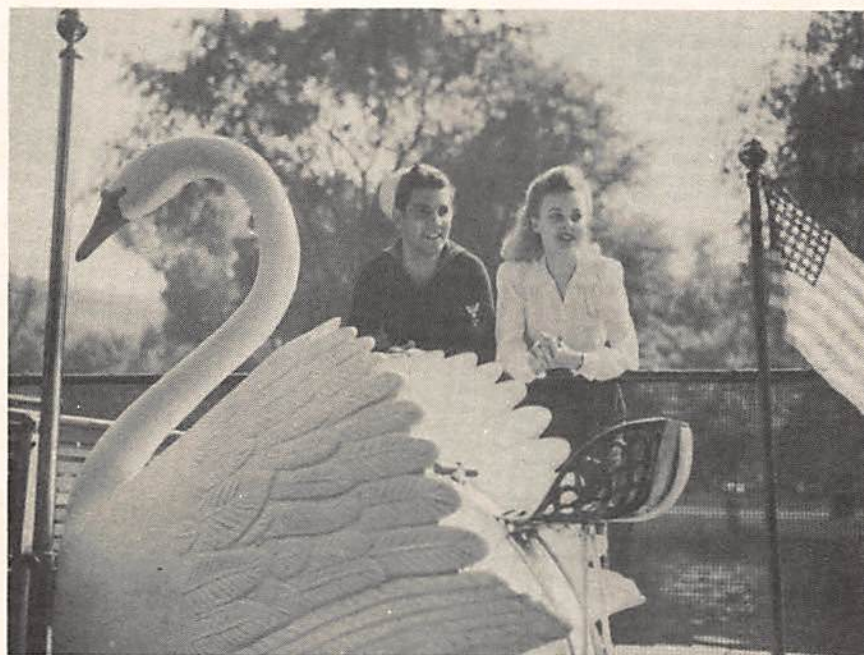
In concluding this study, specific recommendations are made for the Coast Guard to repeat certain programs and procedures in personnel administration, and to avoid others in any future war.

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8. U. S. Coast Guard, Thirteenth Naval District, History of District Coast Guard Personnel Office, Thirteenth Naval District, Volume I, section on Records and Assignment, p. 10, copy on file at Coast Guard Headquarters.



COAST GUARDSMEN LOOK AT IRELAND
NATIVES ALONG AN IRISH STREET HEAR AMERICAN ACCENTS
AS A LIBERTY PARTY FROM A U. S. COAST GUARD CUTTER
COMES ASHORE IN NORTHERN IRELAND TO SEE THE SIGHTS



HE CAN'T KEEP AWAY FROM THE WATER
ESPECIALLY WHEN A LOVELY GIRL LURES HIM OUT FOR A BOAT RIDE
ON THE PEACEFUL SWAN BOAT IN BOSTON'S PUBLIC GARDENS

Organization. In order to avoid the mistakes made, and to capitalize on the lessons learned concerning the proper organization for personnel administration, the personnel organization at Headquarters and the District offices, as of January 1, 1944, should be used, except that the Temporary Reserve units should be eliminated for reasons explained on page 32 of this chapter.

The Coast Guard Reserve organization, including the SPARS, should be maintained in peace-time and the men and women in this organization should be given annual active duty training in order for the Coast Guard to have a trained reserve organization available for immediate duty.

Morale. The morale programs developed during the war were of such benefit in improving morale, that they should all be in operation at the beginning of any future war, but the extent of the morale activities in the United States, and other areas of relatively easy duty, should be decreased with a corresponding increase in the activities in overseas, isolated and arduous or hazardous duty areas.

Personnel procurement. The general procedures for procuring officers and enlisted men and women during the war should be used again. However, the enrollment of Temporary Members of the Reserve should not be reinstituted, because of the inefficiency, confusion and inequity resulting from such an organization.

In recruiting campaigns greater stress should be placed on "selling" the Coast Guard to those who have indicated an interest in the Service, rather than expending equivalent effort in trying to recruit those who have indicated no interest in joining the Coast Guard.

Records, assignments, and status. The type of personnel records prepared and maintained; the policies and procedures used in assignments; and the provisions made for processing the status of officers and men during the war should be duplicated in any future hostilities. In so doing, care should be taken to see that authorized and actual complement conflicts are lessened by greater coordination between the units designating projects to be carried out, and those responsible for authorizing complement increase.

A duplicate copy of individual officer's personnel records should be prepared and maintained at the duty station of each officer. This would help commanding officers in assigning duties to officers under their command.

Training. The extensive training program conducted by the Coast Guard during the war should be repeated in the event of another war. Assuming the duties of the Coast Guard would be the same, much success would be obtained if the same policies and procedures were followed. However, closer liaison between the training officers and those planning operations should be maintained in order to arrive at a better estimate of the type of training officers and men should receive. This would make for greater efficiency in executing the training program. To avoid waste of manpower, plans should be made to have training facilities available before men are enlisted. This will eliminate the need for placing recruits on inactive duty for an indefinite period.

Demobilization. With the exception that greater effort should be made to extend the time in which such a large proportion of personnel are demobilized, those in the Coast Guard, who are required to carry out a demobilization program after a future war, should endeavor to closely follow the demobilization plans and procedures used in this war.

