

SPECIAL RESERVE RECRUITING ISSUE

U.S. COAST GUARD
RESERVIST

CELEBRATING OUR 50TH YEAR *SEPTEMBER 2003*



THE SHIELD OF FREEDOM

BM2 TRISH CARROLL, USCGR, REPRESENTS THE RESERVE IN THE COAST GUARD'S LATEST ADVERTISING CAMPAIGN.



Your *Reservist* Editor, CWO2 Ed Kruska, has taken a much deserved vacation and left a Boatswain's Mate to serve as Acting Editor for our special recruiting issue. Now that you have enjoyed a snicker, I would like to report that I have recently returned from the Coast Guard Festival and the Chief Petty Officer Association national convention with a fresh perspective on our recruiting needs.



My message to you is that recruiting is critical to our mission and that recruiting needs you. Our recruiters cannot do it alone; we must all mentor potential Coast Guard prospects. Who knows better our needs and the benefits of Coast Guard affiliation than the Coasties doing the jobs?

I invite you to share this issue of *The Coast Guard Reservist* with people from diverse backgrounds who might be interested in our service. Emphasize the benefits of joining — adventure, experience, maturity, responsibility, the opportunity to make a difference. Recruit prospects are most commonly attracted by our Homeland Security and Search & Rescue missions as well as their own patriotism. As we did in last year's recruiting issue, we have included recruiting posters and business cards as well as ideas on how to contact a recruiter and how you can help.

Our greatest recruit needs focus on BMs, MKs, and PSs and at port security units, maritime safety and security teams, marine safety offices, and stations. Remind college students that we offer special opportunities for them — basic training their first summer, followed by "A" school the next summer. They can batch drills (i.e., concentrate their drills during breaks and between semesters). Summer Stock even provides opportunities for summer jobs at stations on the Great Lakes.

Recruiting bonuses are often available. Bonus amounts fluctuate with changing needs, so ask a recruiter for current information. Invite prospects to grow with us. Recommend they visit a recruiting office to view the recently released, dynamic Coast Guard basic training videotape. Better yet, join the prospect in viewing this exciting overview.

You can help recruit for any members of *Team Coast Guard* — active, reserve, auxiliary, and civilian. We need diverse people for accessions such as basic training, Reserve Enlisted Basic Indoctrination, Reserve Officer Candidate Indoctrination, Coast Guard Academy, and Officer Candidate School.

A final note — be sure to read "On Deck" inside this issue, as RESFORMC Ingraham introduces his relief.

Semper Par!

— *BMCS Mark Allen, USCGR*

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www.uscg.mil/reserve**

**U.S. Coast Guard Web Site
www.uscg.mil**

SELRES: PLEASE USE DIRECT ACCESS TO CHANGE YOUR ADDRESS (DIRECT-ACCESS@HRSIC.USCG.MIL), OR SEND YOUR ADDRESS CHANGE TO YOUR UNIT PERSRU; RETIREES, SEND E-MAIL TO: PSC-RAS@HRSIC.USCG.MIL

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10 The Shield of Freedom

The Coast Guard is taking a new approach to selling the Service, and it starts with The Shield of Freedom.



6 How You Can Help

Information, tips and strategies you can use, if you know someone who should join the Coast Guard.



Inserts

Posters and business cards. Hand them out to school, church and youth groups.

Drill Pay			
Cumulative Years of Service			
	Over 10	Over 12	Over 14
70	8,547.30	8,868.90	8,958.90
79	284.91	295.63	299.91
16	1,139.64	1,182.52	1,199.91
80	7,340.40	7,559.40	7,779.91
88	2,444.88	2,511.08	2,549.91

18 Pay Chart

Reserve Drill pay chart. The latest scale on what two days a month is really worth.



23 Diversity

What we're doing, what you can do, to make the service more representative of the country that we defend.

A Different Type of Recruiting Effort:

Reservist Needed – MTSA - Implementation Team - Personnel

Dates: ASAP. Duration of assignment approximately 1 year. Expect funding through FY 2004 (30 September 2004).

Type of orders: Title 10

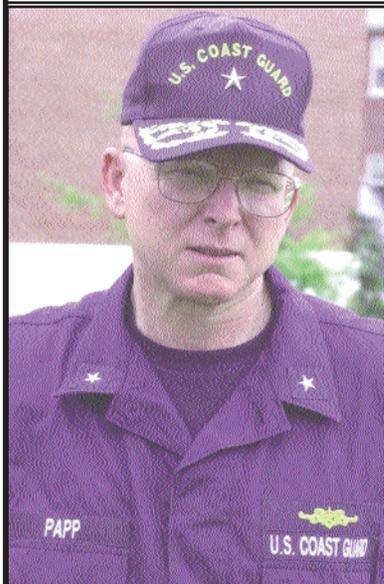
Location: Coast Guard Headquarters, Port Security Directorate, G-MPS

Rank: E-7 to O-3

Duties: Assist with the implementation of MTSA (Maritime Transportation and Security Act of 2002). Twenty-nine (29) individuals are needed. The most important qualifications are 18 months field experience with exposure to the security mission since 9/11, and good writing skills. The individuals selected must also have the ability to work with a variety of internal and external entities, and to work independently as needed. Hard-working individuals with self-starting skills will be given priority. Resumes/brief bios will be helpful in determining qualifications.

