

2015

Operations Ashore Junior Officer Career Guide



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Operations Ashore Junior Officer Career Guide

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FOREWORD



I am pleased to present the inaugural Operations Ashore Junior Officer Career Guide. It provides guidance to Operations Ashore Prevention and Operations Ashore Response officers on career planning, competencies, training, and advanced education to assist with career progression within the Operations Ashore community.

For more than 220 years, the Coast Guard has been and continues to be the Nation's maritime safety, security, and stewardship leaders. We prevent dangerous or illicit activities from occurring in the maritime environment, and when these events occur, we respond rapidly and effectively.

We protect the maritime transportation system through various prevention programs and waterways management. We assist mariners in distress, helping to minimize injury and the loss of life and property. We disrupt and deter terrorist acts and those who seek to harm our homeland. We respond and interdict smugglers who attempt to bring illegal drugs into our country, pirates who try to disrupt the global supply chain, and individuals who seek to illegally cross our borders. We respond to natural and man-made disasters impacting the maritime domain. Embracing our interlaced tenets of Prevention and Response, we coordinate our efforts with a multitude of federal, state, local, tribal, international, and private sector partners.

Operations Ashore personnel must excel at creating and maintaining partnerships. You will play an integral part in synchronizing your unit's operations with a plethora of interagency and non-governmental organizations at the federal, state, local, and tribal levels to successfully complete these myriad mission sets. As such, you must be effective in your specialty as well as aware of the capabilities of our partners.

Finally, as you progress up the ranks, I strongly encourage you to diversify your career. Seek both staff assignments that blend with your operational background, as well as out-of-specialty billets that broaden your career and offer you strategic-level experiences that you can bring back to your field. Obtaining the required competencies is not easy. Your career path will require you to pursue multiple competencies across a wide swath of knowledge. You will need to earn your specialty through dedication, hard work, and networking. Stay true to our motto and traditions. Continue to stay focused on today's mission requirements while planning for those that lie ahead. We must always be: *Ready today...Preparing for tomorrow.*

Charles D. Michel, VADM
Deputy Commandant for Operations

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Chapter 1 - Introduction

- A. **Purpose.** This guide provides valuable information to Coast Guard junior officers on charting a successful course within the Operations Ashore communities that will lead to command opportunities and assignments into key leadership positions. The guidance given herein is intended to assist junior officers, primarily those officers with less than ten years, currently serving in an Operations Ashore path or desiring to transition into one. The Operations Ashore career path is very broad reaching and expansive; therefore, this guide can only provide generally applicable information. There are considerations unique to every officer's career that may not be fully referenced or discussed here. Although this guide is primarily written for junior officers, senior officers can use this guide to not only enhance their own careers within one of the Ashore specialties, but to assist in mentoring other officers as they progress forward in their careers. This guide should be used as a tool to manage a career with strategic intent. It is not meant to replicate existing guidance, but raise awareness on many decisions and/or opportunities that may affect a junior officer's Coast Guard career.
- B. **What is an Operations Ashore Officer?** For the purposes of this guide an Operations Ashore Officer can be defined by two of the specialties listed in the Officer Specialty Management System (OSMS) Manual, COMDTINST M5300.3 (series): Operations Ashore Prevention (OAP) and Operations Ashore Response (OAR). The OSMS provides one specialty and six sub-specialties for each of the OAP and OAR career fields.

The OAP career path includes the following OSMS specialties and sub-specialties:

- Specialty: CG-OAP10 Prevention – Ashore
- Sub-specialty: CG-OAP11 Vessel Inspections
- CG-OAP12 Marine Investigations
- CG-OAP13 Waterways Operations and Management
- CG-OAP14 Port and Facility Safety and Security
- CG-OAP15 Auxiliary Operations Coordination
- CG-OAP16 Marine Safety Engineering

The OAR career path includes the following OSMS specialties and sub-specialties:

- Specialty: CG-OAR10 Response - Ashore
- Sub-specialty: CG-OAR11 Search and Rescue Coordination

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CG-OAR12 Defense Operations/Readiness

CG-OAR13 Maritime Law Enforcement/PWCS Ops

CG-OAR14 Boat Forces Operations

CG-OAR15 Marine Environmental Response

CG-OAR16 Incident Management

CG-OAR18 Contingency Planning

An officer will be assigned specialties and sub-specialties by completing the required training, earning the prescribed certifications/competencies, and gaining any required experience. The requirements and descriptions for each specialty/sub-specialty are outlined in the applicable Officer Specialty Requirements (OSR) forms, which can be located at <http://www.uscg.mil/opm/opm3/opm-3OSMS.asp>.

The Operations Ashore units are listed in Appendix A.

A breakdown of officer billets by rank is shown in Appendix B.

Chapter 2 – Career Management

A. Career Basics

1. **The Foundation.** The first step in any career plan is to define goals. This can be a challenging endeavor when starting a career so members are encouraged to develop goals in consultation with their Chain of Command. Generally, performance, professionalism, leadership, and education will keep officers competitive for promotion and provide the greatest number of assignment options. Additionally, when developing initial goals, the following questions should be considered:

"What is my description of duties?"

"What are my supervisor's performance expectations and how will I be evaluated?"

"What training is required for my position and what certifications am I expected to earn?"

"Do I have supervisory responsibilities?"

"What is my current career path? What is my desired career path?"

"What is my ideal next assignment?"

Regardless of the officer's individual answers to these questions, goals are essential elements in achieving a successful career. Junior officers should continually assess where they are in their career, seek guidance in how they are contributing to command goals, and evaluate progress in meeting their own personal goals.

As an officer's career progresses, it is important to consider career milestones such as promotion points and advanced education opportunities when evaluating and developing a plan. These milestones are critical to understanding whether these goals are realistic in allowing a member to fully pursue a chosen career path. Promotion points can vary slightly from year-to-year, but for planning purposes, promotion zones are entered approximately 12 months prior to a promotion point. This may vary based on the zone size and the officer's signal number.

<u>Targeted Promotion</u>	
<u>Points (Years)</u>	
CAPT	21.5
CDR	16.0
LCDR	10.5
LT	4.0
LTJG	1.5
*Source: CG-12A	

Junior officers should thoroughly review the contents of this guide in combination with guidance from their respective Officer Assignment Branch (PSC-OPM-2) and Officer Career Management Branch (PSC-OPM-4) representative to receive the most up-to-date counseling and guidance. Supervisors also play a significant role in advising and overseeing professional development through mission training and by providing opportunities for development of competencies, certifications, and experience. Junior officers must understand that assignment outcomes in today's Coast Guard can be vastly

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different from past or current mentors' or supervisors' experience and mimicking another officer's successful career path might not be attainable or wise.

Appendix C displays possible Operations Ashore career paths.

2. **It's Your Career.** The Coast Guard has a long history of providing opportunity and resources to those personnel who show initiative, combined with the most basic aptitude and foundational competency. Officers are largely constrained only by their own motivation and initiative. The Marine Safety Manual, COMDTINST M16000.6, highlights the importance of these ideals, which are applicable for all Operations Ashore specialties:

“While the command is ultimately responsible for the success of the marine safety training program, that success depends in part on individuals initiating and carrying out their training duties and responsibilities. Marine safety programs provide the resources, commands provide the opportunity, and the individual provides the motivation and initiative:

Drive the program; do not sit back and 'let it happen.' Set realistic goals, place them on a timetable, and then stick to them.”

To assist, the Individual Development Plan, COMDTINST 5357.1 (series) is an effective career planning tool and is required for junior officers during the first four years of commissioned Coast Guard service. This interaction between senior and subordinate compels individuals to establish informed goals and promotes discussion to formulate a plan on how to accomplish them. Junior officers should fully embrace this process by making their desires and aspirations known to their supervisor, who can help provide the resources and opportunities necessary to achieve professional and personal goals.

B. Professional Expectations

1. **Performance, Professionalism, Leadership, and Education (PPLE).** Performance, professionalism, leadership, and education (PPLE) are the cornerstones for promotion and assignment opportunities. Although sustained high performance is the single most important factor that will ensure long term success, officer careers should be characterized by all four facets of PPLE. As such, junior officers should consider how these four career management dimensions are integrated into their career and assignment history. It is important to note, not every assignment lends itself directly or equally to these dimensions so officers may need to pursue opportunities external to the Coast Guard; the most obvious example of this is education. Simply completing a bachelor's program and then a master's degree does not relieve the requirement for continued education to remain competitive. Lifelong learning and education is a service expectation and can be undertaken in a variety of venues. Similarly, positions in specialty or civic

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organizations are also areas to be explored for opportunities to develop and display professionalism and leadership. The Officer Accessions, Evaluations, and Promotions Manual, COMDTINST 1000.3 (series) and the Training and Education Manual, COMDTINST 1500.10 (series) discuss each of these areas in greater detail and should be reviewed periodically.

