

# Reserve Component Manager Officer Career Guide



Assistant Commandant for Reserve

August 2022

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## FOREWORD

Welcome to the Coast Guard's Reserve Component Manager (RCM) cadre. As a member, you are in a community of Reserve officers that have performed active duty for the purpose of organizing, recruiting, instructing and training the Reserve Component since 1953. Continuing this legacy to advance our mission excellence, the Reserve workforce demands well-trained officers to prepare the Reserve Component to meet and exceed contingency response and augmentation requirements.

Members of the RCM community have diverse backgrounds and experience and should be aware of the many factors and opportunities that affect their careers. This guide provides valuable information for all officers in the RCM specialty about career management, assignment to key leadership positions, and continued professional development through earning specialties, subspecialties, competencies, and certifications. Though this guide is primarily written for junior officers, senior officers can use this guide to enhance their own careers within the RCM specialty, and to assist in mentoring junior officers as they progress forward in their careers as RCMs.

As you progress through the ranks, I encourage you to learn and master your specialty through dedication, focus, and hard work. Your career is constrained only by your own motivation and initiative, so use this guide to challenge yourself and add value to the Service and RCM community. A rewarding career managing the Reserve Component awaits!

Semper Paratus,



CAPT Rebecca A. Drew

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## Chapter 1 – Introduction

- A. Purpose.** This guide provides valuable information to Coast Guard officers on charting a successful course within the Reserve Component Manager (RCM) specialty, ultimately leading to assignment in key RCM leadership positions. The guidance provided herein is intended to assist junior officers, primarily new officers with less than ten years of service, currently serving in, or wishing to pursue an RCM career. Members of the RCM community are traditionally selected to begin serving as an O-1 to O-3 and have diverse backgrounds and experience. This guide is written for all officers in the RCM specialty to enhance their own careers and to assist in mentoring junior officers. This guide is not meant to replicate or replace existing policy; rather, it is intended to raise awareness on the many factors and opportunities that may impact a junior officer’s Coast Guard career.
- B. What is the Reserve Component Management Specialty?** For the purposes of this guide, the RCM specialty is defined by law (10 U.S.C. 10211 and 12310) and the RCM Officer Specialty Code, CG-RCM10, listed in the Officer Specialty Management System (OSMS) Manual, COMDTINST M5300.3 (series). CG-RCM10 is based on the Apprentice / Journeyman / Master (AJM) model. To obtain the Apprentice-level RCM specialty, officers must complete two years in a CG-RCM10 position and complete the required training. The Journeyman level requires designation as a Permanent RCM and both Journeyman and Master levels are earned by completing required training, earning the prescribed certifications/competencies in specialties detailed in Chapter 5 of this guide, and gaining required experience.
- C. Reserve Program Heritage.** While the Coast Guard Reserve was formally established in 1941, it was not until Congress enacted the Armed Forces Act of 1952 that the purpose, qualification policies, and administrative guidelines for Reserve Components were defined. The guiding principle of this act states “within such numbers and in such grades and assignments as the Secretary concerned may prescribe, each armed force shall have officers of its reserve components on active duty at the seat of government, and at the headquarters responsible for reserve affairs, to participate in preparing and administering the policies and regulations affecting those reserve components” (now 10 U.S.C. 12310). In 1959, the first Coast Guard Reserve Program Administrator (RPA) Designation Board chose 41 officers ranging from O-3 through O-6 to serve as the first RPAs. Over the years, additional changes were made to policy and law affording RPAs the same assignment, promotion, and retirement opportunities as Active Component officers. The name of the specialty was changed to Reserve Component Manager (RCM) in 2020 following establishment of the Assistant Commandant for Reserve (CG-R) to better reflect a focus on management of the Reserve Component as a national, deployable operational force, beyond individual programmatic and day-to-day administrative functions.
- D. Reserve Component Manager Command and Control.** Program and policy guidance will primarily originate from the Assistant Commandant for Reserve (CG-R), in close coordination with the Assistant Commandant for Human Resources (CG-1), to ensure alignment with Active Component rules.

- E. Register of Reserve Component Manager Officers.** The Coast Guard currently utilizes a “running mate” system, per 14 U.S.C. 3737. Under the running mate system, each RCM (along with active status reservists and permanent commissioned teaching staff members) is assigned to a running mate; an officer on the Active Duty Promotion List who is next senior in precedence to the Reserve officer concerned. The annual Register of Officers, as published by Coast Guard Personnel Service Center Officer Personnel Management (PSC-opm), reflects all current RCMs as of 1 January of the year of publication in precedence order amongst all Regular and active status Reserve officers.

## Chapter 2 – Career Management

A. **Career Basics.** Choosing a RCM career affords an officer challenging and respected leadership opportunities within the Coast Guard. RCMs are positioned to influence many Coast Guard missions and gain a unique perspective informed by a blend of operational and support experience. For RCMs, proper timing and balance between assignments is critical to a successful career. To best manage these elements, there are several factors an officer should consider:

1. **The Foundation.** The first step in any career plan is to define goals, both for a member's current assignment and intended career path. This can be a challenging endeavor when starting a career, and members are encouraged to develop goals in consultation with their chain of command and mentors within (and separate from) their intended career field. When developing initial goals, the following questions should be considered:

- “What do I want to accomplish (long term and short term) in the Coast Guard?”
- “Which programmatic assignments help me achieve my goals?”
- “What is my current description of duties?”
- "What are my supervisor's performance expectations and how will I be evaluated?"
- “What training and/or education is required for my position (or future positions)”
- “What certifications am I expected to earn?”
- "Do I have any supervisory or managerial responsibilities?"
- “What is my current career path? What is my desired career path?”
- “What is my ideal next assignment?”
- “What assignment should I pursue after the next?”
- “How do potential assignments advance my professional/personal desires and goals?”

The above questions will inform an officer's career choices and allow for the creation of goals with realistic milestones to use as a roadmap to a successful career. Informed by the answers to these questions, officers can plan their career milestones with targeted goals/objectives that balance the Coast Guard's needs with individual career aspirations. To achieve this, officers (junior and senior) should continually assess where they are in their career by:

- 1) Understanding how they are meeting/contributing to needs of the Service,
- 2) Understanding how they are meeting personal/professional goals, and
- 3) Evaluating what their next milestone/goal is in order to achieve a proper balance between these objectives.

To accomplish these tasks, the Individual Development Plan (IDP), COMDTINST 5357.1 (series), is an effective career planning tool and is required for junior officers during the first four years of service. Development and execution of this plan fosters interaction between seniors and subordinates, and allows members to create informed goals and promote discussion to formulate career plans. Junior officers are best served by fully embracing this process and making desires and aspirations known to their supervisors, who in turn can help provide the resources and opportunities necessary to achieve professional and personal goals.

2. **Career Progress.** RCMs consists of reserve officers serving in full-time support positions at Port Security Units (PSU), sectors, districts, areas, and HQ units as provided by law (10 U.S.C. 10211 and 12310). RCMs may also perform tours in other appropriately related specialties to broaden their professional expertise. A board convenes annually to select provisional RCMs from the CWO to O-3 ranks. Those selected will be offered three-year Extended Active Duty contracts and can expect assignment, whenever possible, to a training/developmental position. After two years of active duty, provisional RCMs are considered by a panel for permanent RCM status. Officers selected for permanency serve on indefinite active duty orders until separation or retirement.

