



THE COAST GUARD RESERVIST

CG-288

DEPARTMENT OF TRANSPORTATION • UNITED STATES COAST GUARD

VOL. XXII, NO. 11

WASHINGTON, D.C.

AUGUST 1975

THE ADMIRAL'S CORNER



In last month's Admiral's Corner, I challenged Reserve officers to improve two-way communications with enlisted personnel, to generate greater drill time productivity, and to increase job satisfaction and career opportunity for reservists junior to them.

Reasons for such improvements are obvious. First, in an all-volunteer service, dissatisfied people will not remain involved unless they receive satisfaction for the time and effort they invest. When volunteers become disenchanted and leave the service, we lose in several ways. We cannot immediately replace their expertise, earned through valuable on-the-job experience, nor recover the time or training invested by the Coast Guard -- schools, drills, lectures, ship-board time, and augmentation experience. A replacement cannot become trained for a mobilization billet nor qualified to take the place of a regular on weekend drills alone. The same investment in time and training must be repeated.

Secondly, it is essential that we get maximum value for each training dollar spent. All of us have experienced the impact of the economic recession; the service is no exception. In a climate of devaluated dollar and fiscal restraint, it is imperative to invest soundly and wisely.

The General Accounting Office recently published their report on
See ADM's CNR, page 2



Marine Reserve helicopter from Willow Grove Naval Air Station, PA lowers bucket as the CGR RAT Team pours cement into light tower foundation at Manasquan, NJ.

CGR Gets Marine Assist on ATON Project

The Reserve Assist Team (RAT) from Coast Guard Reserve Group Base New York rebuilt light towers on two shore jetties at Manasquan and Cape May, New Jersey, during the first three weekends in May. Marine Corps Reserve Heavy Helicopter Squadron 772 from Willow Grove (PA) Naval Air Station assisted the Coast Guard reservists while helicopters from Coast Guard Air Station Brooklyn and Coast Guard Air Station Cape May and personnel from Coast Guard Reserve Unit Manasquan Inlet Station provided additional logistical support.

At Manasquan, weathering and erosion of rocks at the North Jetty had left the 20-foot tower leaning toward the water, reducing its effectiveness as an aid to navigation. A new base was built approximately 25-feet closer to shore. At Cape May, the team assembled a new tower for the east

jetty, complete with daymarks and battery-powered light.

The three-stage procedure at both sites included constructing the foundation forms for the light towers on the first weekend, then filling the forms by pouring cement from helicopter-suspended buckets the following weekend, and finally air-lifting and securing the towers to their bases a week later.

On 3 May Coast Guard helicopters from Brooklyn and Cape May transported timber, plastic bags, concrete, reinforcement rods, and tools to the site at Manasquan and Cape May.

The heavier Marine helicopters took over the operation on 10 May to pour the cement and on 17 May to position the towers.

See RAT Team, page 3

a study conducted for Congress on "The Need to Improve Efficiency of Reserve Training." The GAO polled members of each of the Reserve components and followed up with on-the-scene investigations of their own. Some of you completed questionnaires for GAO, providing data on the effectiveness of training within the Coast Guard Reserve program for their report. A summary of the findings of the GAO report may be found elsewhere in this issue of the "Reservist."

Among the areas surveyed were percentage distribution of time available during drills and Active Duty for Training; amount of supervision during training; and degree of affiliation with the active service. The Coast Guard Reserve made a generally good showing in the report, but there is plenty of room for improvement.

Responses from enlisted Coast Guard reservists indicate they spend almost 60% of their time performing "official jobs" - 56% of drill time and 58% of ADT time. Almost half (48%) rated training instruction as good during drills and 60% rated ADT training as good. Although these Coast Guard figures generally compare favorably with those of the other services, I would like to see higher percentages in these areas.

The report shows 29% of our reservists dissatisfied with drills and 19% unhappy with their ADT experience. The most important factor cited as a reason for dissatisfaction with our training programs is *idle time*. Coast Guard reservists indicate that 21.7% of their drilling time is idle.

The amount of idle time during training must be reduced. Not only has the GAO report shown it to be a source of dissatisfaction, idle time represents a waste of time and money. Reservists are paid for drill participation whether they are active or idle. Let's get our men and women doing something meaningful and both problems should be solved. With more work there will be less dissatisfaction and more to show for our dollars.