Please contact Mr. Lehan Crane at ISC Portsmouth. (757) 483-8427

Passing the Word



When I was a cutter CO, one of my priorities was keeping my shipmates informed. I accomplished this by passing the word to all hands at quarters. As your Director of Reserve and Training, I want to make sure you are kept in the loop by using this column to pass the word.

This view was reaffirmed when one of my team here visited with a recent Chief Petty Officer Academy Reserve class and found many new chiefs

were not getting enough current information on the Reserve program. As a result, we will work harder to make sure all of you know what is going on in your Coast Guard Reserve.

This column is my personal contribution to that effort. This month, I'd like to share several developments you should be aware of. A big one is the Reserve Training budget, which funds our program.

As you know, the President, as Chief of the Executive branch, asks Congress to appropriate funds for operation of various agencies, including the Coast Guard and Coast Guard Reserve. For Fiscal Year (FY) 2004, which begins this coming Oct. 1, his request for the Coast Guard Reserve Training Appropriation (or "RT Appropriation" for short) was \$114 million.

But what the President asks for and what we ultimately receive can be quite different once both houses of Congress have finished their work and the President signs the final budget bill. Right now, the Senate and the House of Representatives appear likely to agree on an RT Appropriation of \$94 million to \$95 million, less than requested, though still a significant increase from \$86 million this fiscal year.

Our plans have been to increase the SELRES force to 9,000 in FY 2004, and we are still assessing the potential impact on those plans if the RT appropriation is less than we were hoping for. We'll keep you posted on the final outcome.

But here is something I can tell you now: I am committed to fully funding Active Duty for Training (ADT) and Inactive Duty for Training (IDT) in Fiscal Year 2004. In other words, I will work to grow the SELRES without cutting your training. Therefore, you should plan on doing all your drills and ADT during FY 04. We need each of you to remain trained and ready.

Another news item you should be aware of is the Reserve Strategic Assessment Team, or RSAT, which has been working this spring and summer to analyze problems in how reservists are trained, managed and mobilized. The pay problems and other issues that surfaced during recent mobilizations demonstrate we need to do a better job.

I've been monitoring the team's work and am very optimistic that we will significantly improve our quality of service. I am looking for a final report from the RSAT by the

end of September and will keep you informed on this important initiative. You can also find out more by visiting the RSAT Web site on the Coast Guard Intranet at (<http://cgweb.uscg.mil/g-w/reserve/rsat/index.htm>).

I also want to fill you in on some of my recent activities.

In June, I addressed the Coast Guard Affairs Committee of the Reserve Officers Association at the ROA's annual convention in New Orleans. In addition to bringing ROA members up to date on Reserve program news, I had the opportunity to congratulate RADM Bob Merrilees on his election as President of the ROA. RADM Merrilees, who retired in 1994, is only the third Coast Guard officer to hold that office. I know he will continue to distinguish himself as head of this important organization just as he did in uniform.

RADM Merrilees joined me when we gathered at ROA headquarters in Washington to present retired Naval Reserve CAPT Walt Steiner, Director of Naval Services for the ROA, with a Coast Guard Meritorious Public Service Award.

Over the years, the ROA has supported the Coast Guard, often at critical junctures for our Service, and I look forward to continuing to work closely with the ROA, RADM Merrilees and CAPT Steiner on issues that affect the Coast Guard and our people.

I recently traveled to Camp Lejeune, N.C. to officiate the commissioning of the Coast Guard Special Missions Training Center – a unit that most of you will remember as the Port Security Unit Training Detachment. The unit has grown to so much more, now tasked with training our MSSTs and various special-skill boat operations for the Coast Guard, Navy and Marines! It's a real Coast Guard success story.

On a sad note, author and World War II Coast Guard Reserve officer Sloan Wilson passed away in late May at the age of 83. Sloan, who was best known for writing "The Man in the Gray Flannel Suit," authored one of my favorite novels, "Ice Brothers." Published in 1979, "Ice Brothers" was drawn in large measure from Sloan's experiences as a young Coast Guard officer assigned to the Greenland Patrol. It's a fine read, which I have enjoyed very much over the years.

Sloan went on to hold command before the war ended, and always spoke of his Coast Guard years with great affection. Many of us here developed a warm friendship with Sloan and his wife, Betty, in recent years.

Members of the Coast Guard family, including the Honor Guard, joined Sloan's wife and children to remember him at a memorial service along the banks of the Rappahannock River in Fredericksburg, Va.

The playing of "Taps" offered a poignant reminder of the devotion to duty and sacrifice of Sloan's generation – and by his fellow Coast Guardsmen and women now serving at home and abroad. I was deeply honored and moved to pay tribute to a great American like Sloan.

Enjoy this month's *Reservist* dedicated to recruiting and don't forget to check out the Reserve Web site regularly at www.uscg.mil/reserve/reshmpg.html to help stay in the loop.

Until next time . . . look out for your shipmates, and Fair Winds.