As an officer's career progresses, it is important to consider career milestones such as promotion points and advanced education opportunities when developing a career plan. These milestones are critical to understanding whether these goals are realistic within a desired 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. Officers who are in, or within range of, a promotion window should watch the message board closely for updates from PSC regarding upcoming and current Promotion Years (PY). In accordance with the Officer Accessions Evaluations, and Promotions Manual, COMDTINST M1000.3 (series), members should keep in mind that promotions are *not* rewards for satisfactory service, but instead confirm an officer's demonstrated and documented potential to serve the Coast Guard in a higher grade.

Targeted Promotion Points (Years)	
CAPT	21.5
CDR	16.0
LCDR	10.5
LT	4.0
LTJG	1.5
*Source: CG-126	

Junior officers should thoroughly review the contents of this guide, in combination with guidance from CG-R and the Assignment Officer (PSC-rpm), to receive the most up-to-date counseling and guidance. Supervisors and mentors play a significant role in advising and overseeing professional development through mission training and by providing opportunities for development of competencies, qualifications/certifications, and experience. Junior officers must understand that assignment outcomes in today's Coast Guard can be different from past or current mentors' or supervisors' experience. Mirroring another officer's career path may provide a blueprint for success, but it is important to remember every individual and situation is different and should be managed accordingly.

The Coast Guard has a long history of providing opportunities and resources to personnel who show initiative, demonstrate aptitude and competency, and properly document/record their experiences. An officer's career is largely constrained only by their own motivation, initiative, interpersonal skills, creativity, and ability to effectively document performance.



**B. Professional Expectations.**

1. **Performance, Professionalism, Leadership, and Education (PPLE).** PPLE are the cornerstone attributes for nearly all promotion and assignment opportunities, and the importance of each will evolve throughout one's career. Although *sustained high performance* is the single most important factor that will ensure long term success, a successful officer's career is usually characterized by a balance of all four facets of PPLE. As such, junior officers should consider how these four evaluative dimensions are integrated into their career and assignment histories. It is important to note that not every assignment lends itself directly or equally to these dimensions. Therefore officers may need to pursue opportunities external to the Coast Guard, the most obvious example being education. 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 ways including the obtainment of professional/government licenses and certifications. Similarly, positions in specialty or civic organizations are also areas to explore for opportunities to develop and display professionalism and leadership. The Officer Accessions, Evaluations, and Promotions Manual, COMDTINST M1000.3 (series), and the Performance, Training and Education Manual, COMDTINST M1500.10 (series), discuss each of these areas in greater detail, and officers should review these policies periodically. Additionally, officers should consult the Commandant's Guidance to Officer Selection Boards and Panels for further guidance on specific PPLE elements the Service deems as most important. The Commandant's Guidance to Officer Selection Boards and Panels is released annually and available via the PSC-opm-1 Portal Site, which is used as a key guiding document to inform all selection boards and panels.
2. **Importance of Competencies and Qualifications.** As a junior officer, completion of the core qualifications and competencies as described in Chapter 5 of this guide and attainment of the CG-RCM10 Officer Specialty Code (OSC) are critical to establishing a firm foundation as a RCM. Attaining these minimum qualifications during an officer's first tour keeps future career opportunities open within the Reserve and related communities. As the development of the RCM specialty evolves, completion of additional competencies, qualifications, and OSC options will create more specialized and knowledgeable officers.
3. **Develop Expertise in Primary Specialty.** Once RCM permanency is obtained, it is important that an officer continues development in the specialty. To ensure an officer is most competitive for future promotion, they should have an established primary specialty (CG-RCM10) by the O3/LT rank and before being in-zone for O4/LCDR. This timeframe aligns with the current paradigm for officer career management, which states that officers should specialize in a primary career path early in their careers and then look to branch into other broadening specialties at the mid-grade ranks.
4. **Secondary Specialty.** Some officers may stay entirely within the RCM specialty throughout their careers by rotating between tours that directly support Reserve members and mission policy at Sectors, PSU's, Districts, Areas, and Headquarters. Some officers may be afforded

the opportunity to cultivate a secondary specialty by rotating into non-RCM positions. Attaining a secondary specialty is expected for promotion to senior ranks and future assignments. A secondary specialty should complement and demonstrate a functional utilization of the Reserve Component. Examples can be found in Appendix C.

As the number of officers available for assignment decreases up the rank pyramid (see Appendix A), officers who have developed experience and competencies in both primary and secondary specialties prove invaluable in meeting future Service needs. However, an officer must be cognizant that not every secondary specialty will easily align with a RCM primary specialty. Certain specialties (i.e., afloat, aviation, etc.) may not allow for an officer to successfully manage these as “secondary specialties” due to the advanced training and limited availability of assignments required for these highly specialized career tracks. When choosing a secondary specialty an officer should invest time into selecting specialties that complement, and do not detract from, their goals/objectives. Examples of secondary specialties that align well with RCMs can be found in Chapter 5.

### **C. Assignment Expectations/Decisions.**

- 1. Tour Lengths and Timing.** Early planning regarding the timing of tour lengths and assignment opportunities is critical to ensure sufficient opportunity to obtain required competencies, qualifications, and experience during an officer’s career. This is especially important for the RCM specialty.

Standard tour lengths for all assignments are outlined in Chapter 1 of the Military Assignments and Authorized Absences, COMDTINST M1000.8 (series) and implemented by PSC-rpm; tour lengths are typically three or four years. Understanding this is critical when considering an officer’s expected promotion point, and future assignment choices because selection for promotion may result in an early rotation from a tour if the officer is within 12 months of rotating (i.e., tour complete). Reassignment of this nature will normally include considerations regarding the needs of the Service and unit as well as the officer’s professional development and personal considerations.

Long-standing assignment edicts have prescribed a balance between field and staff tours. Appendix B provides examples of potential career paths. O-3s and O-4s should be particularly careful with timing for postgraduate school service obligations (i.e. payback) outlined in the Performance, Training, and Education Manual, COMDTINST M1500.10 (series). Note: While exceptions may exist, nearly all postgraduate / advanced training service obligations will be completed at a staff assignment.

“Fleet up opportunities” allow an officer recently promoted, or projected to promote, to fill a position of the higher grade at the same command (or unit), for the remainder of their tour length, or in some cases during a short extension. Fleet ups are difficult to anticipate but, if presented, can enhance an officer’s career opportunities. Although the officer’s input is

considered, fleet ups are an assignment decision made by PSC-rpm with input from the command/unit and are not directly a result of the officer's desire to fleet up into a position.

Timing of special assignments within an officer's career can be challenging, as sometimes one career enhancing opportunity may be sacrificed for another, especially as a career progresses. However, special assignments remain a critical component of officer development and may increase an officer's viability, Service-wide knowledge, and competitiveness for promotion and future assignments in the more senior ranks.

- 2. 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 PSC (rpm) and require a positive command endorsement on the member's e-Resume. Extensions are not guaranteed and are based on several factors including the needs of the Service, 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 officers in competition for that particular billet. Requests for extensions are considered as one of several reassignment options by Assignment Officers.

Officers seeking an extension often make the mistake of listing the extension as their only assignment request and do not consider other options for reassignment. Listing only the extension on an e-Resume is not realistic and leaves the officer at risk of not being considered for other acceptable assignment opportunities if the extension is not granted. Officers should be sure to communicate their career intentions and extension requests to PSC-rpm and their command/unit early and during the specified counseling period. While extensions may provide stability for the member & the unit, they do not always maximize development of new skills or increase responsibility.

