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REPORT OF THE BOARD

Convened at
U. S. Coast Guard Headquarters
Washington, D. C.

TO

CONSIDER THE PROMOTION OF
ACTIVE DUTY OFFICERS OF THE
WOMEN'S RESERVE

DECEMBER 1962

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REPORT OF THE BOARD TO CONSIDER THE
PROMOTION OF ACTIVE DUTY OFFICERS
OF THE WOMEN'S RESERVE

PART ONE

PROCEEDINGS

A. PURPOSE OF THE BOARD

1. As indicated in the convening order, the Board was established to accomplish two separate but related purposes:

a. To recommend regulations for promotion of officers of the Women's Reserve on active duty, and

b. To recommend the number of officers of the Women's Reserve to be retained on active duty.

2. Inquiry of the Chief, Officer Personnel Division, revealed that the use of the word "retained" in the convening order had reference to the retention of billets for SPAR officers on active duty in the Coast Guard. It was indicated that the provisions of Personnel Instruction No. 42-59 (as amended) are to be adhered to and that no forced attrition of those SPAR officers now on active duty is contemplated prior to their achieving twenty years active service.

B. APPROACH TO THE PROBLEM

1. The Board reasoned that the determination as to the retention of billets for SPAR officers on active duty in the Coast Guard must precede the writing of regulations for promotion. Obviously, if SPAR billets are not to be a permanent feature in the Service then regulations for promotion would apply only to those now on active duty.

2. It was agreed that a program for SPAR officers on active duty must:
 - a. Fill a real need of the Service
 - b. Be feasible of accomplishment
 - c. Not impose a heavy administrative workload which might offset the advantages of the SPAR program.

C. BACKGROUND MATERIAL

1. The convening order made reference to the new officers selection bill (Kerrins Bill) and pointed out that the bill provides that promotion of officers of the Women's Reserve on active duty shall be by regulations to be prescribed by the Secretary of the Treasury. The bill itself was studied by the Board to obtain a grasp of the implications for promotion of male officers on active duty, both regular and reserve.

2. Existing regulations for the promotion of instructors at the Coast Guard Academy were studied to discover any light which they might shed on the problem at hand.

3. The Board made reference to the REPORT OF THE AD HOC COMMITTEE TO CONSIDER THE UTILIZATION OF SPARS IN THE COAST GUARD of April, 1958 (Kenner Board). To the knowledge of the Board, the Kenner Board was not approved by the Commandant for implementation. Some of the thinking of the Kenner Committee was considered to be sound and was accepted by the Board.

D. SPAR OFFICER REQUIREMENTS

1. REQUIREMENTS IN GENERAL. The Board is of the firm opinion that the requirements for officers of the Women's Reserve on active duty in the Coast Guard are directly and solely related to the mobilization

requirements for SPARS. The requirements for SPAR officers in peace time are not for women to serve as replacements for men, and in fact it would be most uneconomical to utilize women in this manner. Rather, the requirement is for women as such. Billets in which SPAR officers are required are those which will serve to familiarize the incumbents with the procedures for recruiting, training, supervision and placement of SPARS in mobilization.

It is not the purpose of this study to review the requirements for SPARS in mobilization. However, billets for SPAR officers on active duty should be so organized that the normal outlets of personnel with active duty experience will include a steady flow of SPAR officers into Reserve Training Units or the active status pool. This will provide a further gain in experienced personnel available to assist in mobilization when required. The demands for personnel of both sexes in mobilization will be so great that having even a small number of women officers in the Reserve and "earmarked" for the Coast Guard will greatly facilitate our building up rapidly to the required strength.

2. REQUIREMENTS BY BILLETS AND GRADES. A study was made by the Board of the offices and commands of the Coast Guard in which a SPAR officer can reasonably serve to the benefit of both the unit and the individual. Largely, the billets considered suitable for SPARS already exist in the districts but a few others will need to be created to serve the specific intended purpose of training the SPAR officer, although it is fully expected that the SPAR will render useful service to the unit. (It is entirely appropriate that the SPAR officer be assigned collateral duties

within her capability, so long as her primary mission of preparing for mobilization duties is fulfilled). Appendix B. tabulates the recommended SPAR billets in the peacetime service, with the grade indicated for each billet. These billets number eighteen and the breakdown by rank is:

CDR	- 1
LCDR & LT	- 6
LTJG & ENS	- 11

E. REGULATIONS FOR SELECTION

1. CONSIDERATIONS. The Board found little of assistance in studying existing regulations for selection for promotion of other groups. It was concluded that the SPAR officer corps would be distinctive in the Coast Guard and would require regulations for promotion of a distinctive nature. While the Board was instructed that regulations for the promotion of SPARS would be based upon the fully qualified system of promotion, it became apparent that natural attrition through marriage or other causes might not be adequate to reduce the numbers in the higher grades. Provisions for retention, then, will be as necessary as provisions for promotion, and the former must be on a best qualified basis even though the latter is on a fully qualified basis.

However, another consideration in selection regulations is to make the limited career program for SPAR officers sufficiently attractive to hold these officers on active duty for extended lengths of time.

2. CONCLUSIONS. The Board concluded from a study of the Kerrins bill that it would be appropriate to establish a timetable for the promotion of SPAR officers, which table would provide an approximate parity in promotion expectation with male officers. The analysis of the Kerrins bill anticipates promotion after the following total years commissioned service:

LTJG	- 1 $\frac{1}{2}$ years
LT	- 5 years
LCDR	- 12 years
CDR	- 18 years

It was further concluded that regulations would be written which would provide for the promotion of all "fully qualified" SPAR officers up to and including the grade of LCDR but which would in addition provide for the retention on active duty of only such promoted officers for whom billets were available in the higher grades. Selection for retention would then be necessary on a "best qualified" basis when promoted officers exceeded the number of authorized billets in the higher grades. Existing law provides that Reserve officers who have completed eighteen years of active duty shall normally be allowed to continue on active duty until completion of twenty years for retirement. The effects of this law, coupled with the concept of promoting all fully qualified LCDR's to CDR about the 18th year, would be to create CDR's on active duty in excess of the single proposed billet for CDR. It was determined, therefore, that the most equitable solution would be to select LCDR's to CDR on a best qualified basis, and to retain for completion of 20 years LCDR's not promoted to CDR after 18 years service. These LCDR's could be in excess of the proposed number of two LCDR's and in excess of the proposed total of eighteen SPAR officers. Proposed regulations to achieve this desired promotional structure are included in Appendix D.

3. IMPLEMENTATION. Appendix C, TIME TABLE FOR SPAR CORPS BUILDUP, is a forecast of the development of the SPAR officer corps based upon the proposed billet structure as developed under the proposed regulations. Appendix C is idealistic in that it assumes a regular supply of recruits, retention through all grades of officers as required, and no unforeseen developments. However, it may be considered a suitable guide for personnel administrators to follow in developing a SPAR officer corps. While there

are certain irregularities in the chart during the developing years (primarily due to the presence on active duty of seven senior SPARS at the beginning of the program), at the year 1981 it smooths out to the desired pattern.