REAR ADMIRAL ROBERT J. PAPP, JR., USCG
DIRECTOR OF RESERVE AND TRAINING

We Need Your Help

As Commanding Officer, Coast Guard Recruiting Command, I thank the Editor of *The Reservist* for featuring Reserve recruiting in this issue. Efforts of this nature go a long way in helping us inform and educate the entire workforce on the current state of events in the recruiting arena.

2003 has been an excellent year for Coast Guard Reserve recruiting. We expect to finish the fiscal year with about 900 accessions – this year will rank in the top three years ever seen in Reserve Recruiting. The graph and table show results as of Aug. 10, 2003. Forty percent of the accessions are new Petty Officers who enter the Coast Guard workforce with existing skills. These members were trained through the two-week Reserve Enlisted Basic Indoctrination (REBI) course at Cape May. In addition to those new accessions, over 215 entered the Selected Reserve through releases from the Active Duty rolls.

These new Coast Guard men and women were recruited by both Temporary Additional Reserve Recruiters (TARRs) and by Recruiting Offices nationwide. The bulk of Reserve recruiting is concentrated at about 25 of the 107 Recruiting Offices across the US. These offices are closest to the locations where we have the greatest RPAL billet vacancies. Even with the TARRs and the work of our permanent recruiters, the growing Reserve workforce makes for a large mission!

To say that Reserve recruiting is a priority for CGRC in FY04 is an enormous understatement. We are dedicating resources, creating a strategic recruiting plan and emphasizing the importance of attaining the Reserve recruiting mission like never before. I'm asking for your help, as reservists, to help meet these recruiting demands. In your network of contacts, you touch more possible recruits than our Recruiting Offices could ever reach. Your contacts might be valuable additions to the Coast Guard team – maybe even your unit! Informing them about the opportunities in the Coast Guard, the benefits of Service, and your own dedication to maintaining America's Shield of Freedom, will lead to others who are ready to answer the call. Coast Guard Recruiters welcome information on potential recruits, and high quality 'leads' are important to bringing in new reservists. There are also important recognition programs for your help in recruiting!

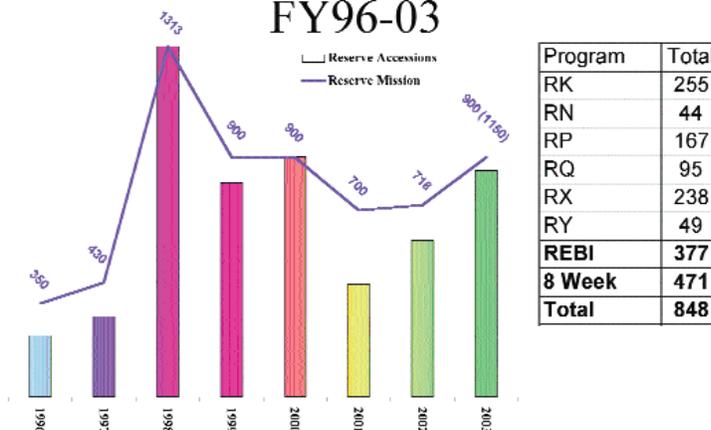
Bringing in the next generation of reservists is an important priority of mine, and it's critical to the strength of the Coast Guard team. Thank you for your help in this critical mission.



**B. E. Viekman,
Captain, USCG
Commander, Coast
Guard Recruiting
Command**

This special recruiting insert has been designed to provide you with valuable information to fulfill this urgent request. Please read it thoroughly and begin thinking of ways you can interest others to join our task of supporting the Coast Guard and our Nation. Most of you can point to someone who piqued your interest enough to join. Why not do the same for others?

**Reserve Missions vs. Accessions
FY96-03**



How You Can Help

As you already know, the Coast Guard Reserve is a great way to serve your country one weekend a month. We all have enjoyed the extra pay, money for college, and saving for our future retirements. We need to share the benefits of being in the Coast Guard Reserve with our friends, our neighborhoods, our workplaces, and our schools. You can help us make a difference.

Keeping the Coast Guard Reserve staffed with quality people is a big job. This is especially important in our post 9/11 world. Our Force Optimization and Training staffs at Integrated Support Commands, ISC(pf)s, and recruiters in the field need your help in identifying good leads. You can do this most effectively with just a little bit of knowledge about Reserve recruiting programs.

You may feel that this may be a tremendous undertaking, but not to worry. All the information you need is right here. There are several Reserve recruiting programs available to various age groups and experience levels. Someone you already know may be qualified via one of these programs, so don't count anyone out.

Enlisted Accessions

Non-Prior Service civilian experience not necessary (RPs & RKs)

Age: 17 — 30

These programs consist of new recruits requiring the broadest of initial training. Generally, non-prior service programs allow the Coast Guard the flexibility to train people to fill unit needs. Prior to attending guaranteed Class "A" resident training, RPs and RKs must successfully complete the eight-week recruit training cycle at TRACEN Cape May, N.J.

In the RP program, a new recruit goes directly to a guaranteed Class "A" school after recruit training. Their shipping dates to Cape May are scheduled to coincide with class convening dates of their particular "A" schools. Thus, young adults, not tied to civilian school schedules, are targeted.

The RK program is designed for students and individuals unable to consecutively complete their initial and advanced training. Typically, RKs attend their recruit training the first summer they join (RK Phase I). Upon graduation, they return home to begin drilling at a unit during the school year (RK Interphase), learning their skills and working toward advancement to SN/FN. The following summer, they will attend class "A" school to complete their rating requirements (RK Phase II).