- 3. Early Rotation.** Given the dynamic career considerations an officer must manage with respect to job timing, early rotation from an officer's staff position may be necessary to meet career gateways and desired career milestones/objectives. If an officer is interested in requesting an early rotation, a positive command endorsement (with comments) is required on the member's e-Resume. The command comments must address the unit's ability to accept a gap in the position if a backfill cannot be provided by PSC-rpm and address the impact the member's early departure will have on the unit with respect to their position and skill/experience level. Conditional endorsements for early rotation are normally not appropriate or fully considered (e.g., "support early rotation, if member is replaced by someone with appropriate competencies for the assignment"). Early rotations will normally not be granted solely as a means to benefit an officer's career development, but instead there must also be a Service need that cannot be adequately met using officers that are in play for reassignment and/or are tour complete. In some cases, a service need may direct an early rotation.

4. **Temporary Separation.** The decision to temporarily separate from the Coast Guard is an important life decision that requires a member to weigh a multitude of personal and professional factors. The temporary separation eligibility policy and process are outlined in the Temporary Separations Manual, COMDTINST M1040.6 (series). Officers interested in temporarily separating should consult PSC to understand how this program could influence career progression. As with all other career opportunities, timing is key for this decision. Temporary separation provides flexibility for officers to pursue other personal or professional goals and then return to active duty. This can benefit the member and the Coast Guard if career timing permits and career progression and performance is maintained upon return.
  
5. **Co-Location.** Officers who are married member-to-member must carefully plan their careers as co-location assignments can be the most challenging types of assignments due to the increased number of variables and career management issues. The co-location policy can be found in Military Assignments and Authorized Absences, COMDTINST M1000.8 (series). Each year, PSC Assignment Officers work diligently to ensure the career needs of both members can be met with the assignments. PSC will work to align tour lengths of Active or Reserve Component members married to RCMs who wish to be collocated. Duty assignment type and Service needs will determine which member's tour length can be lengthened or shortened. All officers need to be concerned with establishing career specialties and timing of assignments; however, co-located members must give these issues extra consideration as they are attempting to balance the requirements of two careers. Flexibility is critical for both members.

The most successful co-located officers will do their research early, communicate frequently with PSC-rpm, include the contact info and sister-service general assignment timelines for an inter-service family (Marine Corps, Air Force, etc.), and provide realistic options that best balance and meet the needs of both members and Service need. Ultimately, in alignment with Coast Guard policy, PSC will work to ensure a balance between Service, unit, and the members' needs and they will consider these factors to keep a family together whenever feasible.

6. **Pregnancy and Parental Leave.** The Coast Guard and the Reserve community are committed to ensuring officers have the tools and support to balance pregnancy, maternity/paternity leave, and other factors related to pregnancy or parenthood as a natural part of a successful career. Officers considering pregnancy or parenthood should read and consult Pregnancy in the Coast Guard, COMDTINST 1000.9 (series) to ensure they are well informed regarding Coast Guard policy and guidance, to include Military Assignments and Authorized Absences, COMDTINST M1000.8 (series) and Temporary Separations, COMDTINST M1040.6 (series).
  
7. **The e-Resume and Assignment Process.** The assignment process is an annual occurrence that follows a repeatable formula, which starts in the early summer with the release of the Assignment Year (AY) kickoff message and shopping list timelines. During this timeframe officers that are tour complete (or in play for rotation per PSC shopping list guidance) should

begin researching potential programmatic jobs that may be open during the upcoming AY. In a normal AY cycle, the official shopping list will be released (via message) on-or-about 1 August and submission of each officer's electronic resume (e-Resume) via Direct Access will be due to on-or-about 1 September. Once the e-Resume is submitted, PSC-rpm will review all requests and begin the assignment process, which normally concludes in the late winter/early spring timeframe with the issuance of orders for the officer's next Permanent Duty Station. While PSC is conducting the assignment process (i.e., from September through late winter/early spring), communication with them should be limited and only consist of providing updates an officer may have to their e-Resume (i.e., application for new jobs based on shopping list updates, etc.).

There are two primary items an officer can control to help ensure a positive outcome during the assignment process: 1) ensure accuracy of the officer's official record (i.e., the Employee Summary Sheet (ESS) and Electronically Imaged Personnel Data Records (EIPDR)) the requirements for which are located in Military Personnel Data Records System, COMDTINST M1080.10 (series) and 2) submit a thorough and well-crafted/realistic e-Resume in Direct Access. Ultimately, all assignments are based upon the officer's EIPDR and balanced against Service, unit, and member needs to provide a fair and equitable assignment decision for all stakeholders. An officer's record for assignment, board, and panel consideration is primarily comprised of six main components to include: an officer's awards, citations or letters, record of professional development (CG-4082), annual evaluations (OERs), official education transcripts, Administrative Remarks (CG-3307), and the ESS. The consistent and continuous maintenance/upkeep of an officer's record is essential to ensure maximum competitiveness for assignment opportunities, promotion boards, and selection panels. Officers should periodically review their record by looking at their ESS via Coast Guard Business Intelligence (CGBI) and requesting an annual copy of their EIPDR from (PSC).

An officer's primary means of communicating their assignment desires to PSC-rpm is via the officer's e-Resume; therefore, submission of a thorough and well-crafted/realistic e-Resume is essential to informing a successful assignment process. The e-Resume does more than simply indicate what "job" an officer desires and (at its core) provides PSC-rpm with a means to "manage skill-sets" in the context of available positions and other enterprise level factors. Officers that submit shortsighted or unrealistic e-Resumes that are not consistent, career enhancing, aligned with an officer's specialties (primary or secondary), or aligned with documented competencies and certifications will most likely result in a disappointing assignment outcome. Ultimately, a good e-Resume is one that balances an officer's career/personal desires, provides a clear and consistent message (in alignment with an officer's record), and lists positions an officer is comfortable accepting.

## Chapter 3 – Junior Officer (O-1 to O-4) Considerations

- A. **First Tour.** The first tour of a provisional RCM will likely be at CG-R, PSC-rpm, Area, District or a PSU. While multiple factors affect the actual assignment, including which current unit the provisional RCM came from, the needs of the Program to fill all RCM designated positions with RCMs is the most critical. The initial tour is designed for the provisional RCM to acquire the OSMS CG-RCM10 Apprentice skills needed to understand their role in managing the Reserve for the Coast Guard and to build experience for the second tour.
- B. **Second Tour and Beyond.** In projecting for subsequent RCM tours, this guide should be one of many tools used in consultation with the other more experienced and senior RCMs but mostly in discussions with the Assignment Officer. Appendix B contains progression examples within each career track while Appendix C displays various position requirements. Certain O-6 senior officer positions have significant requirements which need to be initiated at the O-3/4 level. As CG-R continues to evolve, additional adjustments to this guide and the opportunities may occur. So while no two career paths are the same, the examples shown throughout this guide reflect projected best practices without being overly prescriptive.
- C. **Reserve Component Manager Assignments in each Paygrade.** In general, all RCM positions will be filled by RCMs at all paygrades. Out-of-specialty assignments are available only when the needs of the program have been fulfilled. Appendix B displays notional career tracks. While not all-inclusive, it provides a foundation for discussion between junior and senior RCMs and Assignment Officers. Appendix C contains a generalized list of the units where RCMs are assigned at each paygrade (O-1 through O-3 are combined), education requirements, expected OSMS, and career track the position can be aligned to (this may include more than one track).
- D. **Secondary Specialties and Broadening Assignments.** Being in a unique specialty, RCMs may face challenges fully developing a secondary specialty. Some provisional RCMs may already possess a previous specialty which can immediately be recognized as their secondary specialty. Most RCMs may obtain a secondary specialty while doing their primary RCM job, e.g., working the budget in CG-R8 could gain CG-FIN10 or working boards or assignments at RPM could gain CG-SEI11. However other provisional and permanent RCMs can obtain a secondary specialty through completion of extended work or a broadening assignment. A secondary specialty should complement and demonstrate a functional utilization of the Reserve Component.

