

Senior Enlisted Leadership Course

“Respecting the Past, Leading the Future”

Syllabus

Description and Mission: This two week 80 hour in-residence course focuses on creating a highly motivated, educated and trained senior enlisted cadre of Master Chief and Senior Chief Petty Officers for assignment to senior enlisted leadership positions as well as other high profile field billets. This course develops the higher-level leadership and management skills required of the highly selective position by addressing human resource and organizational policies, professional communications, protocol, and the critical relationships between workforce and command. The course is developed on the Coast Guard’s Leadership Development Framework and provides the Commandant and the Master Chief Petty Officer of the Coast Guard with a platform to communicate with the senior enlisted leadership.

The course is delivered in 18—20 person group discussion, lecture and seminar style classes, punctuated with visits from senior leadership. There is a field experience with the class traveling to Training Center Cape May on the first Thursday afternoon and spending Friday with the recruits and training staff before returning to New London on Saturday morning. This event has proved to be quite a revelation to the course attendees as this is usually their only visit since joining the Coast Guard.

Schedule: Class is held in Yeaton Hall commencing at 0730 daily and will run until 1600 with an hour for lunch and regular breaks. Class on the first Friday will be held aboard Training Center Cape May with transportation by rental van. Graduation occurs on the second Friday at 1300 and departing flights should not be scheduled before 1600. During the weekend break of the 2-week course, you can expect liberty but will have significant class assignments to complete.

Uniforms: The uniform of the day is ***Tropical Blue Long with combination cover***. For inclement weather, only the All Weather Parka/Foul Weather Park II (suggested), wind breaker or the raincoat w/liner are authorized. You should bring civilian clothes appropriate for unscheduled social engagements and for the lengthy travel to Cape May.

Lodging: You will be assigned berthing at Munro Hall. The rooms are comfortable and you may be assigned either one or two persons to a room. You’ll be charged the normal daily rate which will be paid upon departure.

Dining: Meals are served at the All Hands Dining Facility which is charged at the daily rate. You’ll find the food excellent, and also have the option of enjoying off-campus restaurants or other on-campus options.

Coffee Mess: The course is under the Command and Operations School and we maintain our own coffee mess and lounge. The cost is \$12.00 for two full weeks which includes the

purchase of a class coffee cup. We maintain a ready supply of coffee, tea, hot cocoa and filtered water. There are also plenty of low fat snacks and occasional high calorie snacks for the morning.

Transportation: You must arrange flights into Providence, RI (one hour drive from New London). Four students will be authorized rental vehicles which will be vans for class use. Arrivals and departures must be coordinated to group airport travel in these vans. (taxicabs are not an option). Parking is in short supply at CGA and it is recommended that you do not bring your own vehicle unless you're stationed close by. Again, departing flights should not be scheduled before 1600.

Computers: Though not required, you may want to bring a laptop to use in your room for homework. The LDC provides a computer lab for the students use and has a fulltime civilian technician on staff to assist with Coast Guard computers. Munro Hall (berthing) has limited connectivity via phone modem and RAS tokens.

Contact information: In an emergency, students may be contacted by calling Command and Operations branch at (860) 701-6318, or the CGA OOD at (860) 701-8559 after hours. Requests to cancel attendance of this course, once orders have been issued, will be closely scrutinized and are discouraged except in rare circumstances.

Assignments: Due to the limited in-residence time for the course, there are several assignments due prior to convening consisting of a point paper, professional readings and diagnostic tools. During your time at the SELC, you will have both writing and speaking assignments on topics affecting the Coast Guard workforce. Finally, a moderate homework load comprising of readings, exercises and research commensurate with your position round out the curriculum and enhance your standing as a forward leaning, informed and respected leader. It is imperative that you complete the assigned work prior to arrival and as assigned each evening.

You must comply with Coast Guard uniform, grooming and weight standards. Physical fitness facilities are excellent aboard CGA. Almost any sport has facilities available.

The Coast Guard Academy and Training Center Cape May are professional training environments. Because you represent the workforce to our newest members, all Chiefs attending this course are expected to demonstrate the highest level of professional demeanor and conduct.