Another finding of the GAO study points out that unit commanding officers spend an excessive percentage of their time attending to administrative tasks. Certainly, with the responsibility of command comes an increase in administrative workload. But we are aware of the unit's paperwork burden and are attempting to lighten their load. Reserve-wide conversion to the new pay and attendance system we have been testing for the past twelve

months is scheduled for 1 October. This step should reduce the unit's administrative workload dramatically. I will address the pay system at greater length in the September Admiral's Corner.

During the last four or five years, the Coast Guard Reserve has been building a new tradition of quality performance through a mix of augmentation and formal training. The major problems caused by changing program emphasis have been worked out. Now we must improve the efficiency of our operation.

Our missions have been defined. It should not be a question, then, of not knowing what to do. All hands must work together, motivating themselves and others to work to full potential and to attain a high level of professionalism, operational expertise, and mobilization readiness.

The need for officers to improve the effectiveness of their management efforts should be self-evident by this point. But the need to improve does not apply to officers alone. Each and every

reservist can find ways to increase productivity and reduce idle time. Extra time spent in on-the-job training, studying for advancement, or working to become more qualified will increase job satisfaction and enhance career opportunities.

It is essential that we take immediate steps to correct the problems identified by the General Accounting Office report. In this column I have mentioned a few of my ideas which may serve as a starting point. I would like to hear from you in the field on how to solve these problems and improve our Reserve program, and I invite you to send us your ideas through the chain of command. But, more importantly, share your ideas with your shipmates. It is the duty of each individual to help make the Coast Guard Reserve responsive to the needs of the public and ready to perform our missions.


W. S. SCHWOB

GAO Releases Reserve Training Study

The General Accounting Office (GAO) published on 26 June 1975 a report on an exhaustive study they conducted during FY 1974 entitled "Need to Improve Efficiency of Reserve Training." GAO solicited by questionnaire opinions on the Reserve program from 2209 of 903,443 Selected Reserve members and 1438 Reserve unit commanding officers in all service Reserve components. They sent questionnaires to 321 members of the Coast Guard Reserve, including 122 unit commanding officers. GAO auditors selected respondents at random and then validated their responses by visits to 99 unit sites also selected at random. Information on the number of Coast Guard Reserve units visited was not released.

The conclusions and recommendations contained in the report deal in general terms with the reserve components of the Armed Forces and do not specifically refer to the Coast Guard Reserve, or to any other particular component. The report's conclusions and recommendations are summarized as follows.

Requiring nearly all reservists to receive the same amount of training is inefficient and unnecessary. Skill requirements vary from the easy-to-learn to the difficult. Unit priorities (for mobilization) also vary. Some are required to be ready on short notice. Others have several months to prepare for

activation. Recommendations:

- place each unit in a training category based on realistically achievable training needs consistent with skill and mission requirements.

- identify units with early deployment commitments and provide adequate training to achieve unit proficiency.

- reduce training schedules for units with sufficient post-mobilization time to upgrade unit proficiency.

- reduce training schedules for reservists with easy-to-learn, civilian job-related, or already-learned skills.

Ineffective use of available training time results from too much emphasis by unit commanders on paperwork rather than supervision. Lack of attention to control of reservists reflects in the quality of training. Recommendation: ease the administrative workload of unit commanders and emphasize attention to supervision and quality of instruction.

A reduction in idleness and time devoted to activities other than official jobs could increase satisfaction and effectiveness of training and would benefit recruiting and retention. Recommendation:

See GAO Report, page 3

New Coast Guard Blue Is Prescribed Uniform; Women's Design Decision Due in October

The new Coast Guard Blue Uniform became the prescribed uniform for all male Coast Guard personnel as of 1 July 1975 according to the timetable set up in Commandant Instruction 1020.3 and Commandant Notice 1020 (series). As of that date all male Coast Guard personnel - Regular and Reserve (except as noted below) - were required to have at least one complete service dress Coast Guard Blue Uniform.

With some exceptions, distribution of the new uniform to enlisted reservists has been virtually completed. Full distribution is expected within the next month. Enlisted personnel who will not be actively participating in the Reserve after 1 February 1976 will not receive an issue uniform.