Staff assignments provide an opportunity to enhance/improve program management skills and gain a greater understanding of the budgetary, operational, and political influences on a particular program. Officers seeking to pursue specialty staff assignments may desire to look for positions that offer the opportunity to directly support the Reserve component equities, enterprise level budget formulation/execution, or Department/Congressional policy and authorization decisions at a variety of CG Headquarters, Area, District, Sector, or joint Department and/or other Government agencies.

Officers interested in “out-of-program” and/or “special staff” assignments should communicate this desire with their supervisor to ensure positive recommendations for these positions are provided in the member’s OER. Lastly, proper timing must be considered for any assignment decision, especially those that will potentially require an officer to spend time away from their primary specialty. Always remember that any tour (when looking at an officer’s career from a holistic perspective) should augment and enhance the program first and then an officer’s career and not detract from their growth and progression towards a future goal.

Secondary specialties are discussed further in Chapter 5.

- E. Postgraduate School and Training.** To meet the nation’s complex and dynamic needs we must provide a diverse and total mission ready workforce comprised of highly educated, perceptive, and open minded officers who understand how the Coast Guard and its missions fit into a larger national paradigm. To meet this need, the Coast Guard invests heavily in its workforce by offering the opportunity to attend advanced education programs across a wide range of subjects and specialties.

As detailed in the Performance Training, and Education Manual, COMDTINST M1500.10 (series) and annual ALCGPSC messages, an officer interested in applying for advanced education opportunities must have at least two years of commissioned service at the time of application and meet all other application requirements (i.e., be tour complete in the AY applying, be on the Reserve Component Manager Promotion List, etc.). Officers with greater than two years of active service and up to the grade of LCDR/O4 are normally considered for advanced education opportunities while officers grade CDR/O5 and above are normally only considered for special Senior Service School opportunities.

Opportunities to attend fully funded postgraduate programs are extremely limited, therefore, selection is 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 local Educational Services Officer to determine eligibility for Tuition Assistance, the Montgomery G.I. Bill, and/or the Post 9/11 G.I. Bill.

Officers should value and strive for continuous learning. Given education is one of the four PPLE cornerstones that all boards and panels consider, officers are encouraged to pursue advanced education and/or continuing professional education to complement and bolster professional development and experience. This does not mean that officers need to attend a Coast Guard funded postgraduate program. Many successful officers have earned advanced degrees through distance education or as classroom students on their own time during their careers. Both are viable options.

- F. Promotion Window Management.** Active management and full awareness of an officer’s promotion window(s) and timeline(s) is critical to ensure the highest probability of success during a Promotion Year (PY). An officer should be aware of when they expect to be in-zone for promotion and also be aware of the guidance promulgated each PY to inform and control the promotion process. The annual Register of Officers published by PSC-opm is available for

download via the PSC-opm-1 Portal page and should be an officer's primary and initial reference to determine general promotion windows, which are detailed in Chapter 2 of this guide. Each PY, PSC will release a series of kickoff messages in the April, May, and June timeframes, which detail expected promotion zone sizes, OER submission guidance, promotion board dates, and guidance for updating officer records in preparation for the promotion boards. The ADPL Officer Corps Management Plan (OCMP), IDPL OCMP, and RCM OCMP are all important documents to be reviewed annually. If an officer predicts they will be in zone during an upcoming PY, they should read these messages carefully and review/update their record (i.e., OER, EI-PDR, ESS, etc.) to ensure they are well prepared for the selection board. As the board convening date approaches, PSC will validate the officers that are in-zone for a specific board via release of a "selection board" message approximately one month prior to the board convening date. The "selection board" message will explicitly name each officer (both in and above zone) who will be considered during the respective selection board. If an officer believes they are in or above zone for promotion during a PY it is imperative they review this message and ensure their name is listed to be considered for promotion during the board. If an officer believes they are in or above zone for promotion and their name is not listed on the "selection board" message they should contact PSC immediately. As with any promotion board, panel, or assignment process all decisions are based upon an officer's record (i.e., only matters of record may be considered); therefore, to ensure full competitiveness at the board, it is essential an officer maintain and update their record on a consistent and recurring basis.

- G. Command/Leadership Opportunities.** Under the current structure, there are no direct command opportunities for the RCM specialty. Command opportunities may be available through a secondary specialty and any RCM interested in pursuing this would need to meet all the required screening and should understand and expect that their consideration for out of program assignments, including command positions, is secondary to fulfilling the assignment needs of the Reserve Component.



## Chapter 4 – Senior Officer (O-5 and O-6) Considerations

- A. **Approaching Senior Officer.** As officers promote into senior ranks, they must have an understanding of macro issues facing the Coast Guard. Understanding macro Service issues can be acquired in many ways within each specialty, through assignment diversity, and by participating in studies, task forces, and special assignments. It is not expected that officers will be exposed to all of these, but many senior officers have been well served by their experience with and knowledge of the joint, interagency, inter-governmental, not for profit, private, and/or international sectors. Further, officers who have clearly demonstrated both a high level of technical competence and proven leadership abilities in demanding assignments are best positioned for promotion.
- B. **Senior Officer.** The senior officer should have achieved mastery of their specialty and demonstrated an overarching understanding of the Service. They should possess and exercise strong representational, oral, and written communication skills. These officers shall also have exhibited a commitment to the development, mentorship, and well-being of their personnel. Senior officers are the representatives of our Service to the public, Congress, other armed services, cabinet-level agencies and senior government members, 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 assignments and leadership positions. Assignments focused on mission execution at operational units, serving in critical mission support assignments, and serving in high-visibility details outside of the Coast Guard, officers assume increased risk, take on additional responsibilities, and distinguish themselves as representatives of our Service.
- C. **Master of Reserve Component Manager Specialty.** As the specialty matures, progressing through the Apprentice and Journeyman levels of the CG-RCM10 specialty requirements will become more of a prerequisite to achieve the senior rank and assignments at the O-5 and O-6 levels. Attainment of at least one other OSMS is required per the CG-RCM10 Officer Specialty Requirements (OSR) in order to more fully understand the interrelated impacts of the Reserve Program within the entire Coast Guard. At least one other OSMS, or competencies to achieve it, is available in every O-1 through O-4 RCM position as shown in Appendix C. Chapter 5 explains the different specialties, competencies, and OSMS which can be obtained.
- D. **Senior Service School.** RCMs may apply for the same Senior Service Schools as the Active and Reserve Components, e.g., service War Colleges. At this time, no training allowance billets are identified specifically for RCMs and completion of the service War Colleges completed independently should be noted within Direct Access for credit.

## Chapter 5 – Specialties, Competencies, and Certifications

A. **Specialties and Subspecialties.** The Coast Guard created the Officer Specialty Management System (OSMS) to reflect the definitive requirements of unique careers.

