

Subject: CPC CyberFlash
From: "Director CPC" <Director.CPC@noaa.gov>
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From the Director's Desk

CPC has not received any new information concerning permanent promotion for the temporarily promoted 163 officers. Hopefully we will receive information next week.

The Officer Personnel Board meets next week to select O-6s and O-5s. Good luck to all officers involved.

Commander Bullock sent the following article to me, and I thought it would be of interest to all.

Gov Exec Craig "Rocky" Rockwell, an assistant natural resource manager at the Clarkston, Wash., Natural Resource Office of the Army Corps of Engineers, chimed in with a thoughtful essay that jumped off from University of Maryland Professor Henry Sims' statement that the verb "to lead" comes from a Norse word meaning "to guide the course of a ship."

"One thing that I hear voiced but rarely see enacted is that there is a vast difference between management and leadership," Rockwell writes. "The problem I see in the government is that we appoint our managers to be our leaders. We don't act upon the knowledge that leadership can come from any level within an organization. "We have locked the liability and accountability down to the point that our managers have to be involved in every decision. The combination of appointing leadership only to the top levels and keeping all responsibility for decision-making within the top levels makes a manager's job too huge to live up to and forces the entire organization to wait on the managers.

"Now, add to that the tremendous budget crunches that managers have to handle, and the managers are so buried in administrative quagmires that the ship stops moving for lack of resources and lack of attention. This leads to subordinates who become discouraged because they can't do anything, have no stake in the decisions, and are frustrated knowing that the ship is stalled. So, they fall into the pit of apathy, and are reduced to doing what they're told to do -- no more, no less.

"There are three keys to breaking this cycle.

- "Empower employees to do their jobs. In the instance of the zoo, if the elephant keeper notices a health problem with an elephant, the leadership to see that the elephant is brought back to health should begin with that keeper.

- "Expect and act upon suggestions and advice from employees at all levels, making sure to let everyone see how their input is used to solve a problem, or improve a process, or get a job done in a more timely fashion.

- "Realize that leadership comes from all levels of an organization. It is not always the commander of the ship that guides it. Without the lookout in the crow's nest watching for obstacles, a ship would wreck."

A Navy employee provided a similar, if more prosaic, viewpoint. "As a long-term civil servant," he writes, "I have witnessed too many big projects turn into cow floppers because the working stiff's were not involved."

Finally, an Army civilian gets the last word: "After reading your article on the zoo, a funny thought crossed my mind. The story, with a few word changes, could be about the care and feeding of civil service folks like myself!"

Commander Jonathan W. Bailey, NOAA
Director, Commissioned Personnel Center

Augmentation Opportunities

The NOAA Ship DAVID STARR JORDAN has a critical need for a qualified OOD for their summer Shark Cruise from June 15 (San Diego) to July 7 (San Diego) and also a Calcofi cruise July 12 (San Diego) - July 29 (San Diego). The officer will fill a vacancy for the XO. Experience as XO, MPIC and long lining is highly desirable, but not required. Interested officers, please contact CDR Bullock by May 21.

The NOAA Ship HI'IALAKAI is seeking 2 qualified OOD's to augment on any cruises during August 1 to December 1, 2004; exact dates and port calls have not been established. Interested officers must be OOD qualified on a NOAA vessel and be able to stand an OOD watch after 1 week of observation by CO/XO. Please contact CDR Bullock by June 25.

Any interested officers should review the qualification requirements in the new NOAA Corps directives found at:

http://www.noaacorps.noaa.gov/cpc/ncregs_ncdir.html#ncdc4
- see CH 4 "Refresher Training"

If interested and qualified (or requesting waiver of quals), contact CDR Michele Bullock at 206-553-8705 or michele.bullock@noaa.gov.....soon! Thanks.

The NMFS research vessel STREETER has a critical need for an officer (or officers willing to split the time period) to augment aboard from May 23 - June 23. The vessel will be operating in the Inside Passage. Interested officers, please contact LT Karl Mangels or LCDR Raymond Slagle.

On Being A Commissioned Officer - Part 3 - Duty

The information for this series is obtained from a DoD publication "The Armed Forces Officer" and modified to apply to a NOAA Corps officer.

Duty is a concept for action. It is repeated over and over in the literature and history of mankind. Roman matrons had one definition of duty as they sent their young people off

to war: "Come back with your shield or on it!" What does it mean? It must be important, since all of the books and teachings about commissioned officers stress the idea that duty is one of the requisites for all members of a uniformed service. It is called the cornerstone of conduct and the framework of the system. But when stripped of the platitudes and the philosophy, what does it really mean? A very simple way to look at duty is to say that duty is doing what is expected. For a fireman, it's putting out fires as well as possible. For a mother, it's living up to the expectations of motherhood. In this sense, doing one's duty or being a good person means living up to the expectations of the individual. Everyone has a responsibility to be a "good whatever." It goes with the job as part of the job. It is inherent to the job or profession and cannot be ignored. The expectations for any job are well-defined by the job, by the society and by the person who accepts the job. Legalisms, or trying to use the idea of rights to avoid doing the duty called for, are quite common and almost a habit for many people. Rights are important. Rights also incur obligations. The first obligation is to do the job to whatever standard is called for by the society. If the society is willing to accept and live with mediocrity, then it will be mediocre. It has defined the expectations for itself. Uniformed services lack the luxury of mediocre people, mediocre standards of duty and mediocre expectations. Duty is doing what is expected and sacrifice is part of the profession.

This message was generated for the Director of Commissioned Personnel