PART TWO

FINDINGS, OPINIONS, AND RECOMMENDATIONS

A. FINDINGS OF FACT. The Board finds that:

1. SPAR officers now on active duty number seven, of whom six are LCDR's and one is a CDR.

2. SPAR officers now on active duty have been assured, within certain limitations, of retention until completion of 20 years of active duty.

3. The last member of the present group of SPAR officers will retire in September 1974 unless retained beyond 20 years of active duty. At that time the active duty SPAR officer program will terminate unless provisions are made for its continuation.

4. Mobilization plans for the Coast Guard provide for the large scale utilization of members of the Women's Reserve, officers and enlisted, in the event of a full scale mobilization in time of war or national emergency.

B. OPINIONS. The Board offers the opinions that:

1. There is a requirement for a limited number of SPAR officers on active duty in the Coast Guard in peace time.

2. The requirement for officers of the Women's Reserve on active duty is directly and solely related to the mobilization requirement for SPARS.

3. As a corollary to 2 above, the billets in which SPAR officers are required are those which will serve to familiarize the incumbents with the procedures for recruiting, training, supervision and placement of SPARS in mobilization.

4. A program for SPAR officers on active duty must:

a. Be reasonably feasible of accomplishment

b. Not impose a heavy administrative workload which might offset the advantages of the SPAR program.

5. Promotion opportunities for SPAR officers on active duty must be sufficiently attractive to win recruits to the program.

6. The grade of Commander is the highest grade that should be held by a SPAR officer on active duty in peace time, and only one SPAR on active duty should serve in that grade at any one time.

7. Present law provides the necessary monetary incentives and rewards to attract and retain an adequate number of SPAR officers to serve on active duty in the Coast Guard.

8. Present law further provides reasonable monetary incentives in the form of readjustment pay for those who are not retained for the full 20 years and serves as an additional incentive for extended active duty.

C. RECOMMENDATIONS. The Board recommends that:

1. There be established billets for SPAR officers on active duty in the Coast Guard, numbering eighteen and distributed in rank as follows: CDR - 1, LCDR and LT - 6, LTJG and ENS - 11. The recommended billets are indicated in Appendix B.

2. A program be inaugurated to recruit and train SPAR officers for active duty according to the principles of Appendix E hereto, to fill the billets proposed in Appendix B.

3. SPAR officers now on active duty be utilized to serve in so far as possible in billets recommended herein for SPARS.

4. Promotion of SPAR officers on active duty be in accordance with regulations stipulated in Appendix D hereto. These regulations would provide, in part, that:

a. Promotions to the grades up to and including LCDR be based on a "fully qualified" system.

b. Promotion to the grade of CDR be based on a "best qualified" system.

c. Promotions to the various grades be anticipated to normally occur in accordance with the following total commissioned time table:
LTJG - $1\frac{1}{2}$ years, LT - 5 years, LCDR - 12 years, CDR - 18 years.

d. When officers are promoted to a higher grade in excess of the authorized number of billets in that grade, they shall be subject to the action of a retention board. The "best qualified" shall be retained, and those not retained shall be released under the provisions of existing law.

e. LCDR's not selected for promotion at 18 years service, by reason of no vacant billet existing in the grade of CDR, shall be retained on active duty until completion of 20 years active duty and while on active duty shall be considered by succeeding boards for selection to CDR. LCDR's on active duty with more than 18 years service would be carried in excess of the normal 18 authorized billets.

f. SPAR officers now on active duty be limited to the grade of LCDR until a vacancy exists in the grade of CDR, at which time the "best qualified" eligible LCDR would be selected to the grade of CDR.

g. No officer of the Women's Reserve shall receive consideration for promotion before the general duty officer of the regular Coast Guard of the same grade who is next senior to her in precedence.

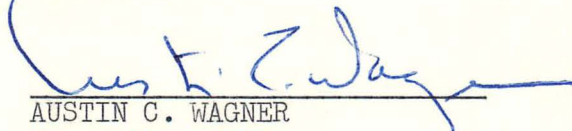
h. If a SPAR LCDR is not considered for promotion to CDR solely because there is no billet vacancy in that grade, she shall remain eligible for consideration thereafter.

i. Officers of the Women's Reserve shall normally not be retained beyond 20 years active duty.

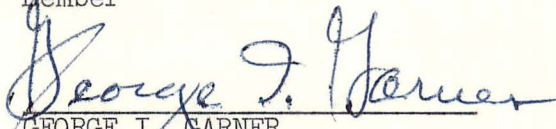
5. Inasmuch as the duties of the officers assigned to billets in the Districts, Yorktown, Commandant (CR) and Commandant (PTP) will be primarily concerned with Reserve Training and mobilization, these billets be funded out of the Reserve Appropriation.



CHESTER R. BENDER
Captain, USCG
Senior Member



AUSTIN C. WAGNER
Commander, USCG
Member



GEORGE I. WARNER
Commander, USCGR
Member



LAURA F. LAWRENCE
Lieutenant Commander, USCGR(W)
Member



VALERIA L. BERG
Lieutenant Commander, USCGR(W)
Member and Recorder

UNITED STATES COAST GUARD

ADDRESS REPLY TO:
 COMMANDANT
 U.S. COAST GUARD
 HEADQUARTERS
 WASHINGTON 25, D.C.



. P03
 24 October 1962

From: Chief, Office of Personnel
 To: CAPT Chester R. BENDER (1530), USCG

Subj: Promotion of active duty officers of the Women's Reserve

Ref: (a) Article 5-A-3, Coast Guard Personnel Manual
 (b) Section 8.3113, Coast Guard Reserve Regulations


1. You are hereby designated Senior Member of a Board of Officers which shall recommend regulations for promotion of officers of the Women's Reserve on active duty. Additional members of the Board are:

CDR Austin C. WAGNER (2553), USCG
 CDR George I. GARNER (35811), USCGR
 LCDR Laura F. LAWRENCE (90040), USCGR
 LCDR Valeria L. BERG (90109), USCGR

2. The Board shall convene at Coast Guard Headquarters, Washington, D. C., as soon as practicable and as often thereafter as necessary, and will submit its recommendations by 1 January 1963. The junior member of the Board will act as recorder.

3. The proposed legislation to amend the provisions of Title 14, U. S. Code, pertaining to the promotion of active duty officers, provides that officers of the Women's Reserve on active duty shall be promoted under regulations prescribed by the Secretary of the Treasury. Therefore, the Board shall carefully review current regulations, policies, and procedures and recommend a detailed system for promotion of officers of the Women's Reserve on active duty. The Board shall base its recommendations on a "fully qualified" as opposed to a "best qualified" system of selection for promotion. In its recommendations, the Board shall include the number of officers of the Women's Reserve to be retained on active duty.

4. Upon conclusion of its deliberations, the Board shall submit the proceedings, findings, and recommendations to the Commandant (P).