- A **specialty** is an area of expertise defined by a unique set of Knowledge, Skills, and Abilities (KSAs) which have a well-supported billet structure capable of sustaining a viable population of career specialists with requisite competencies, education, training, and certifications/licenses. An officer specialty may contain subspecialties (CIM 5300.3(series)).
- A **sub-specialty** is a focused area of expertise within a specialty defined by a narrower set of similar KSAs which have sufficient differences to warrant their own definition and a structure capable of sustaining a viable population of career specialists (CIM 5300.3(series)).

Many of the 45 existing and legacy specialties undergo regular review to update or better define requirements. PSC-opm-3 hosts the current list of specialties with details on criteria to achieve each one, including the requirements for CG-RCM10. One requirement for RCMs to achieve the Journeyman level is to obtain a secondary specialty.

B. **Secondary Specialties.** Obtaining a secondary specialty demonstrates a continuous professional development which can enhance the potential for promotion and assignments in the future. The CG-RCM10 OSMS remains the primary specialty for RCMs and the following secondary specialties meet the requirements of the four focused career tracks for RCMs:

- Resources and Budget (CG-FIN10 or CG-SEI15)
- Planning and Requirements (CG-OAR18 or CG-SEI15)
- Operations Research and Analytics (CG-SEI23)
- Human Resources (CG-SEI11 or CG-SEI20)

While not within the four focused career tracks, other specialties may closely align functions within the Reserve program and are attainable as additional specialties for RCMs:

- CG-OAR14, Boat Forces Operations
- CG-OAR17, Deployable Specialized Forces
- CG-SEI21, Defense Operations/Readiness
- CG-SEI22, Incident Management

**C. Competencies or Qualifications.** Many specialties require attainment of some competencies or qualifications. The Coast Guard Competency Dictionary (as of July 2020) lists more than 2100 existing competencies or qualifications available to be obtained by anyone in the Coast Guard. Table 5.1 is a sampling of select competencies and qualifications any RCM can earn in existing positions. Verification of any subordinate requirements will guide how to earn the competency. All Incident Command System positions have an associated competency code.

**Table 5.1. Competencies.**

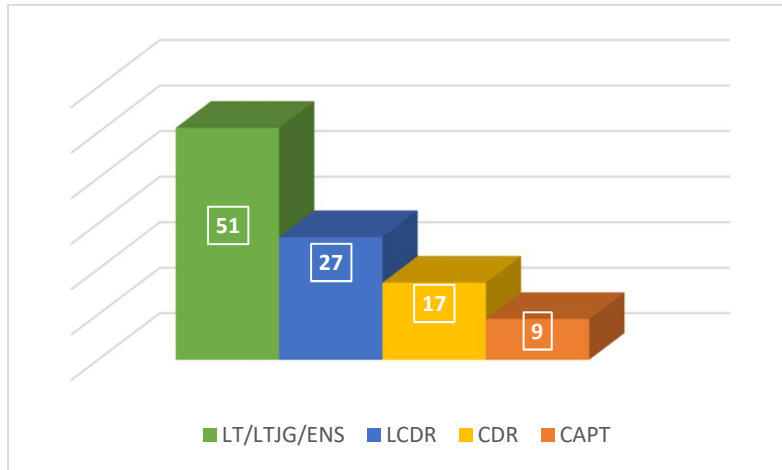
Code	Title	Code	Title
RFRS	Reserve Force Readiness System	OASANLST	Organizational Assessment Survey Analyst
MARECP	Contingency Preparedness Specialist	ORANLST	Operations Research Analyst
IS/ICS-xxx	Incident Command System	HR-DAS	Data Analysis Support
OS0031	Command Duty Officer	PRFANLST	Performance Analyst
CGBUSFM	Business Financial Management	DSF-DTL	Deployable Support Forces Deployable Team Leader
FSC1 (2 or 3)	ICS T1 (2 or 3) Finance Section Chief	PSU-SSO	Port Security Unit Shoreside Security Officer
PFM01 (02/03)	Program Financial Management 01 (02/03)	JPME 1	Joint Professional Military Education
PROC1 (2 or3)	ICS T1 (2 or 3) Procurement Unit Leader	HRPESFLD	HR Field Personnel Evaluation Support
SPVCIV	Supervisor Civilian Personnel	HR-CCS	Career Counseling Support
CGCCM	CG Certified Change Manager	HRCHGMGT	Change Management
LCG030	Financial Management	HRFLDPA	HR Field Personnel Admin
LCG040	Human Resource Management	HRMINTRO	Fundamentals of Human Resources
LCG050	Partnering	HRMPMGR	HR Manpower Manager
LCG080	Political Savvy	HR-BPS	Boards and Panel Support
LCG090	Strategic Thinking	HR-STRAT	HR Strategy

**D. Certifications.** Other certifications are available and may be required to attain some specialties. E.g., Certified Defense Financial Manager (CDFM) or Certified Government Financial Manager (CGFM) is required to become a CG-FIN10 Journeyman. Certified Emergency Manager is required to become a CG-OAR18 Master. There are many certifications that can be attained outside of the Service that are beneficial to an RCM that should also be pursued such as Six Sigma, Project management, HR certification, etc.

## Appendix A – Officer Billet Breakdown

Chart A1 depicts the distribution of RCM positions by rank to show the reduction of available positions as progression through more senior ranks. Chart A2 displays the leadership progression.