Non-Prior Service with matching civilian skills (RX); Age: 21 — 35

RXs, or Direct Petty Officers, are enlistees whose specific civilian skills closely match current needs of the Service. RXs attend Reserve Enlisted Basic Indoctrination (REBI), a two-week school at Training Center Cape May, that will orient them on basic military

requirements and current Coast Guard policies and procedures. This is in lieu of the full eight-week recruit training regimen. Rate determination packages are completed by recruiters and forwarded to ISC (pf)s, who are responsible for approving rate/rating and assigning a potential billet/unit.

Prior Service (RQs, RNs & RJs)

This group consists of prior service personnel, including Coast Guard/Coast Guard Reserve, whose separation occurred five or more years ago. They are required to attend REBI, a two-week resident indoctrination at TRACEN Cape May. These accessions must be processed through a recruiter so that the necessary physicals, rate/rating determinations and required paperwork can be completed.

CG/CGR Prior Service with less than five years since separation (RQs & RNs)

These enlistees require no initial training and are available for billet/unit assignment immediately upon enlistment. As overall SELRES strength increases are authorized and corresponding training infrastructure limitations are experienced, it is this group that becomes an ever-increasing target to meet accession goals.

RELADs (RQs & RNs)

Regular Coast Guard members who are about to separate from active duty (whether still within their military service obligation or beyond — for our purposes, we refer to both groups as RELADs, for "released from active duty") present an ideal target population for the Reserve because of the up-to-date training and experience they bring with them. Among important options available to these personnel is a minimum-hassle enlistment in the SELRES.

Last year the Office of Reserve Affairs established an In-Service Transfer (IST) Team located at Headquarters to help meet our recruiting goal. This team assists the Coast Guard Personnel Command, ISC (pf)s, field commands and career development advisors in their efforts to contact and counsel all separating personnel six-months prior to discharge. ISC (pf)s are authorized to bring RELADs aboard anywhere that they can be effectively trained or maintain qualifications. Currently, RELADs in aviation ratings are required to begin a lateral to another rate upon entering the SELRES.

Officer Accessions

While some of our officer accessions come from the RELADing active duty pool (the "R-to-R," or "Regular-to-Reserve" program), we commission new officers each year through the Selected Reserve Direct Commission (SRDC) program. SRDC applicants must be between 21 and 32 and 36 are chosen via an annual process that includes ISC (pf) selection panels and a final selection

board at the Coast Guard Personnel Command. Applicants are limited to those with prior military service. CGR enlisted applicants apply via their chain of command. All other applicants are processed through the normal Coast Guard Recruiting process. An ALCOAST announces the solicitation every fall. However, applicants are encouraged to begin putting their packages together as early as possible by either visiting their local Coast Guard recruiter, or by downloading the required forms and information from the following Web site:

www.uscg.mil/reserve/training/srdc.html .

Separate from this group, Reserve Chief Warrant Officers are appointed from Reserve enlisted members E-6 and above.

Other Recruiting Goals

In order to ensure that we get the people we really need, there are a few other requirements addressed in the Coast Guard Reserve's recruiting plan that you should know about. They are:

- **SELRES Billet Assignments:** All new accessions are targeted for filling specific, vacant RPAL billets or billets that are projected to be vacant.

- **"A" School Assignments:** All RPs and RKs will be guaranteed a specific "A" school at the time of enlistment. The choice of schools is based primarily on billet availability, applicant's ASVAB scores and school quota availability.

- **IADT Requirements:** With regard to fulfilling Initial Active Duty for Training (IADT) requirements, applicants requiring full recruit training (RP/RK-eight weeks) and REBI (RQ/RJ/RN w/five years out-two weeks), must complete initial training before they may begin drilling at their units.

What is your Office of Reserve Affairs doing to help?

Selected Reserve Incentive Programs

As needs of the Coast Guard Reserve change, financial incentives must be responsive to those changes. While our incentive programs differ from the Department of Defense, we have much to offer. To expand our Selected Reserve, both for enlistments in general and specific rates/ratings and unit assignments in particular, the Reserve is able to provide significant incentives this year, up to \$8,000 for certain ratings and unit assignments. For more information on specific programs available for enlisted Reserve recruiting, please refer potential recruits to the nearest recruiter who will discuss with them the most current bonuses offered. ALCOAST 192/03 also outlines Selected Reserve bonus amounts/eligibility for RELAD personnel. It may be found online at www.uscg.mil/hq/reserve/msg03/coast192_03.htm .

At present, officer recruiting incentives are limited

Summary of Reserve Recruiting Programs

RP

Eight-week recruit training followed immediately by guaranteed "A" school.

Requirements: No prior military or civilian experience required.

Ages 17 — under 28.

RK

Three-sectioned student program:

Phase I: Eight week recruit training first summer.

Interphase: Drills at assigned command during RK's school year

Phase II: Guaranteed "A" school following summer.

Requirements: No prior military or civilian experience required.

Ages 17 — under 28.

RX

Direct Petty Officer Program:

Attend two-week REBI training, then begin drilling at assigned command.