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APPENDIX A

CLASSIFICATION OF FUNCTIONS OF THE UNITED STATES COAST GUARD WITH AUTHORITY AS OF DECEMBER 1945

I. MILITARY READINESS

- a. Constituting a part of the military forces at all times. Operating as part of the Navy in time of war or when the President shall so direct; performing port security duties to insure safety of naval vessels. 14 USC 1; 33 USC 757; 50 USC SUPP. V, 1916.
- b. Incorporating military features in Coast Guard floating units and shore establishments, including ordnance, armament, and fire control equipment. Training and indoctrinating personnel during peace-time for war-time duties. 14 USC 1.
- c. Maintaining a reserve force of officers and enlisted men for active duty in the event of national emergency. 14 USC 301 to 315 incl.

II. ASSISTANCE

- a. Assisting vessels and aircraft in distress, and saving life and property along the coast of and in the interior of the United States and its possessions, and at sea. 14 USC 53, 55, 60, 61, 110; 36 USC 3.

III. MARINE SAFETY

- a. The administration of the regulations relating to the approval of plans for the construction of or alteration of merchant vessels and their equipment; the manning requirements of merchant vessels; the licensing, certificating, shipment, discharge, protection, welfare, and discipline of merchant seamen; the numbering outfitting and operation of motorboats; the Load Line Act and other laws and regulations pertaining to safety of life and property at sea. Executive Order No. 9083 under Title I of First War Powers Act of 1941. 14 USC 91, 111.
- b. Icebreaking to keep harbors and channels open to commerce, destroying derelicts, removing obstructions to navigation. 14 USC 53, 60, 63; Executive Order No. 7321; 33 USC 415; 46 USC 738a.
- c. Operating the International Ice Patrol; Bering Sea Patrol. 16 USC 631n; 46 USC 738a.
- d. Establishment, operation, and maintenance of aids to navigation, consisting of lighthouses, lightships, radio beacons, fog signals, buoys, and beacons marking all navigable waters of the United States, its territories and possessions. 33 USC 494, 720, 760.
- e. Publication and distribution of light lists, and notices to mariners. 44 USC 213.
- f. Marking of anchorage grounds. 33 USC 472.
- g. Marking of wrecks. 33 USC 736.
- h. Regulations of establishment and maintenance of private aids to navigation. 33 USC 759.

IV. LAW ENFORCEMENT

- a. Enforcing all Federal laws upon the high seas and the navigable waters of the United States, its territories and possessions. 14 USC 45, 48.
- b. Enforcing the customs laws, navigation laws, immigration laws, neutrality laws, quarantine rules and regulations, laws governing carriage of dangerous cargoes, Oil Pollution Act, liquor enforcement laws, and rules and regulations governing the movement and anchorage of vessels. 14 USC 45, 51, 52; 8 USC 109, 337; 18 USC Chapter 2; 19 USC 11401; 33 USC 436, 471, 494, 760, 761; 42 USC 268; 46 USC 170, 27 USC 225.
- c. The enforcing of laws generally, and transporting courts, teachers, educational supplies, mail and the rendering of medical and surgical aid in isolated sections of Alaska. 14 USC 26; 39 USC 488; 48 USC 103, 171, 192, 1160.
- d. Enforcing laws and international treaty provisions relating to certain fisheries, walrus, seals, whales, and birds. 16 USC 631n, 743, 772, 785, 909; 48 USC 192, 246, 247, 248a.

APPENDIX B
UNITED STATES COAST GUARD
WASHINGTON 25, D. C.

Address reply to

THE COMMANDANT (PEA-PL)

16 May, 1944.

PERSONNEL BULLETIN NO. 76-44 (CORRECTED)

Subj.: Enlisted Personnel; complement; ratings.

1. Provisions of Chapters IV and VI of Personnel Instructions, 1934, in conflict with the instructions contained in this bulletin, are rescinded. In addition, the following publications are hereby canceled by the instructions contained herein:

The following Personnel Bulletins are hereby canceled:

29-41	87-42	46-43	84-43	129-43
32-41	91-42	48-43	91-43	132-43
37-41	95-42	49-43	95-43	137-43
39-41	115-42	50-43	102-43	148-43
17-42	120-42	56-43	104-43	150-43
24-42	125-42	60-43	107-43	7-44
32-42	2-43	64-43	111-43	12-44
37-42	16-43	71-43	124-43	13-44
71-42	21-43	81-43	125-43	45-44
78-42	43-43	82-43	126-43	58-44

The following ALCOASTS are hereby canceled:

15-42	87-43
84-43	6-44

2. Until such time as a revised Personnel Instructions is issued, the instructions contained in this bulletin will govern in all matters pertaining to complements and ratings of enlisted personnel. The instructions contained in this bulletin apply to enlisted members of the Coast Guard, Coast Guard Reserve and Coast Guard Women's Reserve, except that in the case of the latter, qualifications and questions in connection therewith relating to duty afloat are not applicable.