**Chart A1. RCM Position Distribution.**



**Chart A2. Pay-grade progression.**



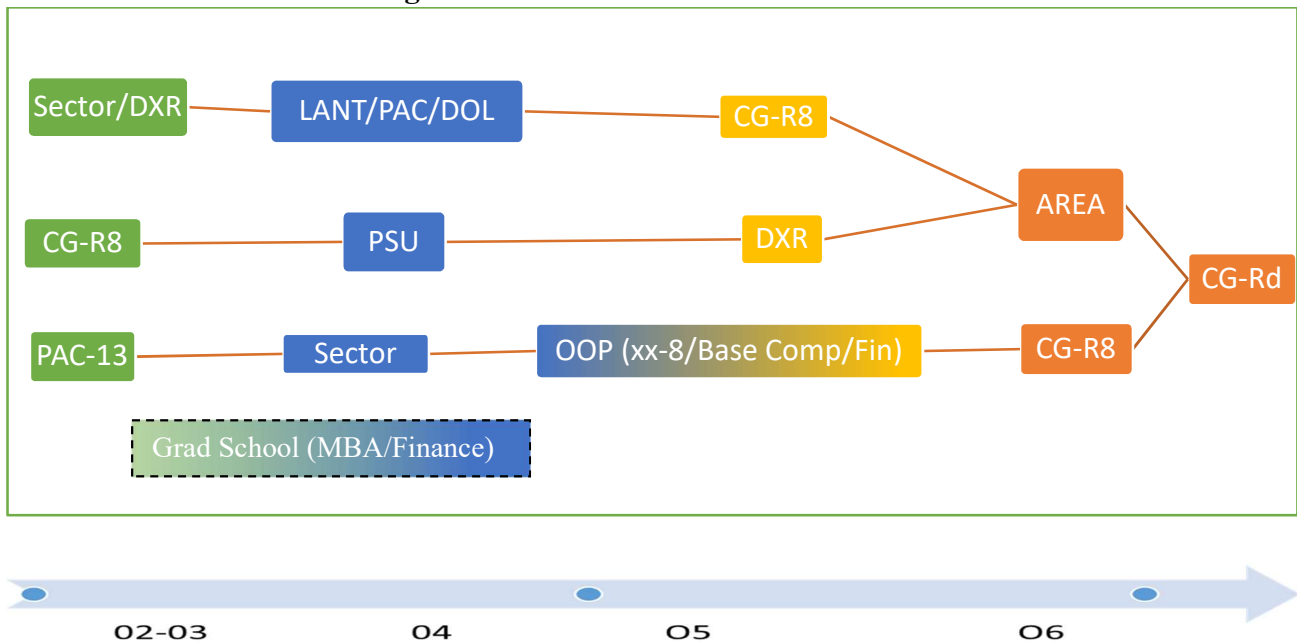
## Appendix B – Career Tracks

The ultimate goal for a RCM career is to earn competencies, gain experience, and climb the promotion ladder to attain one of the O-6 billets. Those members will merge experience gained from field to HQ-level work with a diverse background from in-program (and out-of-program, if available) tours, and alignment to the four career tracks of Resource and Budget; Operations Research and Analytics; Planning and Requirements; and Human Resources. The most effective way to have a successful RCM career is to perform well in all positions and keep the value to the Reserve Component in focus. Presenting a single career path is challenging as no two careers are the same and locations, titles, and duties are constantly evolving. Some positions have pre-requisites while others any RCM can fill. Factors for any career track:

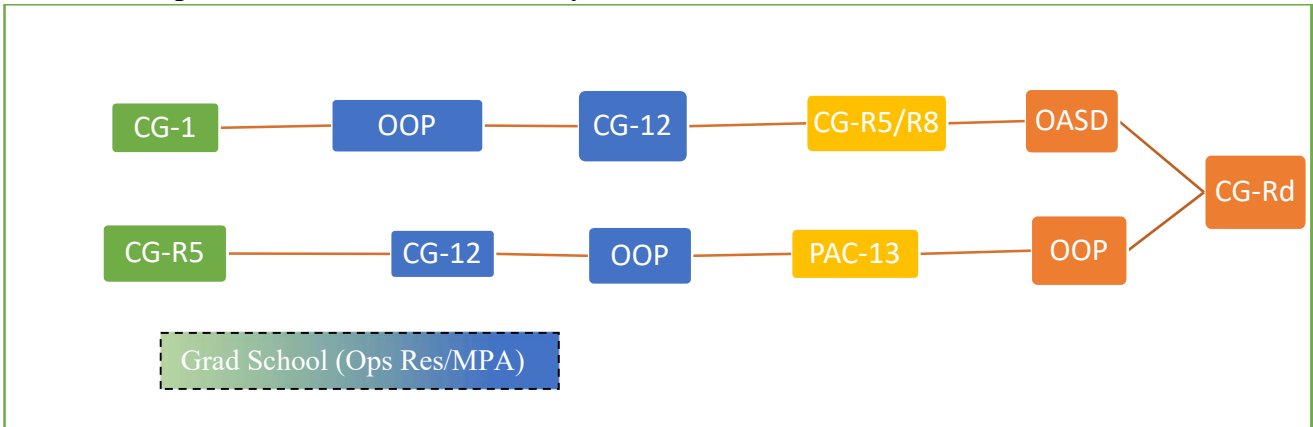
- Graduate school is available to enhance education.
- Opportunities exist to earn other Officer Specialty Codes to broaden the skillset.
- Availability to earn critical competencies to enhance RCM specialty.
- Tours at all grades will gain experience and provide benefit to both Reserve and Active duty forces.
- Out-of-Program (OOP) assignments can be used to broaden an officer’s experience and provide a means for an RCM achieve a secondary specialty.

Charts B1-B4 reflect examples of assignment paths within the four career tracks. NOTE: These paths are not all-inclusive of every positions, but provides useful projections.

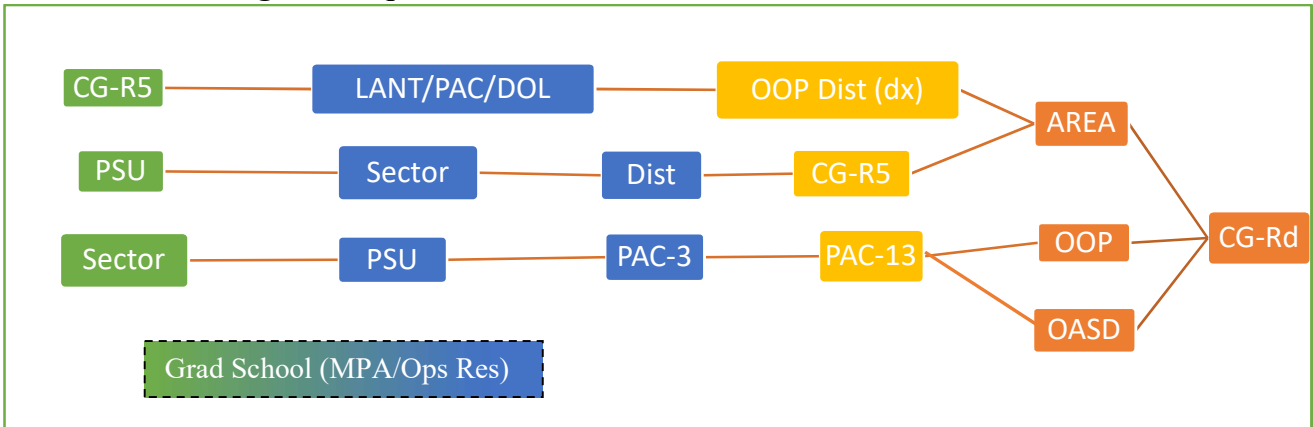
**Chart B1: Resource and Budget.**



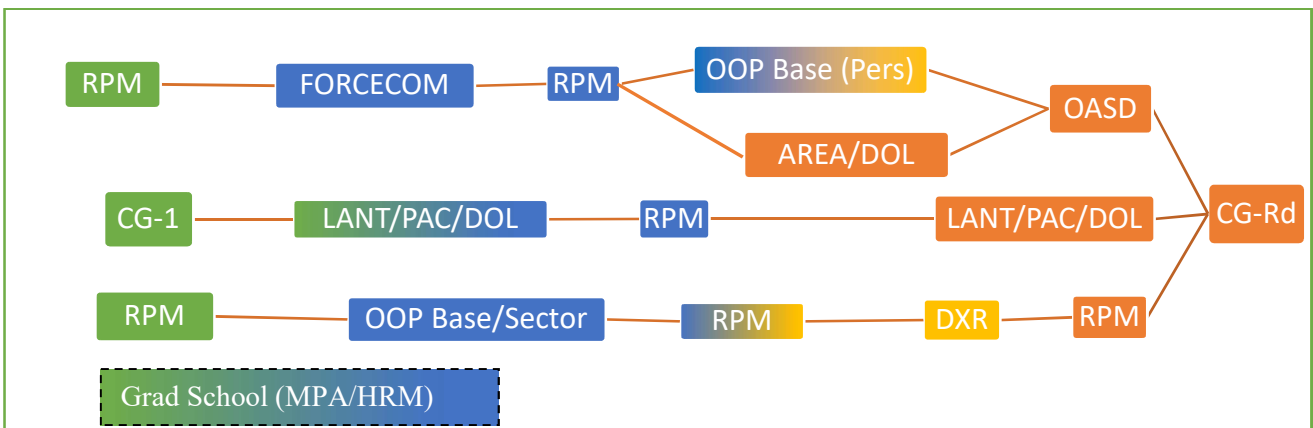
**Chart B2: Operations Research and Analytics.**