 G. A. KNUDSEN

APPENDIX B

Table (B)

Billet Table

Commander 1st CGD (dcr)	1 Ensign/LTJG
Commander 2nd CGD (dcr)	1 Ensign/LTJG
Commander 3rd CGD (dcr)	1 Ensign/LTJG
Commander 5th CGD (dcr)	1 Ensign/LTJG
Commander 7th CGD (dcr)	1 Ensign/LTJG
Commander 8th CGD (dcr)	1 Ensign/LTJG
Commander 9th CGD (dcr)	1 Ensign/LTJG
Commander 11th CGD (dcr)	1 Ensign/LTJG
Commander 12th CGD (dcr)	1 Ensign/LTJG
Commander 13th CGD (dcr)	1 Ensign/LTJG
Commander 14th CGD (dcr)	<u>1</u> Ensign/LTJG

11

Receiving Station, Cape May	1 LT/LCDR
Receiving Station, Alameda	1 LT/LCDR
Reserve Training Center, Yorktown	1 LT/LCDR
Training Station, Groton	1 LT/LCDR
HQ (PTP)	1 LT/LCDR
HQ (CR)	1 LT/LCDR
HQ (P STAFF)	<u>1</u> CDR

7

Total 18 Spars on Active Duty

APPENDIX C

TABLE (G)

TIME TABLE FOR SPAR CORPS BUILDUP

1 July	(18 yrs) Commander	(12 yrs) Lt. Comdr.	(5 yrs) Lt.	(1½ yrs) Lt.(j.g.)	(0 yrs) Ens.	TOTAL	
1963	1	6	0	0	3	10	Take in 3 (annually)
1964	1	6	0	0	6	13	
1965	1	6	0	3	6	16	Promote 3 Ens to LT(j.g.) (this occur annually)
1966	1	6	0	4	6	17	Release 2 LT(j.g.), ^{retain} retire 1 LT(j.g.) (annually)
1967	1	6	0	5	6	18	Retire 1 LCDR
1968	1	5	1	5	6	18	Retire 1 CDR; promote 1 LT(j.g.) to LT (annually thereafter)
1969	1	4	2	5	6	18	Retire 3 LCDR / CDR
1970	1	1	3	5	6	16	
1971	1	0	4	5	6	16	Retire 1 LCDR
1972	1	0	5	5	6	17	
1973	1	0	6	5	6	18	
1974	1	0	7	5	6	19	Retire 1 CDR
1975	0	1	7	5	6	19	Promote 1 LT to LCDR (annually thereafter)
1976	0	2	5	5	6	18	Release 2 LT
1977	0	3	4	5	6	18	Release 1 LT
1978	0	3	4	5	6	18	Release 1 LCDR (annually thereafter) until 1983, then biennially)
1979	0	3	4	5	6	18	
1980	0	3	4	5	6	18	
1981	1	2	4	5	6	18	Promote 1 LCDR to CDR (promote 1 every other year)
1982	1	2	4	5	6	18	
1983	1	2	4	5	6	18	Retire 1 CDR (retire 1 every other year)

APPENDIX D

REGULATIONS FOR PROMOTION

Sec. 1 Applicability of this Subchapter

(a) This subchapter applies:

(1) only to commissioned officers of the Women's Reserve on full-time extended active duty.

(b) This subchapter does not apply to:

(1) commissioned officers of the Women's Reserve on inactive duty or while serving on active duty for training for any period.

(c) The rules and regulations set forth hereafter may be superseded or revoked in accordance with 14 U.S.C. 778.

Sec. 2 Eligibility for Promotion

To be eligible for consideration for promotion and to be eligible for promotion under this subchapter, a commissioned officer of the Women's Reserve must be in an active status and serving on full-time extended active duty in accordance with Section 1.

Sec. 3 Authorized Numbers

(a) The authorized number of commissioned officers of the Women's Reserve, on full-time extended active duty, except in time of war or national emergency, shall not exceed 18, unless an excess results from the mandatory provisions of this subchapter or other regulations or laws.

(b) The authorized number of commissioned officers of the Women's Reserve on full-time extended active duty in each of the grades below Captain shall not exceed one in the grade of Commander, six in the combined grades of Lieutenant Commander and Lieutenant and eleven in the combined grades of Lieutenant (junior grade) and Ensign. None are authorized in the grades above Commander. Any excess to these grade limitations shall result only from the mandatory provision of this subchapter or other regulation or law.

Sec. 4 Qualification for Promotion

No officer of the Women's Reserve shall be promoted to a higher grade while on active duty until she has been found mentally, morally, professionally and physically qualified therefor, and all promotions shall be effected pursuant only to the recommendations of a selection board.

Sec. 5 Selection Boards

(a) Selection boards for the consideration for promotion of officers of the Women's Reserve, while on active duty shall be convened by the Commandant.

(b) At least 50 percent of the members of any selection board appointed under the provisions of this subchapter shall, to the extent practicable, be Reserve officers. All members of any selection board shall be senior in grade and rank to any officer being considered by that board.

(c) Each selection board shall be composed of not less than five members which number shall constitute a quorum and will include at least one (1) officer member of the Women's Reserve if practicable. Every officer who is appointed a member of a selection board will swear or affirm that he or she will without prejudice or partiality and, having in view both the special fitness of officers and the efficiency of the Coast Guard, perform the duties imposed on him or her as a member of such board. Not less than a majority of the total membership of any selection board must concur in each recommendation made by the board.

(d) Each officer eligible for consideration for promotion by a selection board shall have the right to forward through official channels a written communication inviting attention to any matter of record in the Armed Forces concerning herself which she deems important to her consideration which must arrive at a time not later than the convening of the selection board. The communication may not criticize or reflect upon the character, conduct, or motive of any officer.

Sec. 6 Promotion

(a) Selection boards shall be convened from time to time so that the commissioned officer of the Women's Reserve will receive consideration for promotion to the next higher grade concurrently with or as soon as practical after the general duty officer of the Regular Coast Guard of the same grade, who is next senior to her in precedence.

(b) Each selection board shall recommend for promotion to the grades of Lieutenant Commander and below all officers whom it considers qualified to assume the duties of the next higher grade.

(c) Selection boards to consider Lieutenant Commanders for promotion to Commander will be convened only at such times as a vacancy is anticipated or does exist in the grade of Commander in accordance with Section 3, and will recommend for promotion the one considered by the board to be best qualified. Except that no officer of the Women's Reserve shall receive consideration for promotion before the general duty officer of the Regular Coast Guard of the same grade who is next senior to her in precedence.

(d) Once eligibility for consideration has been established and the officer has not been considered for promotion because of lack of billet vacancies or other good and sufficient reasons, she remains eligible for consideration until promoted, retired or otherwise separated from active duty.

Sec. 7 Failure of Selection

A commissioned officer of the Women's Reserve on active duty who fails of selection for promotion will be released to inactive duty, unless retained under the provisions of 10 U.S.C. 1066(e), within 90 days after notification of failure of selection.

Sec. 8 Release from Active Duty

Except as otherwise provided, commissioned officers of the Women's Reserve will be released from active duty when necessary as not to exceed the limitations as set forth in Section 3, in accordance with existing laws and regulations.

Sec. 9 Saving Provision

(a) Commissioned officers of the Women's Reserve, having been previously selected for retention on extended active duty, who are serving on active duty on 1 January 1963 are not subject to the provisions of Sections 7 and 8 hereof.