2. **Importance of Competencies.** Professional competencies and training are more critical to an OAP or OAR career path than in the past. Career success and assignment opportunities will be made possible or limited by the officer's competencies. The highest performing officers will expand their professional development beyond the minimum and find a way to attain competencies beyond what is only required to perform the job. Time at a field unit is precious and goes by quickly; it should be leveraged to its fullest extent to attain competencies. Competencies, along with formal training, higher education, and professional certifications/licenses, are the building blocks for specialties. A list of competencies can be found in <http://www.uscg.mil/ppc/da/CompetencyDictionary.xls>.
3. **Develop Expertise and Sub-specialty.** It is imperative that all officers clearly establish themselves in at least a single officer specialty early in their career field by homing in on a sub-specialty associated with their assigned duties and developing proficiencies within their sub-specialty. The current paradigm for officer career management holds that officers specialize early in their careers and then look to become broadened specialists at the mid-grade ranks. While some current senior officers hold specialties in both OAP and OAR, there are now very limited opportunities to alternate field tours between OAP and OAR specialties during the course of a career. A limiting factor is the low number of officers who hold specialized competencies needed by their programs and the corresponding amount of time it takes to acquire proficiency in multiple specialties.
4. **Secondary Specialty.** Most officers will earn a primary specialty, which is normally comprised of multiple sub-specialties within one field, accumulated through their career. However, some officers can also acquire a secondary specialty in mission support, normally through advanced education or training (e.g., finance, acquisitions, legal, etc.), and rotate between their primary and secondary specialty.

As the number of officers available for assignment decreases with rank, those officers who develop competencies in both mission execution and mission support prove invaluable to meet future service needs of the assignment process. Occasionally, officers request to rotate between two mission execution specialties. This is not usually possible because the member will be outside of their mission execution specialty for too long, negatively impacting their career progression in this area.

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C. Assignment Expectations/Decisions

1. **Junior Officer First Tour Assignment.** In accordance with the Junior Officer First Tour Assignment Policy, the service will continue to assign an appropriate number of new officers on their first operational assignments to units other than cutters.

This first tour assignment policy gives new officers the opportunity to build their assignment on a firm operational foundation, regardless of their eventual specialty. It also provides some flexibility to adjust course at an early stage, should one choose to do so. If an officer is not assigned to an operational tour after commissioning, they should expect this as a second tour. Officers desiring an Operations Ashore career track should strive for an Operations Ashore Prevention or Response billet at the earliest possible opportunity. Based on an increasing emphasis on competencies and certifications, officers most likely will not have an opportunity to enter the Operations Ashore career tracks past the mid-grade LT point (even at that stage of one's career, opportunities will be limited).

2. **Tour Lengths and Timing.** A solid understanding of timing-based assignment implications is extremely important for career planning.

Tour lengths relative to remaining time-in-grade are important components of assignment timing. Selection for promotion often results in early rotation if not tour complete (i.e., more than 12 months remaining in the tour). Reassignment of this nature will involve many considerations and will be based on the needs of the service, the needs of the unit, and the junior officer's professional development and personal considerations.

Long standing assignment edicts have prescribed a balance between field and staff tours. Although exceptions exist, most officers transition back and forth between field and staff tours. However, junior officer assignments (O-3 and below) in Operations Ashore are typically intended to maximize field experience in order to expedite attainment of competencies and sub-specialty development.

"Fleet ups" allow an officer recently promoted, or projected to promote, to fill a position of the higher grade at the same command, for the remainder of their tour length or possibly a short extension, if there is an anticipated vacancy in the new position. Fleet ups are difficult to anticipate, but can be a useful career planning option if the officer can continue to grow in their specialty.

3. **Reassignment Within a Unit.** The Coast Guard has an expectation that Junior Officers will perform the duties and gain the requisite competencies for the billet into which they

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are assigned. Reviews of Officer Evaluation Report (OER) errors continue to reveal officers not working in positions assigned. On occasion, units have short term needs or want to better balance the strengths and weaknesses of their staff and wish to reassign a junior officer from their intended billet. These decisions have lasting and unintended consequences on the future officer corps. For example, if PSC-OPM assigns junior officers to marine inspection positions and a lower than expected percentage successfully completes competencies during their assignment, this impacts the assignability of not only the officers who didn't attain competencies but more so the officers who did attain competencies as the service needs must be met.

Therefore, internal reassignments must be formalized. PSC-OPM carefully considers each assignment based on a balance of service, unit, and officer needs with a focus on career development. Commanding Officers wanting to move junior officers from their assigned duties for periods in excess of 6 months must contact PSC-OPM to discuss the long-term effects. The Assignment Officer will review the proposed move for consistency with an officer's career development goals and service needs.

While reassignment within a specific primary specialty will usually be entertained, transfer between specialties is not a common occurrence. Each case is reviewed individually; however, once an officer is assigned to a position in Response or Prevention, they will be expected to continue working on competencies that will enable them to compete for future positions in that specialty. If approved, PSC-OPM will, as necessary, issue no cost orders to shift officers into their new position to ensure accuracy of their assignment history in Direct Access.

4. **Extensions.** Extensions allow an officer to remain in their billet beyond the end of their tour completion date, usually for one year. These assignment decisions are made by the Assignment Officer (AO). Extensions require a positive command endorsement on the member's e-resume, are not guaranteed, and are based on several factors including the current member's need to remain in the billet to gain the full advantage of the range of skill sets, the member's need to diversify, and the needs of other members in competition for that particular billet. A request for an extension is viewed by the AO as one of several reassignment options.

Officers often make the mistake of listing an extension in their current assignment as their only assignment request. This practice does not improve a member's odds of getting an extension and leaves them at risk of not being considered for other assignment opportunities that would have been acceptable if the officer knew the extension would not be granted. There is no single rule of thumb and each case is different; communicating with AOs during the specified counseling period is key.

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5. **Early Rotation.** In early rotations, as with extensions, a positive command endorsement is required on the member's e-resume. The purpose of the command endorsement is to address the effect of a member's early departure on the unit continuity or the overall skill/experience level of the unit staff. "Conditional" positive endorsements are not appropriate (i.e., "support early rotation, if member is replaced by someone with appropriate competencies for the assignment."). Early rotations most often occur when a Service need cannot be adequately met using officers that are tour complete. In unusual instances, they are made to benefit the member's career development.

6. **Temporary Separation.** The decision to temporarily separate from the Coast Guard is an important life decision and a multitude of personal and professional factors must be weighed. Junior officers must maximize the depth and breadth of their research to secure the optimal situation for themselves and the Coast Guard. The eligibility policy and process are in the Military Separations Manual, COMDTINST 1000.4 (series). Consulting PSC-OPM-4 will best clarify how this program could influence career progression.

7. **Co-Location.** Co-location assignments can be the most challenging types of assignments as the number of variables and career management issues increase. Each year, AOs work diligently to ensure that the career needs of both members can be met with the assignments. Married members can both have very successful careers, but this does require careful planning on the part of the officers. All officers need to be concerned with establishing career specialties and timing of assignments; however, co-located officers must give these issues extra consideration as they are attempting to balance the requirements of two careers. Flexibility is critical for one or both of the members.

The best way for members to assist in the assignment process is to do their research early and provide the AOs with options (i.e., do not ask for assignments where only one job exists for each member). The AO's job is ensuring a balance of service, unit, and the members' needs; they consider these factors to keep a family together whenever feasible. The CG co-location policy is covered in Military Assignments and Authorized Absences, COMDTINST M1000.8.

8. **Stress Related to the Assignment Process.** As with most things in life, when control of a process or outcome is relinquished it tends to raise the stress or anxiety level for the member. The assignment process is no different. Once an e-resume is submitted the outcome is no longer in the member's control. The two most important things an officer can do to influence the outcome of the process is submitting a thorough, well crafted e-resume and ensuring the accuracy of their record, the requirements for which are located

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in Military Personnel Data Records (PDR) System, COMDTINST M1080.10. Assignments are based on tangible and quantifiable metrics which are captured in the officer's record. This record is a collection of competencies, certifications, leadership, performance, education, and experiences attained during a career. Assignments can only be made on matters of record; therefore it is imperative that an officer's record is reviewed and updated prior to entering the assignment season, just as it should be prior to going before a promotion board or selection panel. For example, if an officer earned a degree in finance and requests jobs in finance but failed to update their record, an assignment officer may not consider that member for a finance job.

This leads to the second factor in reducing the stress of the assignment season: a realistic e-resume. Most believe that the e-resume is about a job, when in fact it's about skill set management. In many instances, shortsighted or unrealistic e-resumes are either not career enhancing, not aligned with a specialty, or not aligned with documented competencies and certifications. An example would be an officer who is requesting to be Commanding Officer of a boat station, but has no prior assignments in boat operations, has no documented supervisory experience, or has no certifications/competencies within the OAR specialty. Another example would be requesting a specific geographic location with 12 available billets, but not possessing the required competencies or skill sets for 10 of them, giving the assignment officer only two viable options within that geographic area.

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Chapter 3 - Prevention

- A. **The Operations Ashore Prevention (OAP) Career Path.** The OAP specialty encompasses the functions of vessel and facility inspections, waterways management, and marine casualty investigations duties. Prevention requires expertise in the technical understanding and practical conduct of verification inspections of vessels, waterfront facilities, and containers; investigations of marine casualties; enforcing waterways safety and security standards; and waterways analysis. Appendix A describes Operations Ashore units where officers can develop an OAP career path.

NOTE: When considering Operations Ashore - Prevention career paths, officers should keep in mind that being a marine inspector is the cornerstone for all Prevention Officers, with one or more other Prevention sub-specialties earned afterwards. The Officer Specialty Requirements form for the Operations Ashore – Prevention specialty (CG-OAP10) states the baseline experience and knowledge to serve as a leader in the Prevention community. Additionally, Federal law 14 U.S.C. § 57 (f) establishes that a Chief, Prevention Department at a Sector shall be a Lieutenant Commander that has obtained the experience outlined in the CG-OAP10 specialty code.