SECTION I

RATINGS, ABBREVIATIONS, PAY GRADES AND PRECEDENCE

3. The following ratings have been established; attention is invited to the necessity for using the designations and abbreviations as given:

	RATINGS	ABBREVIATIONS	PAY GRADE	QUALIFICATION PARAGRAPH NO.
(a) Seaman Branch:				
Chief boatswain's mate.....		CBM	1	Paragraph 28 (3). Spars 28 (6).
Boatswain's mate, first class.....		BM1c	2	Paragraph 28 (2). Spars 28 (5).
Boatswain's mate, second class.....		BM2c	3	Paragraph 28 (1). Spars 28 (4).
Coxswain		Cox	4	Paragraph 27 (1). Spars 27 (2).
Chief gunner's mate.....		CGM	1	Paragraph 29 (4).
Gunner's mate, first class.....		GM1c	2	Paragraph 29 (3).
Gunner's mate, second class.....		GM2c	3	Paragraph 29 (2).
Gunner's mate, third class.....		GM3c	4	Paragraph 29 (1).
Chief torpedoman's mate.....		CTM	1	Paragraph 30 (4).
Torpedoman's mate, first class.....		TM1c	2	Paragraph 30 (3).
Torpedoman's mate, second class.....		TM2c	3	Paragraph 30 (2).
Torpedoman's mate, third class.....		TM3c	4	Paragraph 30 (1).
Chief quartermaster		CQM	1	Paragraph 31 (4).
Quartermaster, first class.....		QM1c	2	Paragraph 31 (3).
Quartermaster, second class.....		QM2c	3	Paragraph 31 (2).
Quartermaster, third class.....		QM3c	4	Paragraph 31 (1).
Chief signalman		CSM	1	Paragraph 32 (4).
Signalman, first class.....		SM1c	2	Paragraph 32 (3).
Signalman, second class.....		SM2c	3	Paragraph 32 (2).
Signalman, third class.....		SM3c	4	Paragraph 32 (1).
Chief fire controlman.....		CFC	1	Paragraph 33 (4).
Fire controlman, first class.....		FC1c	2	Paragraph 33 (3).
Fire controlman, second class.....		FC2c	3	Paragraph 33 (2).
Fire controlman, third class.....		FC3c	4	Paragraph 33 (1).
Chief fire controlman O, first class.....		CFCO	1	Paragraph 33 (8).
Fire controlman O, first class.....		FCO1c	2	Paragraph 33 (7).
Fire controlman O, second class.....		FCO2c	3	Paragraph 33 (6).
Fire controlman O, third class.....		FCO3c	4	Paragraph 33 (5).
Surfman		Surf.	3	Paragraph 25.
Seaman, first class.....		S1c	5	Paragraph 26 (b).
Seaman, second class.....		S2c	6	Paragraph 26 (a).
Apprentice seaman		AS	7	
(b) Artificer Branch:				
Chief electrician's mate.....		CEM	1	Paragraph 34 (4).
Electrician's mate, first class.....		EM1c	2	Paragraph 34 (3).
Electrician's mate, second class.....		EM2c	3	Paragraph 34 (2).
Electrician's mate, third class.....		EM3c	4	Paragraph 34 (1).
Chief radioman		CRM	1	Paragraph 35 (4).
Radioman, first class.....		RM1c	2	Paragraph 35 (3).
Radioman, second class.....		RM2c	3	Paragraph 35 (2).
Radioman, third class.....		RM3c	4	Paragraph 35 (1).
Chief carpenter's mate.....		CCM	1	Paragraph 36 (4).
Carpenter's mate, first class.....		CM1c	2	Paragraph 36 (3).
Carpenter's mate, second class.....		CM2c	3	Paragraph 36 (2).
Carpenter's mate, third class.....		CM3c	4	Paragraph 36 (1).
Chief electrician's mate (Telephone).....		CEM(Tel)	1	Paragraph 37 (4).
Electrician's mate, first class (Telephone).....		EM1c(Tel)	2	Paragraph 37 (3).