(b) Notwithstanding the provisions of Section 3 hereof, in order to provide improved promotion opportunity in the grades of Lieutenant Commander and Lieutenant, the combined total in those grades may exceed by two (2) the number authorized in Section 3(b) hereof until the first of July 1985, without reduction of the authorized numbers in other grades.

APPENDIX E

TREASURY DEPARTMENT
UNITED STATES COAST GUARD

ADDRESS REPLY TO:
COMMANDANT
U.S. COAST GUARD
HEADQUARTERS
WASHINGTON 25, D.C.



PERSONNEL INSTRUCTION NO.

Subj: Active duty program for SPARs

Ref: (a) Mobilization Plans
(b) Kerrins Board Proposal, amends 14 U.S.C.
(c) Personnel Instruction No. 42-59 as amended
(d) Personnel Instruction No. 47-60

1. Purpose. To establish a program for the procurement, promotion and retention of officers of the Women's Reserve on active duty.

2. Background

a. Reference (a) provides for the widespread utilization of members of the Women's Reserve in the event of full-scale mobilization in time of war or national emergency, and in 1954 a limited number of SPARs were retained on active duty for the sole purpose of having a nucleus group available to activate number of female Reservists in event of war or national emergency. Most of these retained in 1954, as well as a few others later recalled, have remained on active duty, their retention having, with certain limitations, been assured until completion of 20 years of active duty. Notwithstanding the current arrangements for active duty, there is no continuing program for maintaining a minimum group of SPAR officers in this capacity, and the last member of the present group will retire in September 1974. It has become necessary, therefore, to establish a practical, continuing program to provide the necessary input of SPAR officers to maintain such a minimum group.

b. In addition, the provisions of reference (b) do not apply to officers of the Women's Reserve on active duty and accordingly it has become necessary to establish provisions for the promotion of those SPAR officers now on active duty as well as others who will be recruited to fill vacancies as they occur.

c. This directive, therefore, sets forth all phases of the new program for recruitment and retention of officers for active duty in the Women's Reserve and the policy on promotion of all officers of the Women's Reserve on active duty.

3. Procurement

a. The requirements, qualifications, application procedures and processing information are contained in enclosure (1) to this instruction.

PERSONNEL INSTRUCTION NO.

b. The initial assignment to active duty of women entering under this program will be for three years. However, to maintain the nucleus of women on active duty mentioned in paragraph 2 above, a limited number will be given the opportunity to remain on active duty, as a career.

c. Following completion of the initial 16-week training period, which will be with the Navy's Officer Candidate School Program (Women) at Newport, R. I., SPAR officers will be given a short Coast Guard orientation program. They will then be assigned to the office of the Director of Reserve in a Coast Guard District. Later assignments would be at the Receiving Stations at Cape May or Alameda, the Training Station at Groton, the Reserve Training Center at Yorktown or one of several divisions at Coast Guard Headquarters.

4. Promotion. Officers of the Women's Reserve on active duty will be promoted to the next higher grade on a fully qualified basis through the rank of LCDR. It is anticipated that promotion to the rank of LTJG will normally come after 18 months of service; to LT after five years and to LCDR after 12 years. Promotion to the rank of CDR will be made on a best qualified basis, and it is anticipated that consideration for promotion to this grade will come at the end of 18 years active duty. However, in no case will an officer of the Women's Reserve be promoted to any grade before the general duty officer in the Regular Coast Guard of the same grade who is next senior to her in precedence.

5. Retention. The retention dates as set forth in reference (c) for those members of the Women's Reserve on active duty at this time remain unchanged. For SPARS commissioned hereafter a limited number of those remaining on active duty after expiration of the first three-year contract will be retained for the full 20 years. Some will, of necessity, be released involuntarily in order not to exceed at any time the authorized number and grades. However, those involuntarily released after five or more years will be eligible to receive readjustment pay based on grade and length of service, up to a maximum of \$15,000. In addition, as members of the Coast Guard Reserve they may continue active reserve participation toward retirement under 10 U.S.C. 1331-37 (Public Law 810). Each year of active duty thus greatly enhances the value of such retirement. Those officers of the Women's Reserve who attain 18 years of active duty but who are not selected for the rank of CDR will be retained to complete their full 20 years of active duty.

6. Action. District Reserve Directors will publicize this program through appropriate channels and will prepare themselves to effect the procurement of women officer candidates in the same manner as male officer candidates. Quotas, convening dates of classes and other details will be the subject of a later communication.

PERSONNEL INSTRUCTION NO.

7. Effective Date. This program will become effective at such time as quotas and convening dates are published.

Encl: (1) Requirements
(2) Agreement

ENCLOSURE (1) TO PERSONNEL INSTRUCTION NO.

1. Basic Qualifications. To be considered for indoctrination and appointment in this program, women must meet the following qualifications:

a. Age. Applicants must be at least 21 and under 27 years of age at time of application. However, applicants who have prior military service may deduct total military service, active or inactive, from actual age to determine constructive age under which they may qualify.

b. Officer Qualification Test. Must attain a qualifying score on the Navy Women's Officer Qualification Test. Re-examination will not be authorized.

c. Citizenship

(1) Must be a citizen of the United States and, if naturalized, must have been a citizen for at least 10 years.

(2) Must have no questionable foreign connections.

d. Physical. Must meet the physical qualifications prescribed in the Medical Manual, CG-294.

e. Dependents

(1) Must not be the mother of a child under 18, regardless of the legal custody of the child.

(2) Must not be the foster parent or adoptive parent or have personal custody of a child under 18.

(3) Must not be the step-parent of a child under 18 if the child lives within her household for a period of more than 30 days a year.

(4) The above dependency conditions will pertain throughout the service of a member of the Women's Reserve.

f. Education. Must be a graduate of an accredited college or university in any field except medicine, dentistry or theology, or must be a senior in good standing scheduled to be graduated prior to convening of the next officer candidate class.

g. Interview. Each applicant will be interviewed by a board of officers in accordance with reference (d) of basic instruction, such board to include a SPAR officer wherever possible.

2. Rates for Enlistment of Personnel Selected for Assignment to Officer Candidate School.

a. Applicants without prior military service, active or inactive, will be enlisted as Seaman Apprentice (Officer Candidate).

ENCLOSURE (1) TO PERSONNEL INSTRUCTION NO.

b. Former or present enlisted women of the Army, Air Force or Marine Corps, including Reserve components thereof, will be enlisted as Seaman Apprentice (Officer Candidate).

c. Former or present enlisted women of the Coast Guard, Navy or Naval Reserve will be enlisted in the rate, or proximate rate, held at time of last discharge.

3. Assignment to Officer Candidate School

Officer candidates will be ordered to report to the U. S. Naval Officer Candidate School (Women), U. S. Naval Base, Newport, Rhode Island, for sixteen weeks of training.

4. Appointment

a. Officer candidates who successfully complete the first eight weeks of training will be appointed to the grade of Ensign in the Coast Guard Reserve, and will be ordered to an additional eight weeks officer training at Newport for further instruction.

b. Upon successful completion of the course, officers will be assigned to active duty in the Coast Guard.

c. Successful candidates will be required to serve on active duty and retain their commissions in the Coast Guard Reserve in accordance with their signed Officer Candidate School Agreements.