- B. **Acquire Initial Sub-specialty.** The first Prevention field assignment will be in vessel inspections where junior officers are expected to first qualify as a marine inspector and a port state control officer and earn the OAP-11 Officer Specialty Code. Upon earning OAP-11, officers should strive to acquire experience in one or more of the other OAP sub-specialties; OAP-12 (marine investigations), OAP-13 (waterways operations and management), and OAP-14 (port and facility safety and security). During their initial assignment to a Prevention field tour, officers should develop expertise in a focused area by attending “C” schools, completing Personnel Qualification Standards (PQS), and leveraging on-the-job training (OJT) opportunities.

A standard OAP field tour length is three years for junior officers. A PSC-OPM assignment goal is to provide officers (early in their career) the opportunity to complete back-to-back field tours to build a strong technical foundation. These back-to-back field tours shall include at least one full tour as a vessel inspector, or a tour in inspections along with a tour in another Prevention discipline. Officers should realize that while back-to-back field tours are a goal, they are not guaranteed. Officers should obtain as many competencies as possible during an initial operational tour.

- C. **Further Develop Sub-specialty (2nd-5th tours).** Follow on tours are meant to build upon skills developed during the first assignment. Generally speaking, a change in locations is highly desirable as it is beneficial to seek jobs in different geographic areas within the OAP realm in order to gain a broader perspective of the total Coast Guard mission and a deeper understanding of how all the "pieces" fit together in preparation for senior leadership

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positions. During this phase, OAP officers may be assigned to a variety of operational billets at all levels (see Appendix C), including, but not limited to Sectors/Marine Safety Units:

- (1) Journeyman or advanced journeyman inspector billets
- (2) Investigating officer billets
- (3) Waterways management billets
- (4) Facilities inspection billets
- (5) Division or branch chief billets
- (6) Department head billets
- (7) Marine Safety Detachment Supervisor positions

After the initial operational tour(s), OAP officers should expect to go into a staff tour/operational tour rotation for the remainder of their careers. The best time to apply for postgraduate education or an Industry Training program is while in an OAP field assignment. Chapter 6 contains more information on these opportunities.

- OAP staff tours include, but are not limited to, assignments at Headquarters in Prevention Policy (CG-5P) or the Office of Shore Forces (CG-741), Forcecom, Area or District Prevention staff, National Centers of Expertise (NCOEs), the Navigation Center (NAVCEN), National Maritime Center (NMC), International Ice Patrol or Training Center Yorktown Instructor positions. Staff billets provide an opportunity to hone program management skills and gain a better understanding of the budgetary, operational and political influences on a particular program. Appendix C list some examples of follow-on tours from postgraduate education.
- Compete for a postgraduate education with follow-on staff tour to build upon the competencies and experience acquired in the initial assignment.
- Compete for a Coast Guard sponsored Marine Industry Training program. Follow on OAP tours are similar to the staff positions listed above as well as some field tours determined on a year to year basis by PSC-OPM.
- Consider a career broadening assignment in an out-of-specialty (OOS) billet. OOS opportunities are more pronounced in the mid-LT and LCDR ranks. Officers who have developed competencies in certain areas may wish to pursue positions that would afford expanded Prevention expertise, such as unique opportunities at joint interagency positions, overseas as International Port Security Liaison Officers, Congressional Affairs or International Affairs positions, to name a few examples. Assignment to these highly sought jobs is based on an officer's performance and experience. Other OOS billets may have a less direct link to the Prevention career path; however, after completion of one of these tours, officers should expect to return to their primary specialty following the OOS assignment.

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D. **Transition from other Sub-specialties.** Junior Officers completing their first afloat assignment can be assigned to apprentice marine inspection billets. Once achieving the Vessel Inspections (OAP-11) sub-specialty, these officers can serve in any Prevention Ashore billet and/or compete for continuing assignments afloat, particularly AtoN afloat due to programmatic alignment with waterways management. Transition between afloat and Prevention ashore assignments or career broadening assignments for afloat officers must be coordinated closely with the PSC-OPM assignments and/or career management branch staffs. Program expectations are that AtoN and other afloat officers reporting to OAP billets in their 2nd or 3rd tour and desiring a future assignment to an operations ashore waterways management billet are encouraged to complete an apprentice marine inspector tour prior to pursuing the Waterways Operations and Management (OAP-13) sub-specialty and assignment. With the OAP-11 sub-specialty and OAP-13 sub-specialty, these officers may compete for Prevention Department Head positions. Officers with AtoN afloat experience seeking initial assignment to a Sector as an O3 or O4 may be assigned to the Waterways Management Division. For these officers, this will be considered a "career broadening" assignment that could lead to eligibility for subsequent assignments to OAP billets.

Junior officers with an engineering or technical background should consider the Marine Safety Engineering (MSE) postgraduate education program after their initial operational tour(s) in Prevention or Response. Officers who pursue the Marine Safety Engineering program will have the unique opportunity to earn the OAP-16 (marine safety engineering) sub-specialty during their follow-on tour at Marine Safety Center (MSC), the Office of Design and Engineering Standards (CG-ENG), or at an appropriate NCOE, where they will use their education to evaluate proposed designs and develop regulations for technologically advancing commercial ships and offshore platforms. Program expectations for junior officers who entered the MSE program from an initial afloat assignment are that the officer will have an immediate follow-on assignment where there is maximum opportunity to obtain the OAP-11 sub-specialty quickly, a challenge expected to be met using their engineering background and intimate working knowledge of vessel regulations gained during their technical tour. Officers who complete the MSE program will continue to pursue Prevention sub-specialties and leadership through rotation between Prevention Ashore, career-broadening, and OAP-16 leadership assignments (MSC, CG-ENG, or NCOEs).

E. **Port Diversity.** Port diversity can play a major role in the career of an OAP officer because it provides exposure to many different operations and industries (i.e., large coastal port vice river port); therefore, it is not realistic for all OAP officers to obtain the same competencies in their initial tour. Instead, units develop training plans/expectations based on available training opportunities (fleets of responsibility), billet assignment, and unit needs. These expectations, and the junior officer's progress, should be discussed during IDP counseling.

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In larger ports, there is typically not enough time during an initial tour to gain additional competencies other than in one primary area. Development of operational competencies in the initial tour will provide a basis from which to further develop or broaden in future assignments. The risk of not developing an appropriate level of expertise is that options for follow-on tours will be limited by virtue of not having the requisite skills necessary to perform at the next higher level.

Specifically pertaining to marine inspectors, a Feeder Port is a Sector or Marine Safety Unit (MSU) with a diverse workload and with sufficient volume to allow for training in at least four of the 17 Vessel Inspection and Port State Control examination competencies. Feeder Ports are staffed to train and then provide qualified inspectors to fill vessel inspection positions throughout the Coast Guard. All apprentice marine inspectors will be assigned to a Feeder Port for their first tour to maximize their attainment of competencies and gain a diverse level of experience through basic and advanced Coast Guard C-Schools, exchanges with neighboring ports, and local industry training opportunities in addition to the industry-specific indoctrination required by the PQS and the Merchant Marine Indoctrination (Shiprider) Program, COMDTINST 16705.1.

Chapter 4 – Response

- A. **The Operations Ashore Response (OAR) Career Path.** The OAR specialty encompasses the functions of Search and Rescue, Defense Operations/Readiness, Maritime Law Enforcement/Ports, Waterways Coastal Security (PWCS) Operations, Boat Forces, Marine Environmental Response, Contingency Preparedness, and Incident Management. The OAR career path focuses on command and control activities associated with incident response and/or security enforcement. Response Ashore billets require proficiency in command, control and communications processes, and the exercise of response and security enforcement expertise to accomplish incident command and crisis management operations. Appendix A describes Operations Ashore units where one can develop an OAR career path.

Although there is no cornerstone Response subspecialty (like in Prevention), the Officer Specialty Requirements form for the Operations Ashore – Response specialty (CG-OAR10) states the baseline experience and knowledge to serve as a leader in the Response community and is required for all Chiefs of Response Departments at Sectors.

- B. **Acquire Initial Sub-specialty (1st & 2nd tours).** First tour junior officers in an OAR coded billet should specialize in the area assigned and achieve the corresponding OAR sub-specialty. In order to develop a sub-specialty, officers should attend C-schools, complete Personnel Qualification Standards (PQS), welcome on-the-job training opportunities from subject matter experts, and participate in training offered by other governmental agencies (both state and local). Once their initial sub-specialty has been developed, officers should focus on diversifying their OAR professional portfolio by working on another sub-specialty. It will be a challenge to complete multiple competencies during the first tour, but achieving success in this will lead to greater assignment opportunities. Quality, however, should not be sacrificed for quantity. It is important to continue to cultivate a depth of knowledge and proficiency within the attained sub-specialties. All OAR officers stationed at a Sector should obtain their CDO competency even when assigned outside the SCC.

Generally, OAR officers should expect a staff tour upon completion of the initial tour. Junior officers may have the opportunity for follow-on operational assignments (i.e. MSST, Incident Management Division Chief, Enforcement Branch Chief, etc.), but the majority of second tour OAR JOs will be assigned to an OAR coded staff billet. OAR staff tours may include Headquarters in Response Policy (CG-5R) or Capabilities (CG-7) and Command Center-related billets which are located at CGHQ, Areas, Districts, or Training Centers. Staff billets provide an opportunity to hone decision making skills and gain a better understanding of how all of the missions interrelate.