**Chart B3: Planning and Requirements.**



**Chart B4: Human Resources.**



## Appendix C – Professional Development Matrix

RCM Professional Development Matrix	Education	OSC/SEI								Career Track				Notes & Competencies
	Master's Degree (e.g. MBA, MPA, etc.)	CG-RCM10 (A-J-M)	CG-FIN10 Finance	CG-SEI11 Human Resources	CG-SEI21 Defense Operations	CG-SEI22 Incident MGT	CG-OAR18 Emergency MGT	CG-SEI15 Enterprise Policy, Planning, Budget, and Management	CG-SEI23 Operations Research	Resource and Budget	Ops Research and Analytics	Planning and Requirements	Human Resources	
<b>CAPT (O6)</b>														
CG-Rd	<b>Master's Degree Highly Desired</b>	M	D	H	D	D	D	D	X	X	X	X	Senior/most qualified RCM	
PSC-RPM		M	D	H	D	D	D	D		X	X	X	Prior PSC desired	
CG-13d		M	D	H	D	D	D	D				X		
CG-R5		M	D	D	D	D	D	H		X	X	X		
CG-R8		M	H	D	D	D	D	D	X	X	X			
DDE-OASD		M	D	D	H	D	D	D			X	X		
LANTAREA		M	D	H	D	D	D	D	X	X	X	X	Prior District Desired	
PACAREA		M	D	H	D	D	D	D	X	X	X	X	Prior District/PSU Desired	
DOL		M	D	H	D	D	D	D	X	X	X	X	Prior District Desired	
D = Desired H = Highly Desired A = Apprentice J = Journeyman M = Master X = Within Track														

# Reserve Component Manager, Officer Career Guide

RCM Professional Development Matrix	Education  Master's Degree (e.g. MBA, MPA, etc.)	OSC/SEI								Career Track				Notes & Competencies
		CG-RCM10 (A-J-M)	CG-FIN10 Finance	CG-SEI11 Human Resources	CG-SEI21 Defense Operations	CG-SEI22 Incident MGT	CG-OAR18 Emergency MGT	CG-SEI15 Enterprise Policy, Planning, Budget, and Management	CG-SEI23 Operations Research	Resource and Budget	Ops Research and Analytics	Planning and Requirements	Human Resources	
<b>CDR (O5)</b>														
PSC-RPM d	<b>Master's Degree Highly Desired</b>	M	D	H	D	D	D	D	D			X	X	2nd O-5 Program Tour, Prior PSC
CG-R55		M	D	H	D	D	D	D	D		X		X	
CG-R57		M	D	D	D	D	D	H	D		X	X		
CG-R82		M	H	D	D	D	D	D	D	X		X		CDFM; CGFM
CG-133		M	D	H	D	D	D	D	D				X	
CG-DCO-X		M	D	D	D	D	D	H	D		X	X		
AREA-1		M	D	H	D	D	D	D	D		X	X	X	
PAC-1		M	D	H	D	D	D	D	D		X	X	X	
PAC-13		M	D	H	D	D	D	D	D	X		X	X	Prior PSU Desired
DXR		M	D	H	D	D	D	D	D	X		X	X	Prior Sector Desired
D = Desired H = Highly Desired A = Apprentice J = Journeyman M = Master X = Within Track														



# Reserve Component Manager, Officer Career Guide

RCM Professional Development Matrix	Education				OSC/SEI							Career Track				Notes & Competencies
	MBA	HRM	MPA, MPP	Ops Res	CG-RCM10 (A-I-M)	CG-FIN10 Finance	CG-SEI11 Human Resources	CG-SEI21 Defense Operations	CG-SEI22 Incident MGT	CG-OAR18 Emergency MGT	CG-SEI23 Operations Research	Resource and Budget	Ops Research and Analytics	Planning and Requirements	Human Resources	
<b>LCDR (O4)</b>																
CG-R55	D	H	H	D	J	D	H	D	D	D	D				X	RFRS; HRMPMGRF; HRMPMGR; HR-PSS
CG-R57	D	D	H	H	J	D	H	D	D	D	D		X	X		RFRS; HRMPMGRF; HRMPMGR
CG-R81	D	D	D	H	J	D	D	D	D	D	H		X	X		RFRS; HRCOAC; FORECAST
CG-R82	H	D	D	D	J	H	D	D	D	D	D	X				RFRS; HRCOAC; FORECAST; FPA; AUD
CG-13	D	H	H	D	J	D	H	D	D	D	D			X	X	RFRS; HRMPMGRF; HRMPMG; HR-PSS
DCMS-81	D	H	H	D	J	D	D	D	D	D	H		X	X		RFRS
FORCECOM (BOP)	H	D	D	D	J	H	D	D	D	D	D	X				RFRS; FPA
PSC-RPM-1	D	H	D	D	J	D	H	D	D	D	D				X	RFRS; FORCSHAP; HR-BPS
PSC-RPM-2	D	H	D	D	J	D	H	D	D	D	D				X	RFRS; HR-PAS; HR-CCS
LANT/PAC/DOL	D	D	D	D	J	D	H	D	D	D	D	X		X	X	RFRS; HRPASFLD; HR-SS; FPA
PAC-3(SF)	D	D	D	D	J	D	D	H	D	D	D			X	X	RFRS; HRPASFLD; PSU-FUN; FPA
PSU	D	D	D	D	J	D	D	H	D	D	D	X		X	X	Prior PSU, Sector Desired. RFRS; HRPASFLD; PSU-FUN; FRM; FPA
DIST	H	D	D	D	J	D	H	D	D	D	D	X		X	X	RFRS; HRPASFLD; HR-SS
SECTOR	D	D	D	D	J	D	D	D	D	D	D			X	X	RFRS; HRPASFLD
D = Desired H = Highly Desired A = Apprentice J = Journeyman M = Master X = Within Track																

# Reserve Component Manager, Officer Career Guide

RCM Professional Development Matrix	Education				OSC/SEI							Career Track					Notes & Competencies
	MBA	HRM	MPA, MPP	Ops Res	CG-RCM10 (A-I-M)	CG-FIN10 Finance	CG-SEI11 Human Resources	CG-SEI21 Defense Operations	CG-SEI22 Incident MGT	CG-OAR18 Emergency MGT	CG-SEI15 Enterprise Policy, Planning, Budget, and Management	CG-SEI23 Operations Research	Resource and Budget	Ops Research and Analytics	Planning and Requirements	Human Resources	
<b>ENS-LT (O1-3)</b>																	
CG-R55		E	E		A		E								X	X	HRPSS; RFRS; HRMINTRO; HR-STRAT
CG-R57				E	A									X	X		HRPSS; RFRS; HRMINTRO; HR-STRAT
CG-R81				E	A							E		X	X		HR-DAS; HRMINTRO; FPA; RFRS
CG-R82	E				A	E							X	X			BE; RFRS; FPA
CG-721		E		E	A			E							X		HR-STRAT; RFRS
CG-741		E		E	A					E					X		HR-STRAT; RFRS
CG-833	E				A	E							X	X			BE; RFRS; FPA
FORCECOM		E		E	A		E								X	X	PERJE; RFRS; HRMINTRO
PSC-RPM-1		E	E		A		E									X	HR-BPS; PROMOADV; HRMINTRO; HR-PES; RFRS; HR-SEPS
PSC-RPM-2		E	E		A		E									X	HR-PAS; RFRS; HRMINTRO
PSC-RPM-3		E	E		A		E									X	HR-PAS; RFRS; HR-SEPS
PSC-PSD-SSS		E		E	A		E								X	X	HR-SS; RFRS; HRMINTRO
CGRC		E	E		A		E									X	PERJE; RFRS; HRMINTRO
AREA-15	E	E		E	A		E								X	X	HR-STRAT; RFRS; HRMINTRO; HR-SS
PAC-13		E	E		A										X	X	BE; RFRS; HR-SS
DIST	E	E			A								X		X	X	RFRS; HR-SS
SECTOR		E		E	A										X	X	RFRS; HR-SS
PSU	E	E			A			E								X	RFRS; PSU-FUN
D = Desired E = Encouraged A = Apprentice J = Journeyman M = Master X = Within Track																	