A test-wear period of the new women's uniforms designed by Academy Award-winning Hollywood designer Edith Head began 1 June 1975. A decision on adopting a new uniform will be made sometime after 1 October 1975. The projected target date for the issue of and total conversion to the new Coast Guard women's uniform is Fiscal Year 1977.

UNIFORM REQUIREMENTS FOR MALE RESERVISTS

Although some uniforms may be worn until 1 September 1977 (see below), only the Coast Guard Blue Uniform may be prescribed for wear. The optional period for the phase-out of other Coast Guard uniforms began 1 January 1974 and will continue until 1 September 1977.

The uniforms listed below may be worn until 1 October 1976:

E-6 and below - Service Dress White, Tropical White Long

RAT Team, from page 1

LCDR Walter R. WILKINSON, USCGR served as organizer and technical advisor of the RAT unit maneuvers and closely coordinated their efforts with Major Len T. Bieberbach, Operations Officer and Mission Commander of the Marine Helicopter Squadron.

The group of thirty men who comprise the RAT unit -- one of three units under the command of CDR Donald L. BERRY, USCGR, Commander, Reserve Group Base New York -- were originally recruited for assignment to the Team for their electrical, mechanical, or construction backgrounds.

Chief Petty Officer - Service Dress White, Tropical White Long

Officer and CPO - Service Dress Khaki, Tropical Khaki Long, Work Khaki, Aviation Green.

The following uniforms may be worn throughout the phase-out period until 1 September 1977:

E-6 and below - Service Dress Navy Blue, Undress Navy Blue Working

Officer and CPO - Service Dress Navy Blue.

The above information was contained in Commandant Notice 1020 of 13 January 1975. This Notice published Change 1 to Commandant Instruction 1020.3 of 7 January 1974 which promulgated uniform regulations for the new Coast Guard Blue Uniform. The basic Instruction also includes information

GAO Report, from page 2

reevaluate general military activities required of Reserve units -- physical fitness, drug abuse, equal opportunity, code of conduct, inspections, formations, etc. -- and identify those that can be eliminated or deferred until after mobilization.

Many units cannot provide meaningful hands-on mission training because they are not located near or do not have access to adequate facilities and equipment. More affiliation with active service units would help, particularly if the active service units shared in responsibility for reserve training. Recommendation: locate high priority units where they can train with essential equipment and arrange more mutual support and active service affiliation agreements including use of active service facilities and equipment for training.

The GAO report also contained the following matters for consideration by Congress. First, some units and members in all components can maintain proficiency under a reduced training schedule. However, tailoring unit or individual training schedules to mission assignments may require new compensation measures, including redefinition of a creditable year for retirement. This should be considered only if proposed by the Department of Defense. Secondly, the Congress should amend existing law to permit varying the training of the Army National Guard

concerning occasions uniforms shall be worn; uniform description and composition; uniform regulations (including information on the phase-in and phase-out periods for specific uniforms); and uniform insignia and ownership markings.

The most significant changes made to the Instruction by Change 1 include

- authorization for officers to continue to wear the Tropical White Long Uniform.

- the decision to retain the white combination cap cover.

- the addition of the white shirt as a required uniform item for both officer and enlisted.

- the requirement to wear blue name-tags with the Coast Guard Blue Uniforms.

See Uniform, page 4

and Air National Guard.

The Coast Guard Reserve scored above average in most of the areas covered by the GAO report. The percentage of drill time spent performing official duties ranked high in comparison to that of other reserve components. Enlisted reservists rated training instruction during both drills and ADT as good. Through augmentation training, the Coast Guard Reserve achieved a high degree of affiliation with the active service.

Above average showings in these and other categories, however, do not justify lower scores in other areas. Reservists reported below average training time in official military jobs during ADT. The study also disclosed that too much time devoted to administrative detail was resulting in insufficient supervision of training. Actions are planned or are already underway to effect improvements in these areas.

The Coast Guard feels that the GAO report is an important documentation of some of the most critical elements of reserve training, particularly drill training. It provides an interesting and useful contrast of training as viewed by reservists themselves, by reserve unit commanding officers, and by GAO auditors. The data contained in the report is considered to be a valuable tool that will be used as a basis for further strengthening and improving the Coast Guard.