RATINGS	ABBREVIATIONS	PAY GRADE	QUALIFICATION PARAGRAPH NO.
Electrician's mate, second class (Telephone).....	EM2c(Tel)	3	Paragraph 37 (2).
Electrician's mate, third class (Telephone).....	EM3c(Tel)	4	Paragraph 37 (1).
Chief radio technician.....	CRT	1	Paragraph 38 (4).
Radio technician, first class.....	RT1c	2	Paragraph 38 (3).
Radio technician, second class.....	RT2c	3	Paragraph 38 (2).
Radio technician, third class.....	RT3c	4	Paragraph 38 (1).
Chief radarman.....	CRdM	1	Paragraph 39 (4).
Radarman, first class.....	RdM1c	2	Paragraph 39 (3).
Radarman, second class.....	RdM2c	3	Paragraph 39 (2).
Radarman, third class.....	RdM3c	4	Paragraph 39 (1).
*Chief sonarman.....	CSoM	1	Paragraph 40 (4).
*Sonarman, first class.....	SoM1c	2	Paragraph 40 (3).
*Sonarman, second class.....	SoM2c	3	Paragraph 40 (2).
*Sonarman, third class.....	SoM3c	4	Paragraph 40 (1).
Chief printer.....	CPtr	1	Paragraph 41 (4).
Printer, first class.....	Prtr1c	2	Paragraph 41 (3).
Printer, second class.....	Prtr2c	3	Paragraph 41 (2).
Printer, third class.....	Prtr3c	4	Paragraph 41 (1).
(c) Artificer Branch—Engine room force:			
Chief machinist's mate.....	CMM	1	Paragraph 46 (4).
Machinist's mate, first class.....	MM1c	2	Paragraph 46 (3).
Machinist's mate, second class.....	MM2c	3	Paragraph 46 (2).
Machinist's mate, third class.....	MM3c	4	Paragraph 46 (1).
Chief motor machinist's mate.....	CMoMM	1	Paragraph 47 (4).
Motor machinist's mate, first class.....	MoMM1c	2	Paragraph 47 (3).
Motor machinist's mate, second class.....	MoMM2c	3	Paragraph 47 (2).
Motor machinist's mate, third class.....	MoMM3c	4	Paragraph 47 (1).
Chief water tender.....	CWT	1	Paragraph 48 (4).
Water tender, first class.....	WT1c	2	Paragraph 48 (3).
Water tender, second class.....	WT2c	3	Paragraph 48 (2).
Water tender, third class.....	WT3c	4	Paragraph 48 (1).
Fireman, first class.....	F1c	5	Paragraph 45 (2).
Fireman, second class.....	F2c	6	Paragraph 45 (1).
(d) Aviation Branch:			
Chief aviation pilot.....	CAP	1	Paragraph 52 (3).
Aviation pilot, first class.....	AP1c	2	Paragraph 52 (2).
Aviation pilot, second class.....	AP2c	3	Paragraph 52 (1).
Aviation Chief machinist's mate.....	ACMM	1	Paragraph 53 (4).
Aviation machinist's mate, first class.....	AMM1c	2	Paragraph 53 (3).
Aviation machinist's mate, second class.....	AMM2c	3	Paragraph 53 (2).
Aviation machinist's mate, third class.....	AMM3c	4	Paragraph 53 (1).
Aviation Chief radioman.....	ACRM	1	Paragraph 55 (4).
Aviation radioman, first class.....	ARM1c	2	Paragraph 55 (3).
Aviation radioman, second class.....	ARM2c	3	Paragraph 55 (2).
Aviation radioman, third class.....	ARM3c	4	Paragraph 55 (1).
Aviation Chief metalsmith.....	ACM	1	Paragraph 54 (1).
Aviation metalsmith, first class.....	AM1c	2	Paragraph 54 (1).
Aviation metalsmith, second class.....	AM2c	3	Paragraph 54 (1).
Aviation metalsmith, third class.....	AM3c	4	Paragraph 54 (1).
Aviation Chief ordnanceman.....	ACOM	1	Paragraph 56 (4).
Aviation ordnanceman, first class.....	AOM1c	2	Paragraph 56 (3).
Aviation ordnanceman, second class.....	AOM2c	3	Paragraph 56 (2).
Aviation ordnanceman, third class.....	AOM3c	4	Paragraph 56 (1).
Chief parachute rigger.....	CPR	1	Paragraph 57 (4).
Parachute rigger, first class.....	PR1c	2	Paragraph 57 (3).
Parachute rigger, second class.....	PR2c	3	Paragraph 57 (2).
Parachute rigger, third class.....	PR3c	4	Paragraph 57 (1).
Chief aerographer's mate.....	CAerM	1	Paragraph 58 (4).
Aerographer's mate, first class.....	AerM1c	2	Paragraph 58 (3).

* Attention is invited to the change in the name of the rating from Soundman to Sonarman. The abbreviation (SoM) and rating badge prescribed for Soundman shall be used for Sonarman.