5. Unsuccessful Candidates

The candidate who does not successfully complete the first eight weeks of training or who is found physically unqualified for appointment will be discharged from the Coast Guard Reserve with no further obligation on her part.

6. Application Procedures

a. Applicants should be directed to contact the Commander (dcr) of the district in which they reside. If this initial contact is made by mail, the letter should contain a brief summary of the applicant's experience and education, and a request for an application for appointment to Officer Candidate School.

b. Following this initial screening, the following documents are required to be completed before final selection can be made:

(1) Application for Officer Candidate School (CG-3210W)

(2) Two (2) recent unmounted photographs not smaller than 2½" x 4" nor larger than 4" x 5" (one profile and one full face)

(3) Birth certificate (1 certified or photostatic copy)

ENCLOSURE (1) TO PERSONNEL INSTRUCTION NO.

(4) Report of Medical Examination (SF-88) and Report of Medical History (SF-89), prepared in triplicate, with all copies signed

(5) Women's Officer Qualification Test

(6) Report of Interview, CG-2993 (latest revision), 1 copy

(7) Statement of Personal History, DD Form 398 (in quadruplicate). All spaces must be filled in; if answer is "none," so state. Strict compliance with the instructions for completion of Item #10 is directed.

(8) Armed Forces Security Questionnaire, DD Form 98 (in duplicate)

(9) Police Record Checks (DD Form 369) for each city in which the applicant has lived since her twelfth birthday, including collegiate residences (See item #15 of the Statement of Personal History), plus one for the National Agency Check. The card for the NAC shall be completed on the fingerprint side only. Care must be taken that the fingerprints are not smudged in the transferring of fingerprints to these forms.

(10) Fingerprint Record, CG-2515 (1 copy)

(11) Coast Guard Intelligence Agency Check Request (NAC), CG-2765 (latest revision); "REPORTS REQUESTED FROM" and "DATE REQUESTED" will be left blank.

(12) Transcript of college or other scholastic record (1 copy)

(13) Officer Candidate School Agreement (CG-3211W)

(14) Evidence of change of name, when necessary (1 copy)

(15) Evidence of citizenship, when necessary (1 copy)

(16) Conditional release from another component of the Armed Forces, when necessary (1 copy)

(17) Photostatic copies of discharge and separation papers, when necessary (1 copy of each document submitted). Should the applicant indicate previous application for officer candidate type training in another service, the current status of that application must be ascertained. Should the applicant indicate previous disenrollment from such training, reasons for her disenrollment must be given.

(18) Three (3) letters of recommendation

(19) Affidavit - Pension, Compensation, or Retired Pay (CG-2955 latest revision - 1 copy).

ENCLOSURE (2) TO PERSONNEL INSTRUCTION NO.

Treasury Department
U. S. Coast Guard
CG-32115

WOMEN'S OFFICER CANDIDATE SCHOOL AGREEMENT
Between
UNITED STATES OF AMERICA
TREASURY DEPARTMENT
And

(Type or print full name of Contractor)

This agreement is entered into between the United States of America represented by the officer signing this agreement and the above named contractor.

WHEREAS, contractor volunteers for training under the Officer Candidate Program of the Coast Guard Reserve; and,

WHEREAS, the parties understand that this agreement will not be effective until the contractor is accepted and enlisted for Officer Candidate training.

NOW, THEREFORE, the parties hereto do agree as follows:

1. If selected for the Officer Candidate Program, contractor will enlist for three years in the Ready Reserve of the U. S. Coast Guard as Seaman Apprentice (Officer Candidate) in which rate she will serve during the first eight weeks of the indoctrination course. She will be available for enlistment on or after _____.
(Specific Date)

2. Upon successful completion of the first eight weeks of the course, contractor will accept appointment as Ensign in the U. S. Coast Guard Reserve, if offered, and, unless sooner released by competent authority, will serve on active duty for a period of three consecutive years subsequent to the receipt of her commission.

3. Contractor further agrees that upon commissioning she will serve for not less than six years in the Coast Guard Reserve, at least three years of which will be on active duty.

4. If contractor's period of active duty under this agreement expires during a period of war or national emergency declared by the Congress or in time of national emergency proclaimed by the President, she understands that she may be retained in active service. Further, as a member of the Ready Reserve, she is liable for involuntary call to active duty in time of future national emergency proclaimed by the President of the United States and may be required to serve not more than twenty-four months; in time of national emergency or war declared by the Congress, she may be required to serve for the duration of that national emergency or war and for six months thereafter.

ENCLOSURE (2) TO PERSONNEL INSTRUCTION NO.

5. In the event that contractor does not successfully complete the indoctrination course or is not recommended for commission, she understands that she will be discharged from the Coast Guard Reserve with no further obligation.

IN WITNESS WHEREOF, the parties hereto have executed this agreement on _____ day of _____ 19____.

UNITED STATES OF AMERICA

By _____
By direction

Signature of Contractor

TREASURY DEPARTMENT
UNITED STATES COAST GUARD

ADDRESS REPLY TO:
COMMANDANT
U.S. COAST GUARD
HEADQUARTERS
WASHINGTON 25, D.C.



RECEIVED

MAR 20 1963

Staff Assistant
Chief, Office of
Personnel

From: Senior Member, Board to Consider the Promotion of Active Duty
Officers of the Women's Reserve
To: Chief, Office of Personnel

Subj: Report of meeting on 13 March 1963

Ref: (a) Comments of CDR Elizabeth B. Hall (90041) USCGR
dtd 25 Jan 1963 file PL7-2/00

1. The Board to Consider the Promotion of Active Duty Officers of the Women's Reserve met at Coast Guard Headquarters, upon the recommendation of the Chief of Staff at 1330, 13 March 1963, to consider the comments submitted by CDR Elizabeth B. Hall (90041) USCGR, Senior SPAR Officer on active duty.

2. In paragraph (2) of reference (a), CDR Hall suggests that with the exception of those selected by a retention Board, SPAR Officers should not be retained for a period longer than five years because of the high costs involved and punitive nature of readjustment payments. Readjustment payments are presently utilized by the Coast Guard Reserve in a like manner and are not considered of a punitive nature, but rather represent an effort by the Coast Guard to facilitate the return of the officer to civilian life by providing initial financial assistance. It is also the opinion of the Board that the services of as many SPARS as possible will be required in the early years of the SPAR officer build-up in order to provide an adequate number of SPAR officers from which to choose senior SPARS for retention. Even though this will require releasing those SPARS not retained by a retention Board at a later date, it is considered that the advantage of broadening the selection base will result in the best possible SPAR organization.

3. In paragraph (3) of reference (a), CDR Hall states that the assignment of SPAR officers to Reserve offices for the first five years would not afford adequate training for the incumbents, which would enable them to sufficiently familiarize themselves with the procedures for recruiting, training, supervision and placement of SPARS in mobilization. The billet assignments, originally recommended by this Board, were not intended to be binding, but rather represented the consensus of opinion of all the members of the Board after considering all facets of the problem. It was not the intention of the Board to preclude the assignment of SPARS to District (p) as well as District (dcr) billets, or to any other billet, if the Chief, Office of Personnel, considered this to be desirable.

