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United States Coast Guard

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COMMANDANT INSTRUCTION 1550.18

Subj: COAST GUARD TRAINING AND EDUCATION ADVISORY COUNCIL (CGTAC)

Ref: (a) Class "C" School Funding Process, COMDTINST 7302.2
(b) Coast Guard Advanced Education Program, COMDTINST 1524.1
(c) Management of the Coast Guard's Training System, COMDTINST 1550.9 (series)
(d) Training Evaluation Policy, COMDTINST 1550.23

1. PURPOSE. This Instruction prescribes the authority, responsibilities, composition, and administration of a Coast Guard Training and Education Advisory Council (CGTAC) which supports the Director of Reserve and Training in cross-programmatic training decisions. Included are procedures for obtaining approval for cross-programmatic, non-resident training and professional development.

2. ACTION. Assistant commandants for directorates, Chief Counsel, and special staff offices at Headquarters shall comply with the provisions of this Instruction.

3. DIRECTIVES EFFECTED. Coordination and Support of Headquarters Mandated Cross-programmatic Training Requirements, HQINST 1550.1 is cancelled. References (a) and (b) must be modified.

4. DISCUSSION.

a. Intellectual capital is an essential corporate asset and includes the knowledge, skills, attitudes, and abilities of Coast Guard people. The United States Coast Guard Strategic Plan (1999) explicitly states that we will invest in developing the critical and creative thinking capabilities, knowledge and analytical skills of our people. The expected outcomes of our investment in people include: improved ability to manage information and knowledge; effective business, planning and decision-making processes and tools; optimized resources; innovation across the Coast Guard; and managed risks. A critical

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aspect of managing the Coast Guard's intellectual capital is to ensure Coast Guard people have the proper training, education, and intellectual tools to effectively manage the Service. The Strategic Plan also maintains that "life long learning" is an essential ingredient of organizational success and employee satisfaction.

b. Effective and efficient management of intellectual capital of people requires cross-programmatic coordination of our training, education, and professional development systems. The Director of Reserve and Training has oversight responsibility for the development of intellectual capital and has an expressed interest in the follow-on use of intellectual capital. To assist the Director, a cross-programmatic advisory Council is essential.

c. This Instruction establishes the Coast Guard Training and Education Advisory Council (CGTAC). The CGTAC replaces the Headquarters Training Coordination Council, originally chartered in 1994 to manage cross-programmatic, non-resident training. CGTAC responsibilities address cross-programmatic training and education system issues, as detailed below.

5. DEFINITIONS. Additional definitions to those contained in reference (a) are:

a. Cross-Programmatic, Non-resident Training. Non-resident training required of a broad cross section of Coast Guard units with multiple Program Managers and Facility Managers. This can include "all hands" training or training which applies to persons performing similar tasks at different types of units. This does not include rate-related training for advancement. Some examples of cross-programmatic non-resident training are ADP Security Training, Drug and Alcohol Awareness Training, and Sexual Harassment Prevention Awareness Training.

b. Front End Analysis (FEA). A specific type of performance analysis which systematically analyzes performance problems, or opportunities, impacting any segment of the workforce. FEAs are completed prior to the selection and development of any performance improvement intervention(s), whether training or non-training solutions. FEAs are generally used for workforce performance issues at the individual or unit level. For organizational performance issues, that impact CG-wide systems, a different type of performance analysis is often used.

6. COAST GUARD TRAINING AND EDUCATION ADVISORY COUNCIL. The Coast Guard Training and Education Advisory Council shall serve the Director of Reserve and Training (G-WT) for cross-programmatic training, education, and professional development issues. The Council chair shall be the Chief, Office of Training and Performance Consulting (G-WTT). The Council shall be comprised of voting members and program manager representatives. Voting members shall consist of one representative from each of the following: Chief of Staff (G-CCS), Marine Safety and Environmental Protection Directorate (G-M), Operations Directorate (G-O), Systems Directorate (G-S), and Human Resources Directorate (G-W). Program manager representatives can be from any Program Manager's

staff and are encouraged to attend Council meetings. Program manager representatives may be specifically requested by the Council as required for deliberations.

a. Council Responsibilities. The CGTAC shall serve the Director of Reserve and Training as a cross-programmatic training advisory council. In this capacity, the CGTAC shall identify, review, and discuss cross-programmatic, Coast Guard-wide training, education, and professional development issues and make recommendations to the Director. Specifically, the Council shall:

(1) Recommend annual allocation of AFC-56 training budget across major categories (e.g. accession training, "A" schools, "C" schools, advanced education, tuition assistance, and field training).

(2) Review annual training and education availability shortfalls, per prioritization panel results, and report the impact to Coast Guard readiness.

(3) Recommend the priority of new requests for front-end analyses and occupational analyses so that the training system can annually plan and schedule limited performance and training resources.

(4) Recommend changes to precepts for cross-directorate training and education decision teams, including Advanced Education Peer Group and Class "C" Quota/Funds Prioritization Panel (references (a) and (b)).

(5) Recommend investment priorities for the training system which directly impact training and education, including the priority of resource proposals. Investment funds from all sources shall be considered, including A, C & I funds.

(6) Assess external evaluation results for Coast Guard-wide trends in training, reference (d) applies, and make recommendations to the Director as warranted.

(7) Identify, assess, and recommend requests for new, cross-programmatic, non-resident training initiatives proposed by program managers. Decisions shall be based on criteria that the CGTAC develops and Commandant (G-WT) approves.