RATINGS	ABBREVIATIONS	PAY GRADE	QUALIFICATION PARAGRAPH NO.
Aerographer's mate, second class.....	AerM2c	3	Paragraph 58 (2).
Aerographer's mate, third class.....	AerM3c	4	Paragraph 58 (1).
Chief photographer's mate.....	CPhoM	1	Paragraph 59 (4).
Photographer's mate, first class.....	PhoM1c	2	Paragraph 59 (3).
Photographer's mate, second class.....	PhoM2c	3	Paragraph 59 (2).
Photographer's mate, third class.....	PhoM3c	4	Paragraph 59 (1).
(e) Special Branch:			
Chief yeoman	CY	1	Paragraph 65 (4).
Yeoman, first class.....	Y1c	2	Paragraph 65 (3).
Yeoman, second class.....	Y2c	3	Paragraph 65 (2).
Yeoman, third class.....	Y3c	4	Paragraph 65 (1).
Chief storekeeper	CSK	1	Paragraph 66 (4).
Storekeeper, first class.....	SK1c	2	Paragraph 66 (3).
Storekeeper, second class.....	SK2c	3	Paragraph 66 (2).
Storekeeper, third class.....	SK3c	4	Paragraph 66 (1).
Chief ship's service man Barber.....	CSSMB	1	Paragraph 71 (4).
Ship's service man Barber, first class.....	SSMB1c	2	Paragraph 71 (3).
Ship's service man Barber, second class.....	SSMB2c	3	Paragraph 71 (2).
Ship's service man Barber, third class.....	SSMB3c	4	Paragraph 71 (1).
Chief ship's service man Cobbler.....	CSSMC	1	Paragraph 71 (8).
Ship's service man Cobbler, first class.....	SSMC1c	2	Paragraph 71 (7).
Ship's service man Cobbler, second class.....	SSMC2c	3	Paragraph 71 (6).
Ship's service man Cobbler, third class.....	SSMC3c	4	Paragraph 71 (5).
Chief ship's service man Laundryman.....	CSSML	1	Paragraph 71 (12).
Ship's service man Laundryman, first class.....	SSML1c	2	Paragraph 71 (11).
Ship's service man Laundryman, second class.....	SSML2c	3	Paragraph 71 (10).
Ship's service man Laundryman, third class.....	SSML3c	4	Paragraph 71 (9).
Chief ship's service man Tailor.....	CSSMT	1	Paragraph 71 (16).
Ship's service man Tailor, first class.....	SSMT1c	2	Paragraph 71 (15).
Ship's service man Tailor, second class.....	SSMT2c	3	Paragraph 71 (14).
Ship's service man Tailor, third class.....	SSMT3c	4	Paragraph 71 (13).
Chief pharmacist's mate.....	CPhM	1	Paragraph 68 (4).
Pharmacist's mate, first class.....	PhM1c	2	Paragraph 68 (3).
Pharmacist's mate, second class.....	PhM2c	3	Paragraph 68 (2).
Pharmacist's mate, third class.....	PhM3c	4	Paragraph 68 (1).
Hospital apprentice, first class.....	HA1c	5	Paragraph 67 (2).
Hospital apprentice, second class.....	HA2c	6	Paragraph 67 (1).
Chief musician	CMus	1	Paragraph 69 (4).
Musician, first class.....	Mus1c	2	Paragraph 69 (3).
Musician, second class.....	Mus2c	3	Paragraph 69 (2).
Musician, third class.....	Mus3c	4	Paragraph 69 (1).
Bugler, first class.....	Bug1c	5	Paragraph 70 (2).
Bugler, second class.....	Bug2c	6	Paragraph 70 (1).
*Chief Specialist (Classification Interviewer).....	CSp(C)	1	Paragraph 75 (4).
*Specialist (Classification Interviewer), first class.....	Sp(C)1c	2	Paragraph 75 (3).
*Specialist (Classification Interviewer), second class.....	Sp(C)2c	3	Paragraph 75 (2).
*Specialist (Classification Interviewer), third class.....	Sp(C)3c	4	Paragraph 75 (1).
*Chief Specialist (Chemical Warfare).....	CSp(CW)	1	Paragraph 76 (4).
*Specialist (Chemical Warfare), first class.....	Sp(CW)1c	2	Paragraph 76 (3).
*Specialist (Chemical Warfare), second class.....	Sp(CW)2c	3	Paragraph 76 (2).
*Specialist (Chemical Warfare), third class.....	Sp(CW)3c	4	Paragraph 76 (1).
*Chief Specialist (Dog-Horse Handler).....	CSp(D)	1	Paragraph 77 (4).
*Specialist (Dog-Horse Handler), first class.....	Sp(D)1c	2	Paragraph 77 (3).
*Specialist (Dog-Horse Handler), second class.....	Sp(D)2c	3	Paragraph 77 (2).
*Specialist (Dog-Horse Handler), third class.....	Sp(D)3c	4	Paragraph 77 (1).
*Chief Specialist (I B M Operator).....	CSp(I)	1	Paragraph 78 (4).
*Specialist (I B M Operator), first class.....	Sp(I)1c	2	Paragraph 78 (3).
*Specialist (I B M Operator), second class.....	Sp(I)2c	3	Paragraph 78 (2).
*Specialist (I B M Operator), third class.....	Sp(I)3c	4	Paragraph 78 (1).
*Chief Specialist (Mail).....	CSp(M)	1	Paragraph 79 (4).

* Ratings not authorized in Regular Coast Guard.