Requirements: No prior military service required; rate/rating matching civilian experience required.*

Age 26 — under 35.

* *Waiverable in certain cases where enlistee agrees to attend "A" school after REBI (depending on seat availability)*

RQ/RJ/RN

Prior military service programs:

attend two-week Prior Service REBI, then begin drilling at assigned command.*

Requirements: Prior military service, eligible for enlistment.

Ages: under 30 for prior E-3, under 40 for prior E-4 or above.

* *If prior Coast Guard, active duty or Selected Reserve within last five years, no REBI required, begin drilling at assigned command upon enlistment.*

to SELRES Physician Assistants. See the SELRES PA Bonus ALCOAST 118/01 (www.uscg.mil/reserve/msg/coast118-01.htm or www.uscg.mil/hq/g-w/g-wt/g-wtr/Relad/hq/reserve/BONUS/Bonindex.htm) and the Health Professions Loan Repayment Program, ALCOAST 279/02 (www.uscg.mil/reserve/msg02/coast279-02.htm).

Temporary Active Reserve Recruiters

The Reserve is not the only component of Team Coast Guard that is expanding. The regular active duty side is growing as well and an integrated, complementary approach to recruiting is necessary to ensure all mission targets are achievable. The original 1997 concept of the Reserve Mobile Recruiter Force, which was established to provide the Recruiting Command with a short-term kick-start for Reserve recruiting, has evolved. Today, it is in the process of expanding from its FY01 mission in only six PSU markets to 40 recruiters nationwide by FY04. This ambitious program has become crucial in assisting a fully-tasked regular active duty recruiting force meet its

increased Reserve goals. "TARRs" are volunteers from the ranks of the SELRES on Reserve-funded active duty contracts. They are strategically assigned to recruiting offices in major metropolitan markets where multiple Coast Guard commands exist. This effort also gives the Reserve a bonus opportunity to recruit in areas that will help build a more diverse force. If a mobile recruiter is assigned within your area, that person is the specialist for prospects to contact.

Recruiting is a never ending, challenging, and potentially rewarding job. Using your imagination and knowing recruiting policies and regs, you can make a huge difference in helping the Coast Guard meet its multi-mission objectives. Positive results ease everyone's workload, and create tremendous payoffs. We need everyone to make recruiting a primary goal. Working together, we can grow the Coast Guard Reserve to meet the challenges of the new millennium.

What can you do?

As a member of Team Coast Guard, you can do a great deal to help our recruiting efforts for both the Coast Guard and Coast Guard Reserve.

First, remember this: **1-877-NOW-USCG!** That's the number you or a potential recruit can call to be connected to a recruiter in your local area. You may also want to check the Coast Guard Recruiting Homepage: www.gocoastguard.com.

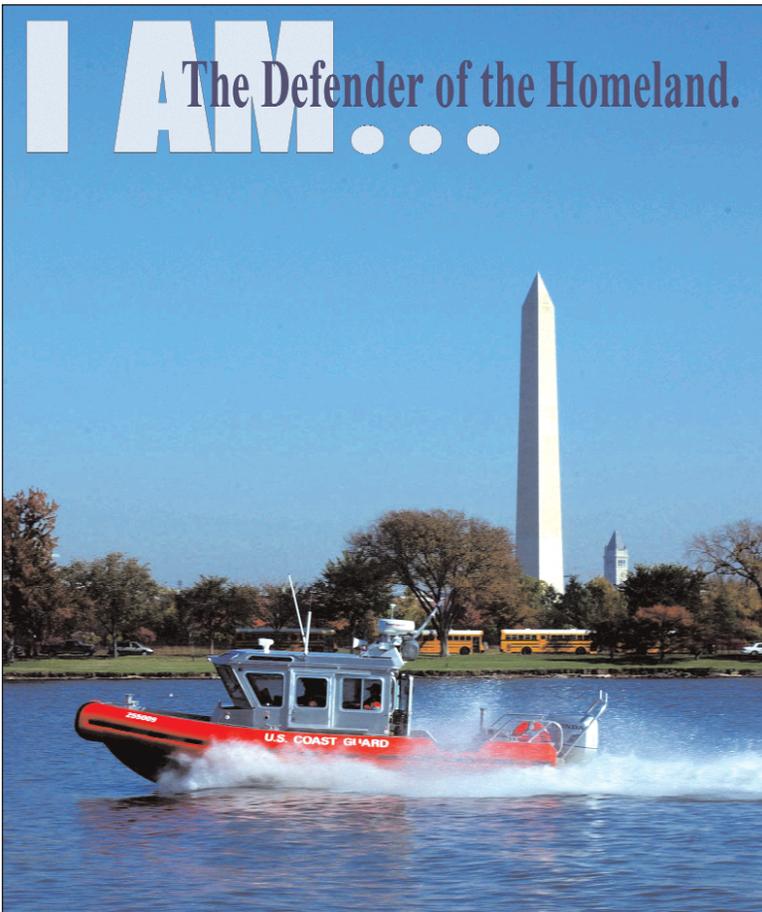
Second, be ready to be a spokesperson to your family, friends, co-workers and acquaintances. Think about what you'll say if they ask you about your Coast Guard Reserve work. Know where your local recruiting office is and have a general knowledge about the basic requirements to join and current incentives available. If a Reserve Mobile Recruiter is assigned to that office, be sure to help your prospective reservists make that contact. If one is not nearby, follow through with a call to your recruiting office to ensure an acceptable contact is made.