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- C. **Further Develop Sub-specialty (2nd-5th tours).** Officers continuing with the OAR career path may do so in a variety of methods. Typical operational assignments include but are not limited to Sectors, MSUs, boat stations, MSSTs, MSRT, MFPU, Tactical Law Enforcement Teams, and Strike Teams. At this phase of their career, officers should gain complementary sub-specialty designations to become an expert within the OAR career path. Through further development of OAR competencies, they better prepare for future tours of increasing scope and responsibility.

In general, officers can maintain only one operational career path. Officers that have served afloat who desire an OAR career should seek an OAR field position as early in their career as possible. Once an operational transition has occurred, it will be extremely difficult to transition back to the previous operational specialty.

After the initial operational tour(s), OAR officers should expect to go into a staff tour/operational tour rotation for the remainder of their careers (see Appendix C). The best time to apply for postgraduate education or an Industry Training program is while in an OAR field assignment. Chapter 6 contains more information on these opportunities.

- OAR staff tours include, but are not limited to, assignments at Headquarters in Response Policy (CG-5R) or Capability (CG-7), Forcecom, Area or District Response staff, Incident Management Assist Team (IMAT) or Training Center Yorktown Instructor positions. Staff billets provide an opportunity to hone program management skills and gain a better understanding of the budgetary, operational and political influences on a particular program.
- Compete for a postgraduate education with follow-on staff tour to build upon the competencies and experience acquired in the initial assignment.
- Compete for the Coast Guard sponsored Marine Environmental Protection Industry Training program (available to officers with Marine Environmental Response backgrounds). Follow on OAR tours are usually staff tours similar to those listed above, or field tours as determined on a year to year basis by PSC-OPM.
- Consider a career broadening assignment in an out-of-specialty (OOS) billet. OOS opportunities are more pronounced at this level. Officers who have developed competencies in certain areas may wish to pursue positions that would afford expanded Response expertise, such as unique opportunities at joint interagency positions, overseas as Liaison Officers, and Congressional Affairs or International Affairs positions, to name a few examples. Assignment to these highly sought jobs is based on an officer's performance and experience. Other OOS billets may have a less direct link to the

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prevention career path; however, after completion of one of these tours, officers should expect to return to their primary specialty following the OOS assignment.

- D. **OAR Sector Staffs**. Although the below staffs are separate from the Sector's Response department and are managed by the Deputy Sector Commander, they are recognized as one of the several foundational sub-specialties under OAR that leads to Sector Response Department Head.
1. **Sector Command Centers (SCC)**. Personnel in the SCC play a key role in the tactical control of Sector assets and activities as a Command Duty Officer (CDO) or as the Chief, SCC. SCC Officers will normally be drawn from the ranks of OAR officers as the CDO competency is one of the core requirements of the OAR officer. The OAR-11 (Search and Rescue Coordination) sub-specialty should be earned during this assignment.
 2. **Contingency Planning and Force Readiness (CPFR)**. Planning assignments are primary duties critical to the success of both Prevention and Response missions and the Sector at large. These assignments will offer many opportunities to build partnerships with other federal and state agencies, local organizations, and the port's maritime industry. Through these interactions, officers are provided opportunities to interface with personnel representing all facets of the unit's missions including port security, environmental protection and port readiness. The OAR-16 (Incident Management) and OAR-18 (Contingency Planning) sub-specialties should be earned during these assignments.

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Chapter 5 – Career Opportunities

- A. **Postgraduate School and Timing.** Proper timing of postgraduate education can enhance future career opportunities. Annually, PSC-OPM releases a message that outlines the requirements for applying and lists the program managers for each program. General guidance is covered in the Training and Education Manual, COMDTINST 1500.10 (series). Determining the ideal time to apply for advanced education invariably is an important piece of career planning. Timing is everything; a junior officer should apply for postgraduate selection a year away from being tour complete in a field assignment since the majority of follow-on tours are in staff billets. Therefore, once an officer starts school, they can expect to be away from the field from four to six years because of the follow on “payback” assignment. If the officer pursues graduate school coming off of a staff tour, they risk derailing their chosen Operations Ashore career path as a result of having spent too much time away from the field. For this reason, postgraduate panels often consider the officer’s current billet as criteria for whether or not to select them for postgraduate education.

Since postgraduate billets exist because of a Service need for explicit expertise within a specific discipline, advanced education opportunities often enhance duty performance and technical competence and this investment in education pays dividends throughout an officer’s career. When considering a program, officers should seek education that complements their areas of expertise or that provides career broadening opportunities, rather than just seeking a degree. Members applying for these positions should have established themselves within their respective career specialties. Failure to do so could have potential career implications on future assignments and promotions.

Opportunities to attend fully funded postgraduate programs are limited; therefore, selection is extremely competitive. Junior officers should develop a contingency plan in the event of non-selection to a postgraduate program to complete any desired advanced education via other means during their career. Work with the Educational Services Officer to determine eligibility for Tuition Assistance, the Montgomery G.I. Bill, and/or the Post 9/11 G.I. Bill. More information on applying and schools available and can be gathered at <http://www.uscg.mil/psc/opm/Opm1/opm-1PG.asp>.

- B. **Marine Industry Training Program.** Each year, the Coast Guard selects active duty personnel to participate in Industry Training to better prepare them for middle and executive level positions within the service. These participants are chosen by an advanced training selection panel based on performance, experience, and competencies. The intent of the program is for the participants to learn a particular segment of the marine industry by observing its operational procedures, noting unique business methods, studying the effect of regulation upon its operations, becoming conversant with the industry’s problems and solutions, and developing management skills through observation and performance.

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Industry Training is executed in conjunction with a Permanent Change of Station transfer and is considered “Duty Under Instruction.” The program involves assignments within industry for a period of 3 to 12 months and incurs a service obligation of 3 months for every 1 month of training. The length of the assignment is determined by the operational needs of the Coast Guard and the willingness of a company or entity to host the participant.

Industry Training opportunities are covered in the Training and Education Manual, COMDTINST M1500.10 (series). The Office of Shore Forces (CG-741) publishes an ALCOAST annually that contains the package submission requirements and posts follow on tours associated with Industry Training to the CG-741 Portal site. CG-741 is the point of contact for any questions regarding the Industry Training Program.

Training Programs:

1. Merchant Marine Industry Training (MMIT) is designed for officers with vessel inspection experience and competencies. Participants study the challenges to regulation policy and learn how to engineer solutions that are mutually beneficial to the service and the commercial vessel industry. Ideal MMIT participants are LTs and LCDRs who have at least three years of OAP field experience and are authorized to wear the temporary or permanent Marine Safety Insignia. CG-CVC is the MMIT program manager; they can offer suggestions and guidance on specific topics or industry organizations. Participants should focus on ports that offer diverse industries to maximize exposure to different situations, or if looking to specialize in one area, target a port with a well established related industry.
2. Investigations Industry Training (IIT) is designed for experienced Marine Investigating Officers. IIT affords insight into merchant vessel operations and working conditions while working with national trade organizations and marine insurance/surveying companies. Ideal IIT participants are LTs and LCDRs who have at least three years of Prevention field experience and are authorized to wear the temporary or permanent Marine Safety Insignia. CG-INV is the IIT program manager; they can offer suggestions and guidance on specific topics or industry organizations.
3. Port Safety/Security Industry Training (PSSIT) is designed for experienced officers with a commercial port knowledge base. Participants will concentrate on port safety and/or security operations such as: MTSA/TWIC implementation, facility safety compliance, learning evolving industrial processes. Ideal PSSIT participants are LTs and LCDRs who have at least three years of Prevention field experience and are authorized to wear the temporary or permanent Marine Safety Insignia. CG-FAC is the PSSIT program manager; they can offer suggestions and guidance on specific topics or industry organizations. Participants should focus on ports that offer diverse industries to maximize

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exposure to different situations, or if looking to specialize in one area, target a port with a well established related industry.

4. Marine Environmental Protection Industry Training (MEPIT) is designed for officers with marine environmental response experience. It provides a unique opportunity to gain insight into domestic and international pollution mitigation operations from the industry perspective. Ideal MEPIT candidates are LTs and LCDR who have earned their pollution responder or response member competency and who have at least three years of response operations experience. Although it is not a requirement, applicants are encouraged to pursue the OAR-15 sub-specialty. Past MEPIT trainees have conducted their training in the following areas of emphasis: oil spill removal, contingency planning, national level organizational policy-making, and emergency management. Examples of past MEPIT training venues include: oil spill response organizations (OSROs), port authorities, other federal agencies, and companies and associations within the oil and salvage industries. CG-MER is the MEPIT Program Manager and can offer suggestions and guidance on specific training topics or industry organizations.

- C. **Special Assignments.** Highly competitive Special Assignments should also be considered. Many officers, normally at the senior LT or LCDR level, desire tours outside of their primary and/or secondary specialty, which can include Congressional Affairs, military aide, Coast Guard Liaison Officer, etc. Officers desiring to complete these out of specialty tours should review their career progression. The best time to apply for these billets is when completing a field tour in the officer's primary specialty. This enables them to go out-of-specialty and then return while still current. Out-of-specialty tours enhance an officer's professional expertise by providing a broader understanding of the Coast Guard and how it functions as a maritime, multi-mission, military service. Members applying for these positions should have established themselves within their respective career specialties, as failure to do so could have potential career implications on future assignments and promotions.