A handwritten signature in blue ink, appearing to read "C. R. Bender".

C. R. BENDER
Captain, U. S. Coast Guard

From: Senior Member, Board to Consider the Promotion of Active Duty
Officers of the Women's Reserve
To: Chief, Office of Personnel

Subj: Report of meeting on 13 March 1963

Ref: (a) Comments of CDR Elizabeth B. Hall (90041) USCGR
dtd 25 Jan 1963 file #17-2/00

1. The Board to Consider the Promotion of Active Duty Officers of the Women's Reserve met at Coast Guard Headquarters, upon the recommendation of the Chief of Staff at 1330, 13 March 1963, to consider the comments submitted by CDR Elizabeth B. Hall (90041) USCGR, Senior SPAR Officer on active duty.

2. In paragraph (2) of reference (a), CDR Hall suggests that with the exception of those selected by a retention Board, SPAR Officers should not be retained for a period longer than five years because of the high costs involved and punitive nature of readjustment payments. Readjustment payments are presently utilized by the Coast Guard Reserve in a like manner and are not considered of a punitive nature, but rather represent an effort by the Coast Guard to facilitate the return of the officer to civilian life by providing initial financial assistance. It is also the opinion of the Board that the services of as many SPARs as possible will be required in the early years of the SPAR officer build-up in order to provide an adequate number of SPAR officers from which to choose senior SPARs for retention. Even though this will require releasing those SPARs not retained by a retention Board at a later date, it is considered that the advantages of broadening the selection base will result in the best possible SPAR organization.

3. In paragraph (3) of reference (a), CDR Hall states that the assignment of SPAR officers to Reserve offices for the first five years would not afford adequate training for the incumbents, which would enable them to sufficiently familiarize themselves with the procedures for recruiting, training, supervision and placement of SPARs in mobilization. The billet assignments, originally recommended by this Board, were not intended to be binding, but rather represented the consensus of opinion of all the members of the Board after considering all facets of the problem. It was not the intention of the Board to preclude the assignment of SPARs to District (p) as well as District (dcr) billets, or to any other billet, if the Chief, Office of Personnel, considered this to be desirable.

C. R. BEMMER
Captain, U. S. Coast Guard

TO SPAR BOARD

**TREASURY DEPARTMENT
UNITED STATES COAST GUARD**

ADDRESS REPLY TO:
COMMANDING OFFICER
USCG RECEIVING CENTER
CAPE MAY, NEW JERSEY



P17-2/00
25 January 1963

From: Commander Elizabeth B. HALL (90041) USCGR
To: Commandant (CCS)

Subj: Review of Board to Consider the Promotion of Active Duty
Officers of the Women's Reserve

Ref: (a) Conversation with Rear-Admiral James A. ALGER (1364) USCG
(b) Title 50 USC 1016

1. As requested in reference (a), I have reviewed the action of subject Board and approve in general principle. I feel the Board Members are to be commended. There are several points however, that I feel could be improved.

2. I do not believe the additional cost of releasing Lieutenants with over 5 years service and Lieutenant Commanders with over 12 years service justifiable and reference (b) would require the Coast Guard to make readjustment payments. Figured under present pay scales, this would be approximately \$10,500 if it was a Lieutenant Commander who had just 12 years service. If it were one of the more senior Spar Lieutenant Commanders, it would be even more. This defect can be overcome by increasing the total number of billets to 19 from 18 and convening a retention Board annually, to select 1 candidate for retention from those completing 3 and 4 years service. The Coast Guard would never have to make readjustment payments for services not rendered. If others feel as strongly as I do about paying money as a penalty, the recommendations of the Board would not be accepted. To me this would be tragic as it is basically sound. Enclosure (1) and its explanatory page shows graphically how this undesirable feature can be eliminated.

3. It is also noted that the Board states, and I concur with their thinking, that the purpose of having Spars on active duty is "to familiarize the incumbents with the procedures for recruiting, training, supervision and placement of Spars in Mobilization." Having served in regular personnel billets as well as in a Reserve Office, it is my opinion that they would not receive adequate training to accomplish the stated purpose if assignments are limited to billets in Reserve Offices for the first five years of active duty. In my opinion, this is tantamount to saying it takes five years to learn how to recruit, as training, supervision and placement of personnel is of necessity, entirely different within the regular service. It is therefore suggested that consideration be given to the assignment of some of these Spars to

*answered by
CR-4 1/2 of 2-25-63
signed by chief of staff*

Personnel Divisions in Districts and Comptroller duties at Headquarters.

Elizabeth B. Hall
ELIZABETH B. HALL

Encl:
Time Table for Spar Corps Buildup

EXPLANATION AND APPLICATION OF ENCLOSURE (1)

1. Each letter represents a Spar Ensign graduate of OCS added to the Spar Corps in or after 1963. Each algebraic exponent represents the Spars' longevity in years.

2. Selection for retention would begin in the 3rd anniversary year. In order to give all Spars regardless of year of entry equal opportunity to go on, those selected in the 3rd year would have to be reselected the following (4th) year. The maker of the chart has made the assumption that one of the first Ensigns is selected for retention by both selection Boards. Should this not be so, the only difference would be the year in which the first Lieutenant (j.g.) was promoted to Lieutenant. The maker has also assumed that every Spar selected for retention to twenty years will remain on active duty full time. This is not a very valid assumption as past experience has shown. In the event a Spar in the 5th or later year requests release to inactive duty, the retention board could be directed to retain 2 in lieu of 1.

3. It should be noted too that by this method, no Spar promotion boards need be held as longevity would be a natural criterion. The only time this would not be true would be in the event a prior selection board had retained 2 from the same class and both should be promoted to the rank of Commander.