For your prospects, be ready to give them your honest opinion about why you drill, addressing both the pluses and the minuses — give them the big picture. Tell prospective recruits about the benefits available to them in the Reserve, retirement, money for school (Reserve G.I. Bill & Tuition Assistance), military shopping and travel privileges, dental insurance and a meaningful part time job that pays! Finally, offer to take them down to the recruiting office, get recruiting materials and information for them. (We have provided you with special pull-out posters and business cards inside this issue!) You might also arrange for a visit to your command during a time when both command and Reserve representatives can meet with them.

Other Things to be Aware of

The Coast Guard Recruiting Command in Arlington, Va., says you can help in recruiting by:

- Making people aware that both the CG/CGR are hiring; there are job opportunities in our Reserve.



I AM The Defender of the Homeland.

U.S. COAST GUARD RESERVE
THE SHIELD OF FREEDOM

www.gocoastguard.com 1-877-NOW USCG

- Encouraging people to contact their local recruiting office or call 1-877-NOW-USCG.
- Promote community involvement by local Coast Guard units and provide USCG information to the public.
- Encourage individuals scheduled for RELAD to visit our Web site either directly at:

www.uscg.mil/hq/reserve/RELAD/hq/reserve/relad/index1.htm , or through the “Stay Coastie” page off the USCG internet home page,

www.uscg.mil/staycoastie/postcg.htm .

In addition, urge them to seek assistance from their ISC (pf)s, Reserve colleagues and their Career Development Advisors. They are there to help and can ensure RELADers are armed with the information necessary to make the right decision.

Recruiting Incentives

During this time of expanded missions and increased OPTEMPO, recruiters need your help. ALCOAST 471/02 outlines the renewal of incentive program for assistance to recruiting.

Authorization for “Everyone is a Recruiter” program is continued. There are three incentives: Awards, Liberty, and Readiness Management Periods (RMP). All members of Team Coast Guard are eligible for incentives except those assigned to recruiting billets. Also, the recruited person must advise the recruiter at the time of their initial inquiry that they were referred by a member of Team Coast Guard and provide the name and unit of the member making the referral.

Awards: Active duty and Reserve personnel are eligible for the Commandant’s Letter of Commendation for recruiting one person, a memento item for a second person, and an Achievement Medal for a third. Awards are earned when a recruited person signs a contract to enter the Coast Guard. Civilians and auxiliaries are also entitled to a Letter of Commendation and Auxiliary Award of Merit, respectively (see ALCOAST 471/02 for more details).

Liberty: Active duty members are authorized 72 hours liberty upon a referred recruits graduation from recruit training.

Readiness Management Period: Integrated Support Commands (ISCs) may authorize RMPs with Pay as an incentive for aiding Coast Guard recruiting efforts per 37 U.S.C. 206(A)(2). Reservists serving in recruiting billets and those supporting recruiting offices on any form of duty are not eligible for this incentive. Reservists may apply to receive an RMP (the equivalent of one single drill) with pay per person recruited, up to four periods of duty per fiscal year. Selected Reservists wanting to take advantage of this incentive shall submit a written request to their ISC(pf) office via their chain of command and the responsible recruiter. See ALCOAST 471/02 for details.

Three reasons you should encourage others to join:

- They may be eligible for bonuses and other financial incentives ranging from \$1,000 to \$30,000, plus pay for drills and active duty.
- They may be eligible for educational benefits, including the Montgomery GI Bill and Coast Guard Tuition Assistance, as well as formal and on-the-job training.
- They’ll experience the pride and personal growth that comes with serving their country.

Three things you can do to help them join:

- Tell them about the Coast Guard. Tell them about the range of opportunities available to them. Be honest about how tough and demanding the job can be.
- Take them to visit their local recruiter, or share the Coast Guard’s toll-free recruiting number with them (1-877-NOW-USCG).
- When appropriate, arrange for prospective applicants to visit your local command for a first-hand look at the Coast Guard.

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What We Are Doing



**THE SHIELD OF
FREEDOM™**

PANNING FOR GOLD

by CWO Veronica Hartman
Coast Guard Recruiting Command

Coast Guard recruiting takes on new look, feel

The search for quality people to perform military missions is a treasure hunt conducted every day by recruiters across the nation. They may not use picks and shovels to unearth their finds, but they *do* have to prospect and pan. As any serious prospector knows, flashing something that glitters is the best way to attract someone to your stake – but in recruiting, that’s a good thing.

For recruiters, that “something that glitters” is a catchphrase, a slogan, a play on words; every service has its own way of engaging those they’re looking for. You can be more than just an individual in “An Army of One,” or you could “Cross Into the Blue” with the Air Force. In the Navy, you can “Accelerate Your Life,” or you may join the Marine Corps and become one of “The Few. The Proud.” And until recently, it was “Jobs That Matter” — in use since 1997 — that attracted people to the Coast Guard.