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Chapter 6 – Command Opportunities

- A. **Command Positions.** There are a limited number of Junior Officer Ashore command opportunities available to those within the OAP and OAR fields. Junior officers should plan their career paths to be eligible to compete for these coveted positions. Officers with continued high performance and leadership skills will be the most competitive for command positions.

Junior Officer Command Opportunities.

Unit Type	Officer Specialty	O-3	O-4
Regional Fisheries TC	OAR	5	0
Station	OAR	12	1
MSST	OAR	0	10
MSU	OAP	0	3
Total	n/a	17	15

*All positions require officers to apply through the Junior Command Screening Panel

- B. **Command Screening Process.** PSC-OPM will announce the requirements and application process annually for Junior Command Screening through a PSCNOTE. This process allows the panels the opportunity to identify experienced junior officers ready for assignment as a Commanding Officer. Officers who meet the eligibility criteria can compete for these billets through the screening process. The panel has been used for years in the afloat and aviation communities and provides critical input into the officer assignment process. Now, Operations Ashore Units benefit from this same method that is time tested and trusted by the officer corps. PSC-OPM will draw on the pool of successfully screened officers to make assignment recommendations to the respective assignment panels for all Commanding Officers. The actual assignments are made by an assignment panel, which convenes annually. The eligibility criteria for screening are published annually in the Schedule of Active Duty Promotion List (ADPL) and Inactive Duty Promotion List (IDPL) Officer Personnel Boards and Panels, COMDTINST 1401.5 (series).

The screening process identifies the best qualified candidates to command units. Since there are more candidates than anticipated vacancies, not all candidates who successfully screen will be assigned to a command. Officers who do not successfully screen or are not assigned

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during the assignment panel will continue to compete for assignments which do not require screening.

Chapter 7 – What’s Next

A. **Approaching Senior Officer.** As officers advance into senior ranks, they must also have an understanding of the major issues facing the Coast Guard to contribute through their particular expertise to the needs of the Service. This understanding of macro Service issues can be acquired in many ways within each specialty, through assignment diversity, participation in studies and task forces and special assignments. Officers who demonstrate an understanding of joint, interagency, inter-governmental, not for profit, private, and international sectors and officers who clearly have demonstrated both a high level of technical competence and proven leadership abilities in demanding assignments are best positioned for promotion.

1. **Department Heads.** The majority of Prevention and Response Department Head positions are typically senior officer positions, but some O-4 opportunities exist. To remain competitive for future assignment to these jobs requires early career planning and dedication during the junior officer Operations Ashore unit assignments to ensure the necessary competencies are attained. The Sector Department Head position is expected to be a subject matter expert in either OAP or OAR mission execution, specifically the use of Sector Commander authorities.

A Prevention Department Head will need to have expert knowledge with these authorities: Captain of the Port (COTP), Federal Maritime Security Coordinator (FMSC), and Officer in Charge, Marine Inspection (OCMI). This will be measured primarily by competency attainment in conjunction with previous tour assignments. 14 U.S. Code 57 requires Prevention Department Heads to be Marine Inspectors — see Note at beginning of Chapter 3.

A Response Department Head will need to have expert knowledge with these authorities: Search and Rescue Mission Coordinator (SMC), Federal On-Scene Coordinator (FOSC), and Captain of the Port (COTP). This will be measured primarily by competency attainment in conjunction with previous tour assignments. The OAR-10 Competency is required for this position.

The above requirements have not been necessarily true of past Sector Department Heads due to the reduced pool size of eligible officers with the above combination of competencies. As the Sector organization continues to mature and the pool of eligible officers with the pre-requisite competencies and experience increase, the assignments to Sector Department Head positions will become more competitive and only officers with the OAP-10 or OAR-10 specialty will be considered for Sector Department Head assignments.

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- B. **Senior Officer.** The senior officer should have achieved mastery of their specialty and demonstrated an overarching understanding of our Service. They should be exercising strong representational, oral, and written communication skills. These officers shall also have exhibited a commitment to the development and well-being of their personnel. These officers are the representatives of our Service to the public, the Congress, other armed services, cabinet-level agencies and senior government officials, international bodies and foreign governments, industry, and other officials. To be successful these officers must step forward to take on the most difficult and challenging high-responsibility, high-visibility assignments and leadership positions. In mission execution, particularly those commanding operational units, in critical mission support assignments, or serving in high visibility details outside of the Coast Guard, these officers assume increased risk, take on additional responsibilities and distinguish themselves as representatives of our service. Required characteristics include: decisive, balanced and strategic decision making; poise, knowledge and presence that advances the reputation and excellence of our Service; political understanding, skills and ability to impact national-level policy making as an advocate of our Service; demonstrated sound stewardship for public resources; and finally, humility — the basic characteristic of a servant leader.
1. **Sector Commander.** These billets are open to officers with specialties within the OAP, OAR and Response Aviation (AVI) communities with solid mission execution foundations and some level of Sector leadership experience. Officers selected for Sector Command Cadre billets will represent the Coast Guard and oversee multi-agency operations across wide geographic areas. Their duties are more closely aligned to those of a District Commander than a single-unit commander. Their staffs include “subject matter experts” so that they are not expected to have in-depth experience and expertise in all of the missions they oversee.
 2. **Deputy Sector Commander.** These billets have historically been open to officers from operational specialties other than Prevention or Response. Although that still remains true today and happens from time to time due to service need, it is a statistically low probability based on assignment figures from recent years. Officers from other operational specialties desiring this shift should expect to compete against Prevention and Response Ashore based officers for those available Deputy Sector Commander positions. PSC-OPM considers the performance, professionalism, leadership, and education of an officer as it relates to the skill sets highly valued within a Sector construct when considering officers for these assignments.

Chapter 8 – Mission Support

- A. **Mission Support Positions at Sectors.** A specific work or educational background outside of OAP/OAR will typically be required to enter into Logistics and Intel positions.
1. **Logistics.** Officers with various Mission Support specialty backgrounds may be assigned to the Sector Logistics Department and/or Sector Field Office (SFO) positions. Unlike officers in OAP and OAR specialties, Sector Logistics does not represent a specialty or career path. Logistics is a sub-specialty that is complementary to the three Mission Support sub-specialties (CG-ENG12, CG-ENG13, and CG-C4I11). Therefore, OAP and OAR officers will have a hard time competing for these positions. The Logistics Department Head and SFO Commanding Officer positions are typically assigned to officers within the DCMS community. A Sector Logistics Department Head tour counts as a pre-requisite tour for Base Executive Officer or Base Command position. Members seeking Sector operational competencies should not expect to get Prevention or Response competencies while filling a position within Sector Logistics. These billets are not stepping stones to Sector Command. For more information on the mission support field, junior officers should refer to the Mission Support Officer Career Guide (CG-DCMS).
 2. **Intelligence.** The Sector Intelligence Staff offers an opportunity for Intel officers to obtain Response competencies and possibly a secondary OAR subspecialty to further their career in another path. Entry into the Intelligence field can be achieved through three means: an assignment as a junior officer to any entry level intelligence position, through completion of the Masters of Science in Strategic Intelligence program, or the Direct Commission Intelligence Officer (DCIO) program. A Sector's Command Intelligence Officer position is normally filled by a senior LT or LCDR with a prior intelligence tour and the CG-INT10 specialty. For more information on the Intelligence field, junior officers should refer to the Intelligence Officer Career Guide (CG-2).

Appendix A – Operations Ashore Units

Operations Ashore Units are the units the Coast Guard Publication 3.0 discusses under the Maritime Trident of Forces as the Shore-based Forces and the Deployable Specialized Forces, excluding the Afloat and Aviation Commands. Below is a description of each of these units associated with their OAP and OAR specialty opportunities.

A. Shore-based Forces:

1. **Sector**. A Sector is a large, multi-mission, shore-based unit; the Sector reports to a District. Sectors typically have an assortment of subordinate units that might include: boat stations, patrol boats, ANTs, buoy tenders, ice breakers, SFO, Marine Safety Units, and Marine Safety Detachments.

Depending on the AOR, a Sector will execute the full range of Operations Ashore Prevention and Response missions. Sectors provide OAP opportunities for vessel inspections, marine investigations, waterways operations and management, port and facility safety and security, and Auxiliary operations coordination. OAR opportunities at Sectors include search and rescue coordination, defense/operations readiness, maritime law enforcement/PWCS operations, boat forces operations, marine environmental response, and incident management and preparedness. Officers assigned to these units can work to obtain OAP or OAR specialties/sub-specialties dependent on their specific assignment.

2. **Marine Safety Unit (MSU)**. An MSU is a subordinate unit of a Sector. There is a large variation in the organization/structure of MSUs. Some MSUs are O-6 commands, while others are O-5 or O-4 commands. In some instances, the MSU Commanding Officer may have some of the statutory authorities discussed in the section on Sectors; in other cases, those statutory authorities will be delegated or designated at the Sector.

Depending on the AOR and statutory authorities, the MSU will have some or all of the Operations Ashore Prevention missions (vessel inspections, marine investigations, waterway management). Additionally, an MSU might execute some of the Operations Ashore Response missions (MLE, marine environmental/all-hazards response); typically, SAR is handled from the Sector. Again, depending on the AOR, some MSUs will conduct more of some types of operations than others. Officers assigned to these units can work to obtain OAP or OAR specialties/sub-specialties dependent on the specific department assigned.

3. **Marine Safety Detachment (MSD)**. An MSD is a subordinate unit of a Sector. Similar to MSUs, there is wide variation in organization and scope of responsibilities of MSDs.

