



Officer and Enlisted Multirater Assessments

Report to Congress
June 24, 2025



U.S. Coast Guard

Foreword

June 24, 2025

I am pleased to present the following report, “Officer and Enlisted Multirater Assessments” prepared by the U.S. Coast Guard.

The Don Young Coast Guard Authorization Act of 2022, directs the submission of a report on estimated costs associated with implementing amended language within Section 2182(a) of Title 14 U.S. Code.

Pursuant to Congressional requirements, this report is provided to the following members of Congress:

The Honorable Ted Cruz
Chairman, Senate Committee on Commerce, Science, and Transportation

The Honorable Maria Cantwell
Ranking Member, Senate Committee on Commerce, Science, and Transportation

The Honorable Sam Graves
Chairman, House Committee on Transportation and Infrastructure

The Honorable Rick Larsen
Ranking Member, House Committee on Transportation and Infrastructure

Please direct report inquiries to my Senate Liaison Office at (202) 224-2913 or House Liaison Office at (202) 225-4775.

Sincerely,



Kevin E. Lunday
Admiral, U.S. Coast Guard
Acting Commandant





Officer and Enlisted Multirater Assessments

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I. Legislative Language

This report responds to the language set forth in Section 11244(b) of the Don Young Coast Guard Authorization Act of 2022 (Pub. L. No. 117-263), which reads:

SEC. 11244. EXPANSION OF AUTHORITY FOR MULTIRATER ASSESSMENTS OF CERTAIN PERSONNEL

(b) COST ASSESSMENT.—

(1) **IN GENERAL.**—Not later than 1 year after the date of enactment of this Act, the Commandant shall provide to the appropriate committees of Congress an estimate of the costs associated with implementing the amendment made by subsection (a) [Section 2182(a) of title 14, United States Code].

(2) **APPROPRIATE COMMITTEES OF CONGRESS DEFINED.**—In this subsection, the term “appropriate committees of Congress” means—

(A) the Committee on Commerce, Science, and Transportation and the Committee on Appropriations of the Senate; and

(B) the Committee on Transportation and Infrastructure and the Committee on Appropriations of the House of Representatives.

14 U.S.C. §2182. Multirater assessment of certain personnel

(a) Multirater Assessment of Certain Personnel.-

(1) **In general.**—Commencing not later than one year after the date of the enactment of the Coast Guard Authorization Act of 2016, the Commandant shall develop and implement a plan to conduct every two years a multirater assessment for each of the following:

(A) Each flag officer of the Coast Guard.

(B) Each member of the Senior Executive Service of the Coast Guard.

(C) Each officer of the Coast Guard nominated for promotion to the grade of flag officer.

(2) **OFFICERS.**—Each officer of the Coast Guard shall undergo a multirater assessment before promotion to—

(A) the grade of O–4;

(B) the grade of O–5; and

(C) the grade of O–6.

(3) **ENLISTED MEMBERS.**—Each enlisted member of the Coast Guard shall undergo a multirater assessment before advancement to—

(A) the grade of E–7;

(B) the grade of E–8;

(C) the grade of E–9; and

(D) the grade of E–10.

(4) SELECTION.—An individual assessed shall not be permitted to select the peers and subordinates who provide opinions for the multirater assessment of such individual.

(5) POST-ASSESSMENT ELEMENTS.—

(A) IN GENERAL.—Following an assessment of an individual pursuant to paragraphs (1) through (3), the individual shall be provided appropriate post-assessment counseling and leadership coaching.

(B) AVAILABILITY OF RESULTS.—The supervisor of the individual assessed shall be provided with the results of the multirater assessment.

II. Report

Table 1 lists estimated annually recurring costs to meet requirements of Section 2182 of Title 14, U.S. Code, based on the estimated number of promotions or advancements to each applicable paygrade and administration and coaching labor-hours required to serve that population.

The Coast Guard currently uses the Wiley Leadership Practices Inventory Plus assessment to administer multirater assessments for prospective O-6 commanding officers. This product provides two identical assessments, one year apart, so that individuals may apply lessons learned in the first assessment and coaching sessions, and then follow up to measure and reflect upon behavior changes. The program entails three hours of coaching including two one-hour sessions upon initial assessment, and one one-hour session following reassessment. The Coast Guard used this product format and resource hours to develop a cost estimate for expanding the multirater assessment program to include paygrades required by Section 11244(b) of the Don Young Coast Guard Authorization Act of 2022.

The Wiley Leadership Practices Inventory Plus software uses digital tokens to grant individuals access to the multirater assessment service. All members advanced or promoted to listed paygrades in Table 2 may require a Leadership Practices Inventory Plus token to meet the requirements for promotion or advancement to the next higher paygrade. These figures were used to derive the estimated number of Leadership Practices Inventory Plus tokens listed in Table 1.

Table 1: Multirater Program Resource Estimate

Item	Quantity	Individual Cost¹ (recurring annually)	Total Cost
Leadership Practices Inventory Plus assessment tokens	4,000	\$160	\$640,000
Full time employee Coaches, GS-13	7	\$205,680	\$1,439,760
Full time employee for Program Manager, GS-13	1	\$205,680	\$205,680
Full time employee for Debrief Instructors, GS-12	2	\$170,880	\$341,760
Full time employee Administration Staff, GS-8	4	\$118,480	\$473,920
Deputy Office Chief, O-5	1	\$252,868	\$252,868
Total			\$3,353,988

Table 2: Annual Promotions and Advancements

Promoted/Advanced To	3-Year Average 2022 - 2024
E-6	1586
E-7	959
E-8	255
O-3	490
O-4	404
O-5	249
Total	3,943

¹ Cost estimate for personnel calculated using FTE Standard Planning Cost factors for Fiscal Year 2025.

III. Conclusion

Multirater assessments support emerging leaders in building self-awareness of their leadership skills and the impact of their actions on others. Building an environment encouraging honest feedback and reflection throughout the coaching process is imperative to support positive individual behavior changes associated with a successful assessment program, leading to positive leadership development throughout the organization. This program is implemented in a phased approach based on available resources and in accordance with a deliberate change management plan.