Certainly, jobs still matter. But it’s a different world than it was 21 months ago. Awareness of the armed forces, including the Coast Guard, has grown, in part due to its much-publicized move to a lead position in the new Department of Homeland Security. The social climate shift created not just an opportunity for progressive change, but a need for it. Enter the Coast Guard Recruiting Command and Cossette Post Communications, the New York City-based advertising agency that holds the Coast Guard advertising contract.

Shortly after Sept. 11, 2001, the chief of CGRC’s advertising division, Mauro Cooper, thought it might be a good idea to find out what people were thinking about the Coast Guard and what it was doing.

“We asked our agency to gain target market insights after 9/11,” said Cooper. “Their research report pointed to

IN THE fountain of youth

an opportunity for new messaging; we expanded the project to re-brand [the Coast Guard].”

No cattle were harmed ...

The Oxford English Dictionary defines a “brand” as the “impression of a product in the minds of potential users or consumers; also the general or popular conception of some person or thing.” When you develop a brand, you describe how something’s attributes combine to form a distinct, unique image of it. It’s not an easy or quickly accomplished task.

The mission was to produce an effective platform for recruiting that would also embrace the Coast Guard’s “corporate” messages. It *sounds* easy ...

First, there was the issue of funding the project. Ironically, the attacks of 9/11 left Cooper enough time to plan before the beginning of the new fiscal year. Initially, funds were set aside from CGRC’s advertising budget to cover research, trademarking, and initial radio development.

“Then, after the results of the research, we briefed the concept higher, involved working groups and gained the remaining funds through fiscal year opstage, with the commanding officer’s approval,” said Cooper. The entire project would end up costing in the neighborhood of \$1.7 million.

Work begins

During the ensuing 14 months, Cossette Post and members of the recruiting command conducted three studies to research and test the Coast Guard’s image in the marketplace, then tested the resulting creative concepts. Over 260 respondents in 31 focus groups included diverse recruiting prospects, new recruits, officers and enlisted personnel from field units and Coast

Guard Headquarters, Coast Guard recruiters and Coast Guard Reservists.

“We had a history of reaching out to our target markets to understand both how they viewed the Coast Guard and how the Coast Guard’s missions could be made most relevant to them,” said Cossette Post president and creative director Steve Crane. “We conducted months of research in various cities, with every target group as well as Coasties themselves, to understand better how to position the updated Coast Guard brand.”

In a nutshell, the respondents were asked a variety of questions designed to find out what they knew about and how they felt about the U.S. Coast Guard. To augment this raw data, additional information was obtained from Withlin Worldwide, the Department of Defense’s expert on values-based communication.

Mission fluctuates

Another consideration was the news that the Coast Guard would be leaving the Department of Transportation to become the lead agency in the infant DHS. Personnel requirements would change, thus

changing the recruiting mission for both active and Reserve Coasties. Recently, the war in Iraq has also affected the number of people needed, according to LCDR Richard Petherbridge, chief of CGRC’s operations division.

“Recruiting has become increasingly difficult because of Iraq and the ‘stop loss’ by other military services,”

Petherbridge said. “[The] fiscal year 2003 active duty mission began the year at 5,100, but was later reduced mid-year to 4,475 due to workforce retention. Reserve mission began the year at 900 and was recently increased to 1,150.”

The Reserve recruiting mission has been the more difficult to fulfill over the past couple of

years; in FY2002, the goal was 718, but only 575 accessions were made, and in FY2001, 396 out of 700 were achieved. In FY2001, the active duty mission was 4,300 and was exceeded by 23; in FY2002, the active duty mission was 4,800 and was exceeded by 367.

“We were able to meet and exceed active duty mission, yet it remained difficult to meet the Reserve mission requirements,” said Petherbridge. It was yet another fact the development team had to consider.

Results encouraging

All the research created a mountain of data that had to be sifted through and evaluated.

When the dust settled, some facts stood out from the others. In general, things that were needed included a more emotional approach in communications; a unique identity; appeal to a diverse audience; equal portrayal of the Coast Guard’s military, maritime, multi-mission aspects with humanitarian and homeland security roles; and evidence that the Coast Guard is an organization that makes a difference. And the Coast Guard’s habit of being unsung heroes had to be turned around; people aren’t impressed by what they don’t know.

Seven campaigns were developed using the findings. Three advanced to testing in the marketplace, and two emerged with positive results. Working groups comprised of various Coast Guard Headquarters offices, the Coast Guard Academy and Withlin Worldwide recommended moving forward with one, culminating in a presentation of the most successful campaign to the commandant of the Coast Guard Nov. 13, 2002. The research paid off: it wasn’t a hard sell. The new branding statement and slogan were approved; the Coast Guard would soon become “The Shield of Freedom.”

The new slogan expresses the much longer, more “corporate” brand positioning statement in a way that’s memorable, strong and simple. More important, communications tests show that it appeals strongly to those already in the Coast Guard and to the public, particularly those the service is trying to reach with its recruiting messages.