Uniform, from page 3

- the requirement that E-6 and below wear gold sleeve devices after 1 July 1975, procured at own expense.

These directives in conjunction with more recent Commandant Notices in the 1020 Series dated 30 January 1975 and 8 April 1975 provide all necessary information concerning the new uniform and uniform changes for male members of the Coast Guard and Coast Guard Reserve.

UNIFORM REQUIREMENTS FOR FEMALE RESERVISTS

COMDTNOTE 1020 of 26 November 1974 contains information on women's uniform changes caused by U.S. Navy phasing out of the service dress light blue uniform for all enlisted women, E-6 and below. Since stocks of the uniform are becoming difficult to obtain, the Coast Guard, as an interim solution, has adopted a new tropical women's uniform to be worn under the same conditions as the women's light blue uniform.

The current Light Blue Uniform for women will continue to be issued until stocks are exhausted or until parts are unavailable making further issues impractical. The women's Tropical Uniform (Navy blue or black skirt or slacks, white short sleeve shirt with open collar, combination cap with white cover, and black shoes) is authorized for wear by all Coast Guard women - Regular and Reserve. Additional articles of this uniform will be issued to recruits as replacements for the Light Blue Uniform.

The Service Dress Blue Uniform for women shall continue to be worn.

This uniform consists of the Service Dress blue or black coat, blue or black skirt or slacks, white short sleeve shirt, black tie, and white cap cover on the combination cap. The use of collar devices in lieu of rating badges became required on 1 July 1975. Lapel insignia is no longer authorized. That Notice also contains the latest grooming standards for Coast Guard women.

Women reservists reporting for Reserve Enlisted Basic Indoctrination (REBI) within 60 days of their enlistment date will be issued required clothing including black shoes at RTC Yorktown. Otherwise, the required clothing (except for black shoes, which are to be purchased locally) will be furnished from either 1) Supply Center Brooklyn for uniform items unique to the Coast Guard or 2) the Defense Personnel Support Center, Philadelphia for uniform items in common with those used by the Navy.

OTHER UNIFORM REQUIREMENTS

Phase-in and phase-out dates of outer garments were promulgated in Commandant Notice 1020 of 30 January 1975. The phase-out dates are as follows:

Peacoat and enlisted Navy raincoat - 1 September 1977

Officer bridgcoat, cloth raincoat, reefer - 1 July 1979

Officer-CPO lightweight Navy blue raincoat (black plastic) - 1 July 1979.

The new Coast Guard Blue service raincoat with removable liner will be issued to enlisted personnel by 1 July 1976. Officers are required to have the raincoat by 1 July 1979. A lightweight

blue raincoat (Air Force style in polyester/rayon) is optional for both officer and enlisted personnel at their own expense and will be phased-in at the discretion of the individual member when wearing the new Coast Guard Blue Uniform. This Notice also permits women to wear the issue blue sweater over the Service Dress Light Blue Uniform while on board Coast Guard units.

Commandant Notice 1020 of 8 April 1975 promulgates the manner of wearing ribbons and name tags on women's uniforms and clarifies minimum outfit requirements for all active duty Coast Guard personnel. This Notice also approves the wear of double knit polyester uniforms and deletes the requirement that all Coast Guard personnel must maintain one issue type (gabardine) service dress uniform.

Coast Guard Reservist

Published monthly in Washington, D.C. by the Commandant, U. S. Coast Guard. Reference to directives, regulations, and orders is for information only and does not by publication herein constitute authority for action. Inquiries about the Coast Guard Reserve should be addressed to the Commandant (G-R-81) Coast Guard Headquarters, Washington, D.C., 20590.

ADMIRAL O.W. SILER
Commandant, U.S. Coast Guard

RADM W.S. SCHWOB
Chief, Office of Reserve

LTJG D.K. SECREST
Editor

All photographs are official Coast Guard material unless otherwise designated.

Members of the Coast Guard Reserve are invited to submit articles of interest to the Editor of RESERVIST for possible publication.

DEPARTMENT OF TRANSPORTATION
U. S. COAST GUARD
WASHINGTON, D. C. 20590

OFFICIAL BUSINESS
PENALTY FOR PRIVATE USE, \$300

POSTAGE AND FEES PAID
U. S. COAST GUARD
DOT 514