## Appendix D – Reference List for Career Guidance

### Directives (Available on CG Portal):

Coast Guard Individual Development Plan, COMDTINST 5357.1 (series)  
Coast Guard Leadership Development Program, COMDTINST 5351.1 (series)  
Coast Guard Officer Specialty Management System Manual, COMDTINST M5300.3 (series)  
Coast Guard Officer Evaluation System Procedures Manual, PSCINST M1611.1D  
Guidance and Eligibility Criteria for Officer Personnel Boards and Panels, CG PSCINST 1401.1A  
Leadership Development Framework, COMDTINST M5351.3 (series)  
Military Assignments and Authorized Absences, COMDTINST M1000.8 (series)  
Military Personnel Data Records (PDR) System, COMDTINST M1080.10 (series)  
Military Separations, COMDTINST M1000.4 (series)  
Officer Accessions, Evaluations, and Promotions, COMDTINST M1000.3 (series)  
Performance, Training and Education Manual, COMDTINST M1500.10 (series)  
Pregnancy in the Coast Guard, COMDTINST 1000.9 (series)  
Temporary Separations, COMDTINST M1040.6 (series)

### Portal Sites:

Competency Dictionary: <http://cglink.uscg.mil/a7b13349>  
PSC-RPM Assignments: <https://cg.portal.uscg.mil/units/psc/psc-rpm/default.aspx>  
OPM-1 Boards, Promotions, and Separation Branch:  
<https://cg.portal.uscg.mil/units/psc/pscopm/1/SitePages/Home.aspx>  
OPM-3 Officer Evaluations Branch: <https://cg.portal.uscg.mil/units/psc/psc-opm/opm-3/SitePages/Home.aspx>  
OPM-3 Officer Specialty Management System: <http://cglink.uscg.mil/35ae2f3b>  
Officer Career Guides: <https://cg.portal.uscg.mil/units/psc/pscopm/opm-4/Lists/Officer%20Career%20Guides/AllItems.aspx>

## Appendix E – CGHQ-5318 Officer Specialty Requirements, CG-RCM10

DEPARTMENT OF HOMELAND SECURITY U.S. Coast Guard OFFICER SPECIALTY REQUIREMENTS (OSR) <small>Reference: COMDTINST M5300.3 (series)</small>					
SECTION I General Information					
1. Specialty Title (Ex. Aviation) Reserve Component Management (RCM)		2. Code (Ex. CG-AV110) CG-RCM10			
3. Specialty Description In accordance with 10 U.S.C. §12310 and Coast Guard policies such as Reserve Force Readiness System (RFRS) Staff Element Responsibilities, COMDTINST 5320.4(series), the Reserve Component Management (RCM) specialty includes Reserve Component Managers (RCMs) and other active component and reserve officers ordered to active duty to organize, administer, recruit, instruct, or train the reserve component.					
4. Change Justification					
<input type="checkbox"/> Annual Review <input checked="" type="checkbox"/> Annual Review w/changes <input type="checkbox"/> Required (change in policy, law, etc.) <input type="checkbox"/> Other (briefly state reason):					
SECTION II Officer Specialty Code Requirements					
Enter items needed for specialty designation (Use block 8 for additional space or another CGHQ-5318 form)					
5. Apprentices: Achieve the below 2 items.		Competency	Training	Education	License
1a. Completed 2 years in a CG-RCM10 position					
1b. Completed RCM Pipeline Training (*)			X		
Notes: (Required experience, in lieu of considerations...) * RCM Pipeline Training as certified by CG-R with a completion certificate.					

<b>OFFICER SPECIALTY REQUIREMENTS (OSR)</b>				
Reference: COMDTINST M5300.3 (series)				
<b>6. Journeyman:</b> Complete the following four items.	<b>Competency</b>	<b>Training</b>	<b>Education</b>	<b>License</b>
a. Previously earned CG-RCM10 Apprentice				
b. Received designation as a Permanent RCM (*)				
c. Earned one additional Officer Specialty Code (**)				
d. Completed 5 total years in CG-RCM10 positions(***)				
<p><i>Notes: (Required experience, in lieu of considerations...)</i></p> <p>* Permanency is determined by a "fully qualified" board per Officer Accessions, Evaluations, and Promotions, COMDTINST M1000.3 (series), art. 7.E.1.</p> <p>** The additional Officer Specialty Code (OSC) requirement will also be met by the attainment of a Special Experience Indicator. The OSC or SEI should be actively listed by PSC-OPM-3 at the time of the application. Recommended additional OSCs and SEIs for CG-RCM10 officers include: Finance (CG-FIN10), Defense Operations/Readiness (SEI-21), Boat Forces Operations (CG-OAR14), Incident Management (SEI-22), Emergency Management Specialist (CG-OAR18), and Human Resources (SEI-11). Officers who earned an OSC under OSMS 1.0 also meet the requirement for one additional OSC.</p> <p>*** The 5 years in CG-RCM10 positions includes the 2 years required to earn the CG-RCM10 Apprentice.</p>				
<b>7. Master:</b> Complete the following three items.	<b>Competency</b>	<b>Training</b>	<b>Education</b>	<b>License</b>
a. Previously earned CG-RCM10 Journeyman				
b. Promoted to O-5 and served for 18 months as an O-5 (*)				
c. Completed 18 months in an O-5 or O-6 CG-RCM10 billet (**)				
<p><i>Notes: (Required experience, in lieu of consideration...)</i></p> <p>* Normally frocked time will not count toward 18 months of O-5 service.</p> <p>** The 18 months is in addition to the 5 years required to earn the CG-RCM10 Journeyman and must be earned after being promoted to O-5.</p>				

OFFICER SPECIALTY REQUIREMENTS (OSR)		
Reference: COMDTINST M5300.3 (series)		
8. Additional Info		
9. Specialty Manager (SM)/Sponsor Program LCDR Daniel N. Sweeney, CG-R55	10. SM Phone Number (202) 475-5039	11. SM Email Address daniel.n.sweeney@uscg.mil
SECTION III Appropriate Approval Authority		
12. Name/Title/Grade CAPT William F. Csisar Deputy, Assistant Commandant for Reserve, CG-Rd		
13. Signature CSISAR.WILLIAM.F.III.1012738486 2738486	Digitally signed by CSISAR.WILLIAM.F.III.1012738486 Date: 2021.01.12 07:22:33 -05'00'	14. Date 01/12/2021
SECTION IV OPM-3 Review and Validation Official once published by OPM-3		
15. OPM-3 (Name/Title/Grade) Kellee M. Nolan, CDR, Evaluations Branch Chief		
16. Signature NOLAN.KELLEE.M.101312627 1	Digitally signed by NOLAN.KELLEE.M.101312627 Date: 2021.01.12 15:02:10 -05'00'	17. Date 01/12/2021
CGHQ-5318 (07/19)		Page 3 of 3