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Supervisors are usually O-3 and O-4 officers who have demonstrated a history of strong performance and exceptional leadership throughout their careers.

The statutory authorities discussed in the previous two sections will not be delegated down to an MSD. Usually, an MSD staff will conduct inspections, marine investigations and marine environmental/all-hazards response activities. Again, based on the wide variation in MSD staffing and AORs, some MSDs might not conduct all those operations, while other MSDs might do more.

Due to the limited staffing at MSDs, a first tour officer will not be assigned to an MSD for an initial field tour. In most cases, officers being assigned to an MSD will already have the necessary competencies. Most MSD assignments are limited to LT and LCDRs in the OAP specialty. Officers considering MSD Supervisor positions should already have OAP sub-specialty(s) as the opportunity to obtain additional sub-specialties during these tours is limited due to scope of work.

4. **Activities.** There are currently two Activities units. Activities Europe (ACTEUR) is located in Schinnen, Netherlands, and covers Europe, Africa, and the Middle East. Far East Activities (FEACT) is located in Tokyo, Japan, and covers Asia and Australia. Each Activity is responsible for overseas marine inspection, marine investigations, and acts as a liaison with nations for International Ship and Port Facility Security which all require frequent international travel. Each Activity is responsible for overseas marine inspection, marine casualty investigations, and supporting the assessment and improvement of the security of foreign ports which all require frequent international travel. The Coast Guard personnel system considers marine inspection and marine casualty investigation billets as operational, and International Port Security billets as staff. Regardless of billet, officers considering Activities positions should already have OAP sub-specialty(s) as the opportunity to obtain additional sub-specialties during these tours is limited due to scope of work.
5. **Boat Station.** Boat Stations provide local Search and Rescue, Law Enforcement capabilities, and mission support to almost all mission areas, augmenting the resources of the parent Sector. There are limited boat station command opportunities for commissioned officers. Selection as a Boat Station Commanding Officer requires an in depth understanding of Boat Forces doctrine and competencies with proven leadership in the boat forces specialty. Officers assigned to these units shall already have obtained their Boat Forces Operations Insignia (Advanced) and OAR-14 sub-specialty.
6. **Maritime Force Protection Unit (MFPU).** MFPU's are focused mission units that provide protection of special high value units (typically U.S. Navy submarines) in their homeport transit areas, as part of the Ports, Waterways, and Coastal Security mission.

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These units provide an invaluable service to the Navy and the nation with their unique ability to exercise Coast Guard law enforcement authorities while enforcing a Naval Vessel Protective Zone in near-shore and off-shore areas. MFPU commanding officers will require previous Boat Force experience. There are two MFPUs; one is located in Bangor, Washington and the other is located in Kings Bay, Georgia. Officers assigned to these units can work to obtain the OAR specialty and sub-specialties (OAR-13 and OAR-14).

B. **Deployable Specialized Forces (DSF):**

1. **Maritime Safety and Security Team (MSST)**. The MSSTs provide waterborne and antiterrorism force protection for strategic shipping, high interest vessels, and critical infrastructure, major marine events, and national special security events. MSSTs are a quick response force capable of rapid nationwide deployment via air, ground or sea transportation in response to changing threat conditions and evolving Maritime Homeland Security (MHS) mission requirements. Officers assigned to these units can work to obtain the OAR specialty and sub-specialties (OAR-13 and OAR-14)
2. **Regional Dive Locker**. Regional Dive Locker. There are no commissioned officer billets at these units, but they are included here for general awareness. There are three Regional Dive Lockers: Regional Dive Locker East (RDLE) in Portsmouth, VA, Regional Dive Locker West (RDLW) in San Diego, CA, and Regional Dive Locker Pacific (RDLP) in Honolulu, HI. All Regional Dive Lockers are detachments belonging to the operations department of Maritime Safety and Security Team San Diego (91109). Led by Chief Warrant Officers (DIV - Diving specialty), these teams are comprised of enlisted Divers (DV) and provide diving and subsurface capabilities in support of the full spectrum of Coast Guard missions.
3. **Maritime Security Response Team (MSRT)**. The MSRT is a highly specialized unit with advanced interdiction skills and tactics. The MSRT is trained to be a first responder to potential terrorist situations, deny terrorist acts, perform security actions against non-compliant actors, perform tactical facility entry and enforcement, participate in port level counterterrorism exercises, and educate other forces on Coast Guard counterterrorism procedures. MSRT specialized capabilities include Waterside Security, Tactical Maritime Law Enforcement/Force Protection, Medium/High-risk boardings, Precision Marksman/Observer teams, K9 explosive detection teams, and CBRNE. Officers assigned to these units can work to obtain the OAR specialty and sub-specialties (OAR-13 and OAR-14).
4. **National Strike Force (NSF) Strike Team**. Each Strike Team provides highly trained, experienced personnel and specialized equipment to the Coast Guard and other federal

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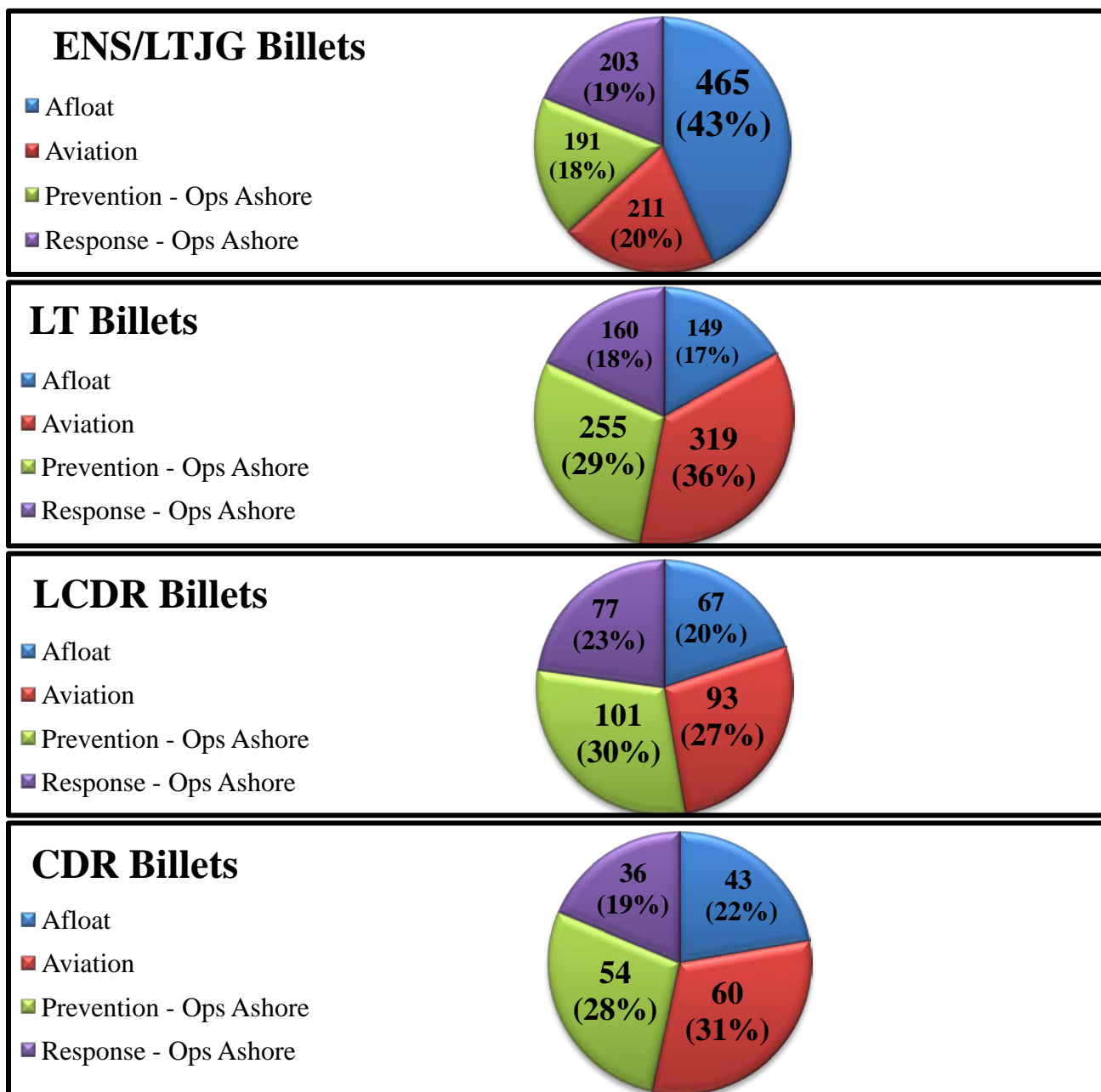
agencies to facilitate preparedness for and response to oil discharges, hazardous materials releases, and Weapons of Mass Destruction (WMD) incidents. The Strike Teams are recognized worldwide as expert authorities in incident response and management, from technical field operations to command and control of an incident. Working with numerous federal, state, local, and industry partners, Strike Team personnel mitigate environmental impacts and other emergencies on behalf of the American public. There are three Strike Teams within the NSF. The Atlantic Strike Team (AST) is based at Fort Dix, New Jersey, the Gulf Strike Team (GST) is based in Mobile, Alabama, and the Pacific Strike Team (PST) is based in Novato, California. Officers assigned to these units can work to obtain OAR specialty and sub-specialties (OAR-15 and OAR-16).