TIME TABLE FOR SPAR CORPS BUILDUP

1 July Year	(18 Yrs) Commander	(12 Yrs) Lt.Comdr.	(5 Yrs) Lt.	(1½ Yrs) Lt.(j.g.)	(0 Yrs) Ens.	TOTAL
1961	1	6	0	0	A°A°A°	10
1962	1	6	0	0	A'A'A'B°B°B°	13
1965	1	6	0	A²A²A²	B'B'B'C°C°C°	16
1966	1	6	0	(A³A³A³)B²B²B²	C'C'C'D°D°D°	19
1967	1	6	0	(A⁴B³B³B³)C²C²C²	D'D'D'E°E°E°	20
1968	1	5	A⁵	(C³C³C³)D²D²D²	E'E'E'F°F°F°	19
1969	1	4	A⁶	(C⁴D³D³D³)E²E²E²	F'F'F'G°G°G°	19
1970	1	1	A⁷	(D⁴E³E³E³)F²F²F²	G'G'G'H°H°H°	16
1971	1	0	A⁸D⁵	(F³F³F³)G²G²G²	H'H'H'I°I°I°	15
1972	1	0	A⁹D⁶	(F⁴G³G³G³)H²H²H²	I'I'I'J°J°J°	16
1973	1	0	A¹⁰D⁷	(G⁴H³H³H³)I²I²I²	J'J'J'K°K°K°	16
1974	1	0	A¹¹D⁸G⁵	(I³I³I³)J²J²J²	K'K'K'L°L°L°	16
1975	0	A¹²	D⁹G⁶	(I⁴J³J³J³)K²K²K²	L'L'L'M°M°M°	16
1976	0	A¹³	D¹⁰G⁷I⁵	(K³K³K³)L²L²L²	M'M'M'N°N°N°	16
1977	0	A¹⁴	D¹¹G⁸I⁶	(K⁴L³L³L³)M²M²M²	N'N'N'O°O°O°	17
1978	0	A¹⁵D¹²	G⁹I⁷	(L⁴M³M³M³)N²N²N²	O'O'O'P°P°P°	17
1979	0	A¹⁶D¹³	G¹⁰I⁸L⁵	(N³N³N³)O²O²O²	P'P'P'Q°Q°Q°	17
1980	0	A¹⁷D¹⁴	G¹¹I⁹L⁶	(N⁴O³O³O³)P²P²P²	Q'Q'Q'R°R°R°	18
1981	A¹⁵	D¹⁵I¹²	I¹⁰L⁷	(O³P³P³)Q²Q²Q²	R'R'R'S°S°S°	18
1982	A¹⁹	D¹⁶G¹³	I¹¹L⁸O⁵	(Q³Q³Q³)R²R²R²	S'S'S'T°T°T°	18
1983	0	D¹⁷G¹⁴I¹²	L⁹O⁶	(Q⁴R³R³R³)S²S²S²	T'T'T'U°U°U°	18
1984	D¹⁸	G¹⁵I¹³	L¹⁰O⁷Q⁵	(S³S³S³)T²T²T²	U'U'U'V°V°V°	18
1985	D¹⁹	G¹⁶I¹⁴	L¹¹O⁸Q⁶	(S⁴T³T³T³)U²U²U²	V'V'V'W°W°W°	19
1986	0	G¹⁷I¹⁵L¹²	O⁹Q⁷S⁵	(U³U³U³)V²V²V²	W'W'W'X°X°X°	18
1987	G¹⁶	I¹⁶L¹³	O¹⁰Q⁸S⁶	(U⁴V³V³V³)W²W²W²	X'X'X'Y°Y°Y°	19
1988	G¹⁹	I¹⁷L¹⁴	O¹¹Q⁹S⁷U⁵	(W³W³W³)X²X²X²	Y'Y'Y'Z°Z°Z°	19
1989	I¹⁸	L¹⁵O¹²	Q¹⁰S⁸U⁶	(W⁴X³X³X³)Y²Y²Y²	Z'Z'Z'A°A°A°	19
1990	I¹⁹	L¹⁶O¹³	Q¹¹S⁹U⁷W⁵	(Y³Y³Y³)Z²Z²Z²	A'A'A'B°B°B°	19
1991	0	L¹⁷O¹⁴Q¹²	S¹⁰U⁸W⁶	(Y⁴Z³Z³Z³)A²A²A²	B'B'B'C°C°C°	19
1992	L¹⁶	O¹⁵Q¹³	S¹¹U⁹W⁷	(Z⁴A³A³A³)B²B²B²	C'C'C'D°D°D°	19
1993	L¹⁹	O¹⁶Q¹⁴S¹²	U¹⁰W⁸Z⁵	(B³B³B³)C²C²C²	D'D'D'E°E°E°	19
1994	0	O¹⁷Q¹⁵S¹³	U¹¹W⁹Z⁶	(B⁴C³C³C³)D²D²D²	E'E'E'F°F°F°	19
1995	O¹⁵	Q¹⁶S¹⁴U¹²	W¹⁰Z⁷B⁵	(D³D³D³)E²E²E²	F'F'F'G°G°G°	19

Retain 1 (Annually)

UNITED STATES GOVERNMENT

Memorandum

TO : Chief, Office of Personnel

P
DATE: 21 March 1963

FROM : Asst. Chief, Office of Personnel

SUBJECT: SPAR Board, December 1962

- Ref:
- (a) December 1962 Report of the Board to consider the promotion of active duty officers of the Women's Reserve
 - (b) Staff Asst. to Chief, Office of Personnel memo Serial 1086 of 8 Jan 1963
 - (c) COMDT (PO-1) memo dtd 12 March 1963

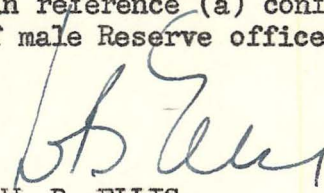
1. After a review of the Report of the Board to consider the promotion of active duty officers of the Women's Reserve, I have the opinion that further study should be given to need for the retention of SPAR Officers on active duty for periods of time over three years.
2. The Commandant has stated that no forced attrition of those SPAR officers now on active duty is contemplated prior to their achieving twenty years active service. However, before additional SPAR officers are brought onto active duty, I recommend that the program be more thoroughly studied. I believe that the weak spot in the position of the current board is that (a) although the Board has stated that "requirements of Officer's of the Women's Reserves on active duty in the Coast Guard are directly and solely related to the mobilization requirements for SPARS and (b) although the Board states "the billets in which SPAR officers are required are those which well serve to familiarize the incumbents with the procedures for recruiting, training, supervision, and placement of SPARS in mobilization," the Board then concludes a percentage of these officers should be retained on active duty for as long as twenty yers. I contend that a three year period on active duty is adequate for fully training a cadre of SPAR officers to meet mobilization needs. I think Commander Hall makes this very point in her letter 25, January 1963, paragraph 3.


J. V. SCULLION

The other factors of dependency can best be solved as a matter of selection of best qualified for retention, e. g. if minors in the household or occupation of husband or similar personal problems affect the ability of the officer to be assigned as necessary to meet the needs of the service then this would be considered by Retention Boards in determining "best qualified".

9. I do not concur with the recommendation in paragraph 3 b of reference (b). Members of the Women's Reserve were adequately represented in the membership of subject board.

10. I do not concur with the recommendation in paragraph 3 c of reference (b). The procurement procedure proposed in reference (a) conforms to the existing procedures for procurement of male Reserve officers.



W. B. ELLIS

Encl: (1) SPAR Board

UNITED STATES GOVERNMENT

Memorandum

TO : Chief, Office of Personnel

PO-1
DATE: 12 March 1963

FROM : Chief, Officer Personnel Division

SUBJECT: SPAR Board, December 1962; comments on

REF: (a) December 1962 Report of the Board to consider the promotion of active duty officers of the Women's Reserve
(b) Staff Assistant to Chief, Office of Personnel Memo Serial 1086 of 8 January 1963

1. Reference (a) has been reviewed together with comments contained in reference (b). I concur with the remarks contained in paragraphs 1 and 2 of reference (b) and would recommend a determination in favor of paragraph 1 (b) of reference (b).