RATINGS	ABBREVIATIONS	PAY GRADE	QUALIFICATION PARAGRAPH NO.
*Specialist (Mail), first class.....	Sp(M)1c	2	Paragraph 79 (3).
*Specialist (Mail), second class.....	Sp(M)2c	3	Paragraph 79 (2).
*Specialist (Mail), third class.....	Sp(M)3c	4	Paragraph 79 (1).
*Chief Specialist (Public Relations).....	CSp(PR)	1	Paragraph 80 (4).
*Specialist (Public Relations), first class.....	Sp(PR)1c	2	Paragraph 80 (3).
*Specialist (Public Relations), second class.....	Sp(PR)2c	3	Paragraph 80 (2).
*Specialist (Public Relations), third class.....	Sp(PR)3c	4	Paragraph 80 (1).
*Chief Specialist (Port Security).....	CSp(PS)	1	Paragraph 81 (4).
*Specialist (Port Security), first class.....	Sp(PS)1c	2	Paragraph 81 (3).
*Specialist (Port Security), second class.....	Sp(PS)2c	3	Paragraph 81 (2).
*Specialist (Port Security), third class.....	Sp(PS)3c	4	Paragraph 81 (1).
*Chief Specialist (Recruiting).....	CSp(R)	1	Paragraph 82 (4).
*Specialist (Recruiting), first class.....	Sp(R)1c	2	Paragraph 82 (3).
*Specialist (Recruiting), second class.....	Sp(R)2c	3	Paragraph 82 (2).
*Specialist (Recruiting), third class.....	Sp(R)3c	4	Paragraph 82 (1).
*Chief Specialist (Teacher).....	CSp(T)	1	Paragraph 83 (4).
*Specialist (Teacher), first class.....	Sp(T)1c	2	Paragraph 83 (3).
*Specialist (Teacher), second class.....	Sp(T)2c	3	Paragraph 83 (2).
*Specialist (Teacher), third class.....	Sp(T)3c	4	Paragraph 83 (1).
*Chief Specialist (Transportation).....	CSp(TR)	1	Paragraph 84 (4).
			(Freight)
			Paragraph 84 (8).
			(Passenger)
			Paragraph 84 (12).
			(Vehicular)
*Specialist (Transportation), first class.....	Sp(TR)1c	2	Paragraph 84 (3).
			(Freight)
			Paragraph 84 (7).
			(Passenger)
			Paragraph 84 (11).
			(Vehicular)
*Specialist (Transportation), second class.....	Sp(TR)2c	3	Paragraph 84 (2).
			(Freight)
			Paragraph 84 (6).
			(Passenger)
			Paragraph 84 (10).
			(Vehicular)
*Specialist (Transportation), third class.....	Sp(TR)3c	4	Paragraph 84 (1).
			(Freight)
			Paragraph 84 (5).
			(Passenger)
			Paragraph 84 (9).
			(Vehicular)
*Chief Specialist (Welfare).....	CSp(W)	1	Paragraph 85 (4).
*Specialist (Welfare), first class.....	Sp(W)1c	2	Paragraph 85 (3).
*Specialist (Welfare), second class.....	Sp(W)2c	3	Paragraph 85 (2).
*Specialist (Welfare), third class.....	Sp(W)3c	4	Paragraph 85 (1).
*Chief Specialist (X).....	CSp(X)	1	Paragraph 86
*Specialist (X), first class.....	Sp(X)1c	2	Paragraph 86
*Specialist (X), second class.....	Sp(X)2c	3	Paragraph 86
*Specialist (X), third class.....	Sp(X)3c	4	Paragraph 86
*Chief Specialist (F) (Fire Fighters).....	SCp(F)	4	Paragraph 87 (4).
*Specialist (F) (Fire Fighters), first class.....	Sp(F)1c	3	Paragraph 87 (3).
*Specialist (F) (Fire Fighters), second class.....	Sp(F)2c	2	Paragraph 87 (2).
*Specialist (F) (Fire Fighters), third class.....	Sp(F)3c	1	Paragraph 87 (1).
(f) Commissary Branch:			
Chief commissary steward.....	CCS	1	Paragraph 90 (4).
Ship's cook, first class.....	SC1c	2	Paragraph 90 (3).
Ship's cook, second class.....	SC2c	3	Paragraph 90 (2).
Ship's cook, third class.....	SC3c	4	Paragraph 90 (1).

*Ratings not authorized in Regular Coast Guard.

RATINGS	ABBREVIATIONS	PAY GRADE	QUALIFICATION PARAGRAPH NO.
(g) Steward Branch:			
Chief Steward	CSt	1	Paragraph 93 (4).
Steward, first class	St1c	2	Paragraph 93 (3).
Steward, second class	St2c	3	Paragraph 93 (2).
Steward, third class	St3c	4	Paragraph 93 (1).
Steward's mate, first class	StM1c	5	Paragraph 92 (2).
Steward's mate, second class	StM2c	6	Paragraph 92 (1).
Steward's mate, third class	StM3c	7	

4. The following tables give the precedence by grades:

(a) CHIEF PETTY OFFICERS:

(1) Seaman Branch:

Chief boatswain's mate.
 Chief gunner's mate.
 Chief torpedoman's mate.
 Chief quartermaster.
 Chief signalman.
 Chief fire controlman.
 Chief fire controlman O.

(2) Artificer Branch:

Chief electrician's mate.
 Chief radioman.
 Chief carpenter's mate.
 Chief electrician's mate (Telephone).
 Chief radio technician.
 Chief radarman.
 Chief sonarman.
 Chief printer.

(3) Artificer Branch—Engine room force:

Chief machinist's mate.
 Chief motor machinist's mate.
 Chief water tender.

(4) Aviation Branch:

Chief aviation pilot.
 Aviation chief machinist's mate.
 Aviation chief metalsmith.
 Aviation chief radioman.
 Aviation chief ordnanceman.
 Chief parachute rigger.
 Chief aerographer's mate.
 Chief photographer's mate.

(5) Special Branch:

Chief yeoman.
 Chief storekeeper.
 Chief ship's service man.
 Chief pharmacist's mate.
 Chief musician.