5. **Tactical Law Enforcement Team (TACLET)**. TACLETs provide command/control, support and training to deployable Law Enforcement Detachments (LEDET), which conduct counter-narcotics law enforcement and maritime interdiction operations from U.S. and allied naval vessels. There are currently two units, Tactical Law Enforcement Team South based in Opa-locka, Florida, and the Pacific Area Tactical Law Enforcement Team (PACTACLET) based in San Diego, California. Officers assigned to these units can work to obtain OAR specialty and sub-specialties (OAR-13).

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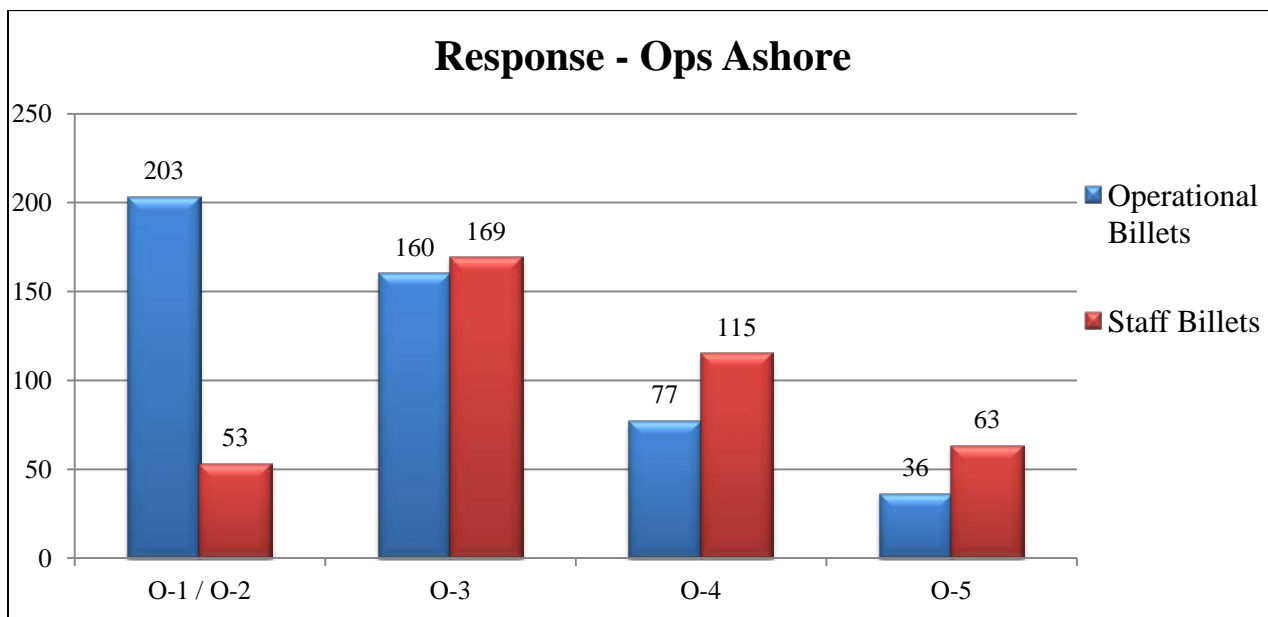
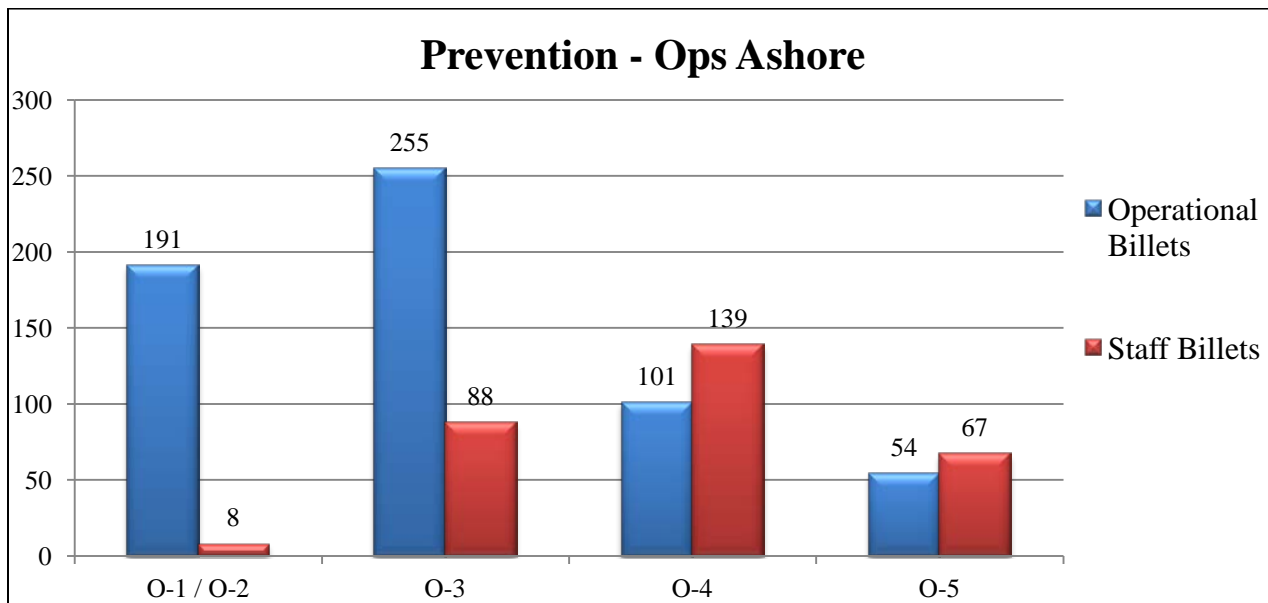
Appendix B –Officer Billet Breakdown

A. These pie charts show the operational billets within each operational career path: Operations Afloat (OAF) & Afloat Billets in Naval Engineering (ENG), Aviation (AVI), Operations Ashore Prevention (OAP), and Operations Ashore Response (OAR). The numbers represent the total billets and the percentage of overall operational billets within each of the specialty and sub-specialties.



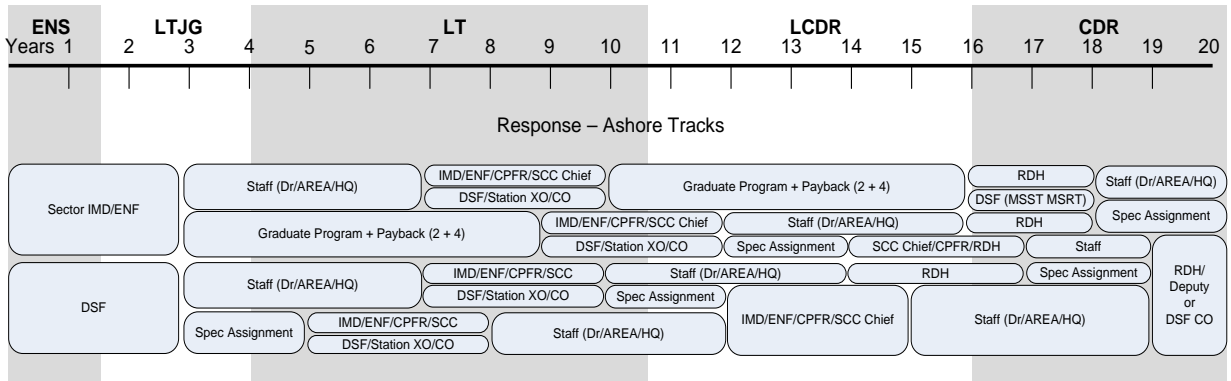
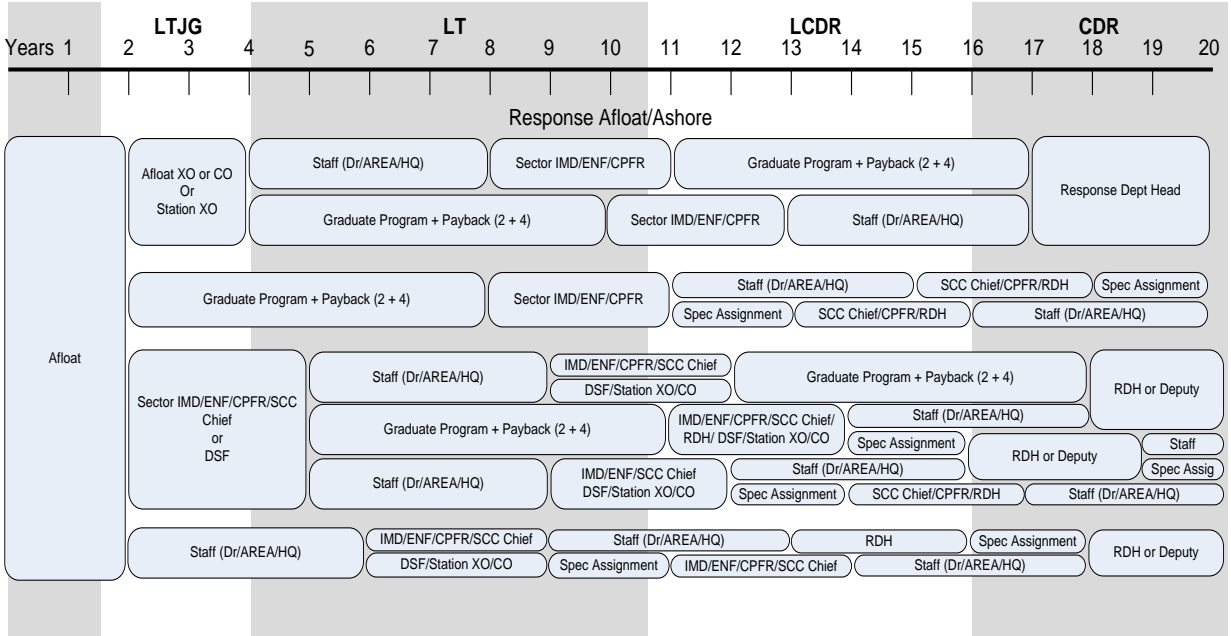
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B. The bar charts below break down the operational and staff billets to show the operational vs. staff opportunities by rank in the Operations Ashore Prevention (OAP) and Operations Ashore Response (OAR) specialties and sub-specialties. Special assignment billets are not included.