(8) Recommend opportunities to streamline and improve training delivery to the field.

b. Council Administration.

(1) The Chair shall:

(a) Lead Council meetings and represent the Council as required.

(b) Coordinate and provide agenda items prior to monthly meetings.

(c) Provide administrative support at the meetings.

(d) Publish CGTAC minutes on the CG intranet, complete with attendees, agenda, discussion, action items, and copies of any deliverables.

(e) Forwarding CGTAC recommendations to the Director of Reserve and Training in a timely manner.

(f) Conveying the Director's responses to the CGTAC in a timely manner.

(2) CGTAC voting members shall:

(a) Meet monthly, usually every third Thursday of the month. A meeting will usually be rescheduled if a voting member, or their designated alternative, is not available for a regularly scheduled meeting.

(b) Invite program experts to present or discuss specific agenda topics.

(c) Be data driven in their assessments and decision making.

(d) Vote on all initiatives and recommendations that are deliverables of the CGTAC.

(e) Forward recommendations and required deliverables to Director of Reserve and Training (G-WT) for final disposition. Packages shall include a summary of the issue(s), the results of votes, and a summary of approving/dissenting positions.

(3) CGTAC program representatives shall:

(a) Provide voting members with feedback on proposals that could effect their programs.

(b) Attend and participate in Council meetings when required by the Chair.

(4) CGTAC program representatives may:

(a) Request items be placed on CGTAC's agenda through a CGTAC voting member or the CGTAC Chair.

(b) Attend any Council meeting.

7. CHIEF OF STAFF AND ASSISTANT COMMANDANTS.

a. The Chief of Staff and Assistant Commandants from Marine Safety and Environmental Protection, Operations, Systems, and Human Resources are requested to identify to the Director of Reserve and Training, by memo, the primary and alternate member appointed to the CGTAC. Any changes to these appointments must be made in writing.

b. Criteria for selecting primary and alternate members include:

(1) An understanding of strategic Coast Guard issues and Directorate business plans as they relate to the Coast Guard workforce.

(2) A familiarization with human performance technology, knowledge and skills management, and the CG training and education system.

(3) Working knowledge of internal Headquarters planning, programming and resource management processes, as they apply to training and education.

(4) Authority to vote for the Chief of Staff or Assistant Commandant (and associated program managers).

c. Ensure the Director of Reserve and Training has approved new, non-resident, cross-programmatic training prior to signing Commandant instructions or similar documents directing their deployment. Enclosure (1) provides submission guidelines.

8. DIRECTOR OF RESERVE AND TRAINING: shall consider CGTAC recommendations and direct action as required. There may be issues requiring Senior Management Team, IT Management Board, Resource Management Board, or other Headquarters Cross-Programmatic team decisions.

9. OFFICE OF TRAINING AND PERFORMANCE CONSULTING (staff) shall assist the CGTAC by:

a. Providing timely results of training and education panels, including shortfalls that may occur.

b. Providing a proposed annual AFC-56 slate prior to Class "A", "C", and Advanced Education boards.

c. Reviewing request packages for cross-programmatic, non-resident training for completeness and forward to the Chair within five days of receipt.

d. Coordinating training system providers for resourcing and scheduling front end analyses and occupational analyses.

e. Providing training and education data as requested.

R. D. SIROIS
Director of Reserve and Training

Encl: (1) Guidelines for Submitting New or Changed Cross-Programmatic, Non-resident Training Requests

Guidelines for Submitting and Processing Cross-Programmatic, Non-resident Training Requests for Approval

Cross-programmatic, non-resident training requirements must be developed from performance and training analyses recommendations, per Management of the Coast Guard's Training System, COMDTINST 1550.9 (series). Policy may not be signed that mandates cross-programmatic, non-resident training until approved by the Director of Reserve and Training. The procedure for requesting approval is detailed below. Contact the Office of Training and Performance Consulting for assistance in developing a Request for Approval.

Submitting Cross-programmatic, Non-resident Training Request Packages

1. Forward a request package to the CGTAC Chair which includes:

   a. Copy of the performance analysis (applicable sections).

   b. Copy of the training analysis (applicable sections).

   c. Copy of the instructional plan, indicating options selected.

   d. An impact assessment on field units which includes:

      (1) The suggested priority of the new training in relation to all other required unit-level training. (See Class Convening Schedule for Coast Guard Class "A" and "C" Resident and Exportable Training Courses, COMDTNOTE 1540)

      (2) The time available to conduct recommended training in relation to time to accomplish unit missions.

   e. Verification of life cycle support for distribution and upgrades to training materials.

   f. Level 3-evaluation survey sample and plan. As a minimum, an initial evaluation of the effectiveness of new non-resident training requirements must be conducted within twelve months of implementation.

   g. Allow at least 15 days for review prior to being considered at a CGTAC meeting.

Processing Request Packages.

1. The Chief, Office of Training and Performance Consulting/CGTAC Chair will ensure:

   a. G-WTT staff provides guidance to requestors as required.

   b. The request package is quality reviewed within 5 working days of delivery.

c. CGTAC members have at least 5 working days to review the package prior to the next monthly meeting.

d. Originators are notified to attend the CGTAC meeting when their request is reviewed.

e. Recommendations are immediately forwarded to the Director of Reserve and Training for final disposition.

f. Results are forwarded to originators within 2 working days of the Director's decision.

g. Commandant Note on cross-programmatic, non-resident training is updated.

2. CGTAC members shall:

a. Review packages prior to the next monthly meeting.

b. Consider both the request package and meeting discussions when voting.