*Chief specialist.

(6) Commissary Branch:

Chief commissary steward.

(b) PETTY OFFICERS 1ST CLASS:

(1) Seaman Branch:

Boatswain's mate, first class.
 Gunner's mate, first class.
 Torpedoman's mate, first class.
 Quartermaster, first class.
 Signalman, first class.
 Fire controlman, first class.
 Fire controlman O, first class.

(2) Artificer Branch:

Electrician's mate, first class.
 Radioman, first class.
 Carpenter's mate, first class.
 Electrician's mate, first class (Telephone).
 Radio technician, first class.
 Radarman, first class.
 Sonarman, first class.
 Printer, first class.

(3) Artificer Branch—Engine room force:

Machinist's mate, first class.
 Motor machinist's mate, first class.
 Water tender, first class.

(4) Aviation Branch:

Aviation pilot, first class.
 Aviation machinist's mate, first class.
 Aviation radioman, first class.
 Aviation metalsmith, first class.
 Aviation ordnanceman, first class.
 Parachute rigger, first class.
 Aerographer's mate, first class.
 Photographer's mate, first class.

(5) Special Branch:

Yeoman, first class.
 Storekeeper, first class.
 Ship's service man, first class.
 Pharmacist's mate, first class.
 Musician, first class.
 *Specialist, first class.

(6) Commissary Branch:

Ship's cook, first class.

(c) PETTY OFFICER 2ND CLASS:

(1) Seaman Branch:

Boatswain's mate, second class.
 Gunner's mate, second class.
 Torpedoman's mate, second class.
 Quartermaster, second class.
 Signalman, second class.
 Fire controlman, second class.
 Fire controlman O, second class.

(2) Artificer Branch:

Electrician's mate, second class.
 Radioman, second class.
 Carpenter's mate, second class.
 Electrician's mate, second class (Telephone).
 Radio technician, second class.
 Radarman, second class.
 Sonarman, second class.
 Printer, second class.

* Ratings not authorized in Regular Coast Guard.

- (3) Artificer Branch—Engine room force:
 Machinist's mate, second class.
 Motor machinist's mate, second class.
 Water tender, second class.
- (4) Aviation Branch:
 Aviation pilot, second class.
 Aviation machinist's mate, second class.
 Aviation radioman, second class.
 Aviation metalsmith, second class.
 Aviation ordnanceman, second class.
 Parachute rigger, second class.
 Aerographer's mate, second class.
 Photographer's mate, second class.
- (5) Special Branch:
 Yeoman, second class.
 Storekeeper, second class.
 Ship's service man, second class.
 Pharmacist's mate, second class.
 Musician, second class.
 *Specialist, second class.
- (6) Commissary Branch:
 Ship's cook, second class.
- (d) PETTY OFFICER 3RD CLASS:
- (1) Seaman Branch:
 Coxswain.
 Gunner's mate, third class.
 Torpedoman's mate, third class.
 Quartermaster, third class.
 Signalman, third class.
 Fire controlman, third class.
 Fire controlman O, third class.
- (2) Artificer Branch:
 Electrician's mate, third class.
 Radioman, third class.
 Carpenter's mate, third class.
 Electrician's mate, third class (Telephone).
 Radio technician, third class.
 Radarman, third class.
 Sonarman, third class.
 Printer, third class.
- (3) Artificer Branch—Engine room force:
 Machinist's mate, third class.
 Motor machinist's mate, third class.
 Water tender, third class.
- (4) Aviation Branch:
 Aviation machinist's mate, third class.
 Aviation radioman, third class.
 Aviation metalsmith, third class.
 Aviation ordnanceman, third class.
 Parachute rigger, third class.
 Aerographer's mate, third class.
 Photographer's mate, third class.
- (5) Special Branch:
 Yeoman, third class.
 Storekeeper, third class.
 Ship's service man, third class.
 Pharmacist's mate, third class.
 Musician, third class.
 *Specialist, third class.
- (6) Commissary Branch:
 Ship's cook, third class.

5. DISTRIBUTION OF RATINGS BY PAY GRADES—The following distribution of ratings, by pay grades has been authorized.

GRADE:	CLASS OR RATING
1.	Chief petty officer. Chief steward.
1A.	Chief petty officer (acting). Chief steward (acting).
2.	Petty officer, first class. Steward, first class.
3.	Petty officer, second class. Surfman. Steward, second class.
4.	Petty officer, third class. Steward, third class.
5.	Nonrated men, first class, except steward first class.
6.	Nonrated men, second class, except steward second class.
7.	Nonrated men, third class, except steward third class.

6. DESIGNATORS FOR SPECIAL QUALIFICATIONS OF ENLISTED PERSONNEL.

(a) GENERAL

(1) Nonrated graduates of service schools and those who have successfully passed the required examination for petty officer, third class, will be positively earmarked for their prospective ratings to insure appropriate duty assignment, by showing in parenthesis after the rating actually held by them, the rating for which trained and qualified.

EXAMPLES ACTUAL RATING	DESIGNATOR
S2c	(GM).
S1c	(QM).
S2c	(RM).
S1c	(FC).
F1c	(MM).
F2c	(MoMM).