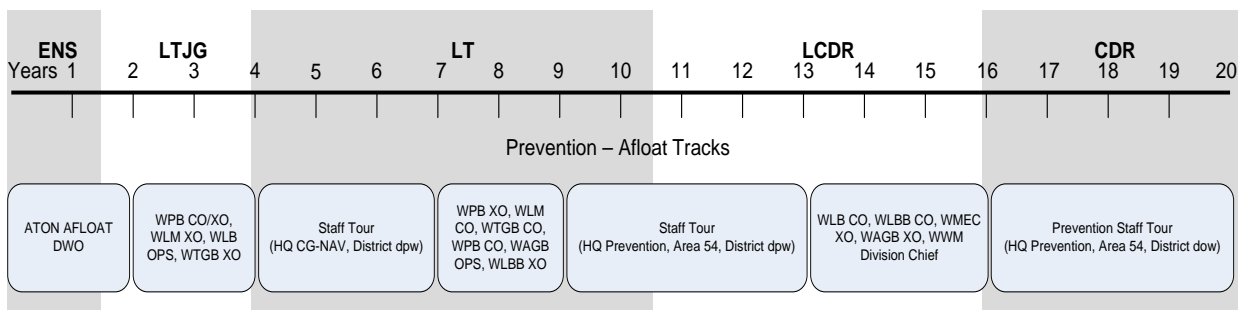
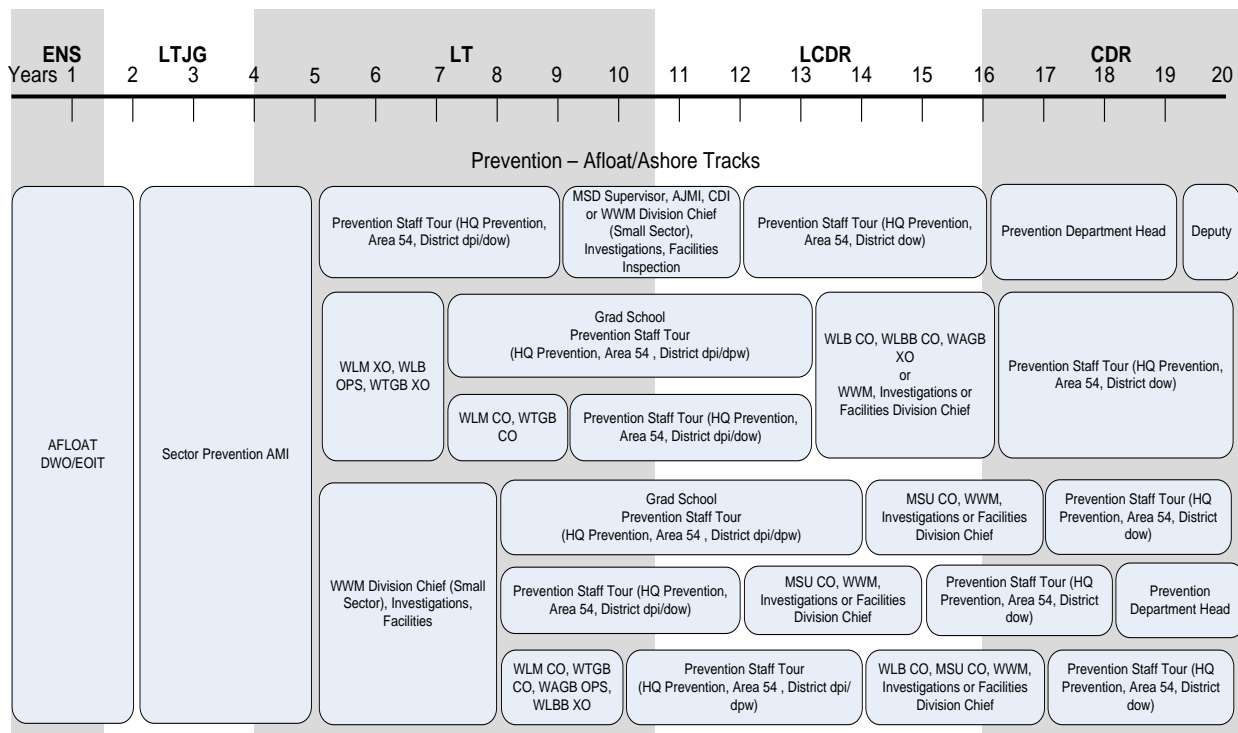
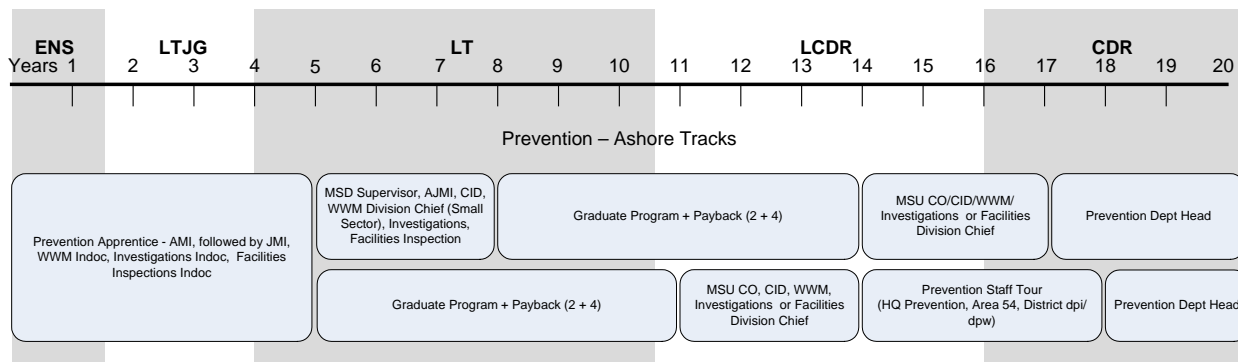
Appendix C – Possible Career Tracks

Response Career Tracks:



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Prevention Career Tracks:



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Abbreviation Key for the Career Path Charts:

AJMI - Advanced Journeyman Marine Inspector
AMI - Apprentice Marine Inspector
ATON - Aids to Navigation
CG-ENG - Headquarters Office of Design & Engineering Standards
CG-NAV - Headquarters Office of Navigation Systems
CID - Chief of Inspections Division
CO - Commanding Officer
CPFR - Contingency Planning & Force Readiness
Dpw - District Prevention Waterways Management Staff
Dr - District Response Staff
DSF - Deployable Specialized Forces
DWO - (Afloat) Deck Watch Officer
ENF - Enforcement Division
EOIT - (Afloat) Engineer Officer in Training
HQ - Headquarters
IMD - Incident Management Division
JMI - Journeyman Marine Inspector
MSC - Marine Safety Center
MSD - Marine Safety Detachment
MSRT - Maritime Security Response Team
MSST – Maritime Safety & Security Team
MSU - Marine Safety Unit
NCOE - National Center of Excellence
OPS - Operations Officer
PDH - Prevention Department Head
RDH - Response Department Head
SCC - Sector Command Center
SIO - Senior Investigating Officer
Sup - Supervisor
WHEC - High Endurance Cutter
WLB - Ocean-going Buoy Tender
WLM - Coastal Buoy Tender
WMEC - Medium Endurance Cutter
NSC/WMSL - National Security Cutter
WPB - Patrol Boat
WTGB - Icebreaking Tug
WWM - Waterways Management
XO - Executive Officer

Appendix D – Reference List for Career Guidance

Competency List; <http://www.uscg.mil/ppc/da/CompetencyDictionary.xls>

Individual Development Plan, COMDTINST 5357.1 (series)

Intelligence Officer Career Guide (CG-2)

Military Assignments and Authorized Absences Manual, COMDTINST 1000.8 (series)

Military Personnel Data Records (PDR) System, COMDTINST M1080.10 (series)

Military Separations Manual, COMDTINST 1000.4 (series)

Mission Support Officer Career Guide (CG-DCMS)

Officer Accessions, Evaluations, and Promotions Manual, COMDTINST 1000.3 (series)

Performance, Training and Education Manual, COMDTINST M1500.10 (series)

PSC-OPM site, Postgraduate Information; <http://www.uscg.mil/psc/opm/Opm1/opm-1PG.asp>

PSC-OPM site, OSMS and OSR Information; <http://www.uscg.mil/opm/opm3/opm-3OSMS.asp>

Schedule of Active Duty Promotion List (ADPL) and Inactive Duty Promotion List (IDPL)
Officer Personnel Boards and Panels, COMDTINST 1401.5 (series)

Training and Education Manual, COMDTINST 1500.10 (series)