2. I concur with the recommendation in paragraph 3 (a) of reference (b) to assign a LT/LCDR billet to Wave Training Command, USNTC, Bainbridge, Md. I believe such assignment would be in keeping with the stated requirements for SPAR's on active duty at the top of pg 3 of reference (a) that "Billets in which SPAR officers are required are those which will serve to familiarize the incumbents with the procedures for recruiting, training, supervision and placement of SPARS in mobilization." To offset this billet, and in order to retain the same number of SPARS on active duty and in the same grades as recommended by reference (a), it is recommended that the following changes be made in the Billet Table, Appendix B of reference (a):

Delete 1 ENS/JG in Commander 14CGD(dcr)
Delete 1 LT/LCDR in HQ(CR)
Delete 1 CDR in HQ(P Staff)
Add 1 ENS/JG HQ(CR)
Add 1 LT/LCDR at Wave Training Command, USNTC, Bainbridge
Add 1 CDR in HQ(CR)

The justification for the ENS/JG billet in CCGD14(dcr) is not apparent in view of this extremely small office whose present allowance provides for only one officer part time (i.e. one officer is assigned as Director of Reserve and as Director of Auxiliary). Also, the justification for the Senior SPAR on Active Duty, the CDR billet, in HQ(P Staff) is not apparent. Assignment in Headquarters of the CDR is not questioned in order for her to carry out the collateral duties of SPAR representation at various functions and liaison with other services. But her primary duties in keeping with the stated requirements for SPARS on active duty could as well or better be performed in HQ(CR). One additional LTJG/ENS in HQ(CR) or (PTP) is justified.

3. The Board recommends promotion to LTJG after $1\frac{1}{2}$ years total commissioned service, to LT after 5 years, LCDR after 12 years and to CDR after 18 years in order to provide a time table for the promotion of SPAR officers which would provide an approximate parity in promotion expectation with male officers. I concur with the intent of the Board to provide parity in promotion schedules of male officers and SPAR officers. I would, therefore, recommend provision of a running mate system equivalent to the provision of running mates of members of the permanent commissioned teaching staff and as outlined in the proposed regulations for the PCTS.

4. In consonance with the above it is recommended that the billet allowance be established as:

1 CDR 3 LCDR 4 LT 10 LTJG/ENS

5. The Board recommends that officers promoted to a higher grade in excess of the number authorized shall be subject to the action of a retention board. This means that an officer could be subject to a retention board every year. This is not a reasonable situation. In lieu thereof the following plan for the next 8 to 10 years is suggested:

- a. recruit 3 officers per year - each to have a 3 year contract.
- b. at the end of the third year of the plan and each year thereafter retain one LTJG giving her a 3 year contract.
- c. promote 1 LTJG to LIEUT each year for seven years. (years 4 thru 11 of this plan.) At this point there will be 17 SPARS on ACDU, assuming all who are promoted to LT so remain. (All present ACDU SPARS (1963) will be gone by this time by retirement). The senior SPAR on duty will be a LIEUT ready for promotion to LCDR. At this point the program should be re evaluated and retention regulations established.

6. It may be necessary to recruit more than 3 per year to keep the program going. I doubt if retention regulations can be developed until more experience with the program is available.

7. Paragraph 4, pg 9 of reference (a) proposes that all but four of the SPAR billets be funded out of the Reserve Appropriations. Administratively it would be more simple if all SPAR billets were set up so that they could legally be all funded from Reserve Appropriations. In this connection it should be noted that billets funded from Reserve Appropriations presently exist at all units at which reference (a) recommends establishment of SPAR billets.

8. Enclosure (1) of Appendix E of reference (a) (paragraph 1 (e)) contains rather detailed restrictions as to dependents. It is believed that the intent of these restrictions could be met more easily by substituting the following:

- (1) Must not be married at time of entry on active duty and
- (2) Pregnant SPARS will be released from active duty.

UNITED STATES GOVERNMENT

Memorandum

P

Serial 1086

TO : Chief, Office of Personnel

DATE: 8 January 1963

FROM : Staff Assistant, Chief, Office of Personnel

SUBJECT: SPAR Board, December 1962

REF : (a) December 1962 Report of the Board to consider the promotion of active duty officers of the Women's Reserve

1. Reference (a) has been reviewed. It is recommended that a current determination be obtained from the Commandant as to whether the Coast Guard is to:

- a. Continue only with the seven SPAR officers held over from World War II and when each individual SPAR qualifies for retirement, reduce the on board total officer SPARs on active duty by retiring the eligible person.
- b. Have SPAR officers on board in active duty status in numbers in excess of the seven World War II SPAR officers.

2. If it is determined to only continue active duty SPAR officers as in paragraph 1 (a) above it is recommended that:

- a. Reference (a) the proposed regulations be put "on the shelf" and
- b. The promotion system for the seven SPARs on active duty now in effect be continued.

3. If it is determined to increase the number of SPAR officers as in paragraph 1 (b) above the recommendations of the December 1962 board are concurred with subject to the following comments.

- a. A SPAR officer corps based upon mobilization needs involves or is to be concerned with enlisted SPAR recruit training and supervision. Table (b) should be modified to show SPAR officer billets for Enlisted Training Purposes. It is recommended that Table (b) be modified as follows by adding;

Unit - WAVE Training Command, US Naval Training Center,
Bainbridge, Maryland
Billets - 1 LT; 1 LTJG or ENS

Assignment to be two years duration with one SPAR officer being rotated each year.

- b. Reference (a) be submitted for comment to the following individuals.
1. Senior SPAR officer now on Active Reserve Rolls CDR Dorothy M. Beckwith, (90025), USCGR (W)
 2. Senior SPAR officer now on active duty CDR Elizabeth B. Hall, (90041) USCGR (W), Cape May
 3. If approved by medical advisor Commander Beatrice V. Ball, (90014) USCGR (W)-Retired: If these individuals could be assembled at Headquarters for a couple days they could review reference (a) in detail. The factor of "user acceptance" of the proposed plan would be enhanced by its reference to these people. In addition their recommendations might be quite valuable. It is noted that if this plan is adopted as it now stands that the SPAR organization will have been started on a long range program; not a day to day situation. As such the advice of our senior SPAR personnel could have beneficial long range effects on the future SPAR organization and its accomplishments.
- c. In Appendix E, paragraph 6 of reference it is proposed that District (DCR) officers effect procurement of SPAR officer candidates. It is probable that with the limited numbers of SPAR officer candidates per year that a better and simpler recruitment plan can be evolved. Recommendation in this area by the individuals listed in (b) above would be of value.


O. R. SMEDER

UNITED STATES GOVERNMENT

Memorandum

CAM

TO : Chief of Staff

DATE: 16 January 1963

FROM : Chief, Administrative Management Division

SUBJECT: Board to consider the retention and promotion of active duty officers of the Coast Guard Women's Reserve

1. There is attached a copy of the report of the board convened by the Chief, Office of Personnel to consider the retention on active duty and promotion of SPARS. The original of the report has been forwarded to the convening officer, and this copy is submitted for information only. Findings of Fact, Opinions, and Recommendations are to be found in Part Two of the Record.

C. R. Bender
C. R. BENDER

Encl: (1) Report on subject board

1/18/63
RET

366