* Ratings not authorized in Regular Coast Guard.

(2) The designator will have the significance of the rating designated and seamen and firemen so designated shall not be changed or advanced to other specialty ratings except by the Commandant's authority. The relative status of vacancies in rating involved will be duly considered before change from the specialty for which an enlisted person has been trained and earmarked is authorized. When an enlisted person's rating is changed within the nonrated grades the use of the designator will be continued with the new rating. When it has been clearly demonstrated that an enlisted person is not and will not become qualified for the rating for which he is earmarked, and the change is authorized by the Commandant, the use of the designator will be discontinued. When such action is taken, the Commandant will be informed on Form 2599. The use of the designator will not be discontinued as a punishment.

(3) Necessary steps will be taken by DCGO's and commanding officers to insure that seamen and firemen with designators are assigned to vessels or activities where they can be utilized as strikers for the ratings for which they have had specialized training; for example, potential aviation-branch ratings should be assigned to aviation activities only.

(4) Nonrated personnel with designators are authorized to wear the distinguishing marks of their designated rating, in accordance with Article 8-7, Uniform Regulations as applicable.

(b) Designators, listed below, have been adopted for the purpose of readily identifying enlisted personnel with special qualifications.

SPECIAL QUALIFICATIONS	DESIGNATOR	RATES APPLICABLE
Master Diver	(DM)	Various. See Para. No. 102(a)
Diver, first class	(DO)	Various. See Para. No. 102(b)
Diver, salvage	(DS)	Various. See Para. No. 102(c)
Diver, second class	(DT)	Various. See Para. No. 102(d)
Qualified in amphibious landing craft	(LC)	Various.
Amphibious landing craft and landing ship's personnel attached to and serving in (including those assigned to ship borne landing craft). Designator shall be retained upon transfer from landing craft and landing ships unless individual is not suitable for that type of duty.		
Qualified mine sweeping—Graduates of Mine Warfare School, Yorktown, Virginia. (Mine Sweeping Course). (MS)		BM and EM.
Hydraulic School Graduate—Graduates of the Gunners Mate Electrical Hydraulic School, Washington, D. C. (HD)		GM, EM, and MM.
Gyro School Graduate—Graduates of the Naval Training School (Gyro), Navy Yard, New York; Lake Union, Seattle; Naval Training Station, San Diego; Treasure Island, San Francisco	(GY)	EM.
Interior Communication—Graduates of IC School, Navy Yard, Washington, D. C.	(IC)	EM.
ECM Repairman, Graduates of Navy Yard School (2 weeks course)	(EC)	Various.
Air Bomber	(AB)	Various.
Combat Air Crewman—See PB 99-44	(CA)	Various.
PhoM—Qualified in Photogrammetry	(PG)	PhoM.
Link Trainer Operator	(LT)	Sp. (T).
Specialist (TR), Freight	(FR)	Sp (TR).
Passenger	(PA)	Sp (TR).
Driver and Dispatcher	(DD)	Sp (TR).
Parachutist	(VP)	Various.
Radio Technician qualified for aviation	(ART)	RT
Engineering Draftsman	(ED)	Sp(X)
Telephone Switchboard Operators and Supervisors	(SB)	Sp(X)
Visual Training Aids	(VA)	Sp(X)
Hydrographic Draftsman	(HD)	Sp(X)
Intelligence	(INT)	Sp(X)
Miscellaneous	(MSC)	Sp(X)
Typewriter and Office equipment Repairman	(TYP)	Sp(X)
Control Tower Operator	(Y)	Sp(X)
Loran Operator*	(L)	RdrM.
Damage Control	(DC)	Various.
Sound Motion Picture Technician	(SMPT)	Various.
High Frequency Direction Finder	(HF)	RM

SPECIAL QUALIFICATIONS	DESIGNATOR	RATES APPLICABLE
Refrigeration and Air Conditioning.....	(RAC)	Various.
Radar Materiel and Sound Maintenance.....	(RdSo)	RT
Radium Plaque Adaptometer (night vision) Operator...	(RPA)	PhM
Mk. 1 Machine Gun Trainer—Graduates of Mk. 1 MG		
Trainer. School, Lexington, Mass.....	(MG)	Various

(c) The designators shall be used integrally with rates in the service records, forms 2599, transfer orders, and official correspondence. The monthly Report of Military Personnel, Form NAVCG 2758, will indicate the number of personnel with designators under the appropriate heading.

* (d) The following shall govern in the use of the designator (L) for personnel in the Radarman rating:

(1) Men who have successfully completed an approved course for Loran Operators and who have been assigned to Loran Stations for a period of not less than six (6) months may be rated as Radarmen.

(2) Men so rated will be designated by the letter (L) carried in parenthesis after the abbreviated rating, e. g., RdM3c (L). It is intended that Loran Operators will be given Radarman Training at a later date and made available for duty afloat. When such training has been completed the indicator (L) will be dropped from the rating.

(3) Loran Operators will not be advanced to or in the rating of Radarman (L) in excess of the allocations of Radarmen set up for Loran Stations and/or other activities where Radarmen are attached.