Feel free to contact the instructor, CMC Francis F. Jennings, at (860) 701-6471 with questions.

Assignment One

Professional Readings prepare the student for the course by creating an environment and mindset primed for discussion and interaction. Read these four selections prior to arrival and make sure you bring them to class.

- Johnson, MD, Spencer. Who Moved My Cheese?
- Maxwell, John C. The 21 Irrefutable Laws of Leadership.
- Morrell, Margot & Capparell, Stephanie. Shackleton's Way.
- Phillips, Donald T. Lincoln on Leadership: Executive Strategies for Tough Times.

Assignment Two

As a senior Chief, you will find yourself identifying problems and making recommendations at the unit level and to headquarters. The “point paper” provides a format for making such recommendations. Keep in mind, however, that a point paper is not a complaint but a type of argument. As such, it requires you to establish the context for the argument (that a problem exists), to make a case (recommend some remedy for the problem), and to provide support (show evidence that suggests your remedy will work).

To be successful, a point paper should demonstrate both professional writing and attention to rhetorical positioning. In other words, you need to present yourself as a credible, well-informed individual, and you need your writing to display sound reasoning and convincing support. A persuasive recommendation will develop a logical argument that exhibits careful attention to tone, a clear and systematic development of its main points, strategic deployment of reasoning and evidence, adequate research, and accurate and instructive information to support its claims. In general, you should collect as much data and supporting documentation as necessary to make a sound argument, using whatever resources are available to you.

While it will be necessary to establish that a problem exists, the discussion of the problem should not be the main focus of the essay. Instead, the thesis (main point) that you argue should be the recommendation. Regardless of the topic, these papers must contain three or more main points (given as reasons) for making the recommendation.

For this assignment you are the senior Chief of your unit or organization. You will conduct research and draft a document that translates into a point paper for action by your command. Begin by identifying a problem that requires the Coast Guard’s attention, then identify and recommend a remedy for the problem. Whatever your topic, you will be suggesting a course of action to address the problem—perhaps by implementing, adjusting, reinforcing or discontinuing a policy, procedure or program. You should plan to conduct field research (interviews, discussions, etc.) and literature research (library resources, records, publications, instructions, etc.) to develop and support your recommendation. When useful or appropriate, you should also consider utilizing such things as real-world examples, personal experiences, personal lessons learned, analogous situations, case studies, and documented theories.

Prior to and during the course, you will compose a point paper in two drafts. The first, a “working draft,” is due one week prior to your arrival. The second, a “final draft,” will be due during the course itself. You will receive feedback on both drafts, but to ensure that the feedback is accurate and useful, you need to submit a paper that is both representative of your best effort and representative of your actual skills. Neither a rushed, careless document or a document written with the help of others will yield an accurate assessment of your writing performance, rendering any feedback ineffective.

Formatting:

- Conventional essay (no memo format) in either MLA or APA style
- Double-spaced, 1 inch margins, 12pt, Times New Roman or other font IAW CIM 5216.4C
- Name on upper right corner, page one
- Consistent formatting throughout

Content:

- Introduction, three or more body paragraphs, conclusion
- Main, persuasive point; supporting sub-points (reasons)
- Researched support for main point and sub-points that is integrated qualified and cited correctly.
- NO MORE than 4 pages plus works cited and cover page.
- Evidence of drafting, revising, editing and proofreading
- Appropriate tone throughout, active voice, etc.

You may find the Purdue University Online Writing Lab (OWL) useful (<http://owl.english.purdue.edu/>).

Be sure to pick a topic that you intend to change. Produce this paper with the intention of submitting it for action, whether to your local command, CGHQ or elsewhere within the Coast Guard. Consider both sides of the issue so your writing effort isn't wasted on an undoable proposal. Ask questions like "Why is it like that?", "How much would this change cost?" and "What effects will this change produce?"

Send completed first draft by email to Dr. Susan R. Roberts at susan.r.roberts@uscg.mil on the Monday prior to the class convening date.