“It was one of the commandant’s goals that the new campaign not only address recruitment, but that it also serve as a broader message of reassurance to the American people that the Coast Guard was on the job,



USCG Reserve recruiting mission

(in fiscal years)

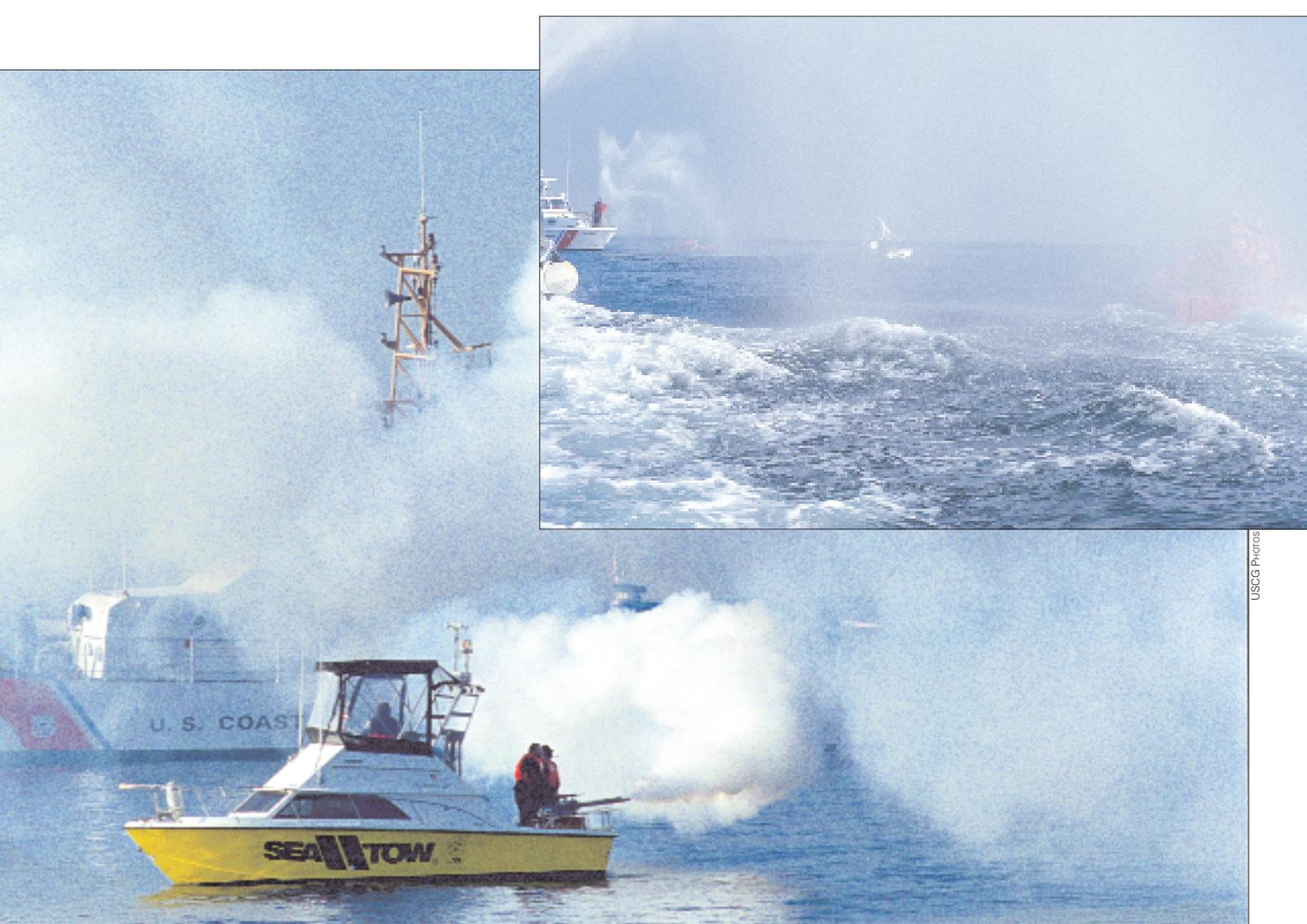
2003: 1,150*

2002: 718

2001: 700

*as of April 9

Illustration by CWD Venovica, Henning, CGRC



USCG Photos

Rocking the boat

Bright, shiny California days are good for a lot of things, but not for filming a stormy rescue scene. To create the look and feel of a storm, the production company hired boats such as this Sea Tow vessel to produce “atmosphere” with smoke, and Coasties created “rain” and “sea spray” with fire hoses aimed high.

protecting the homeland as America’s ‘Shield of Freedom,’” said Crane. “We know that minorities and women are well-disposed to the message. All [the respondents] found it exciting and inspirational, and all learned something new about the Coast Guard that made them more likely to consider it as a career choice.”

It was time to make it happen.

Campaign goes west

To meet distribution dates for the television commercials, Cossette Post and CGRC had already set up a photo shoot in San Diego the first week of December, gambling that the weather would hold and the presentation would go smoothly. In addition to 12 Coasties pulled voluntarily from units throughout the service, the photo shoot involved Coast Guard, Reserve and Auxiliary units from the 11th District and PACAREA, coordinated

by Activities San Diego. Several men and women from those units were “drafted” into the ranks of the volunteers, rounding out the pool of faces that could be moved around from scene to scene.

For a week, scenes were carefully set up and taped or photographed — sometimes both. The weather was perfect, except for one scene that called for a rescue in a storm; rain and spray had to be manufactured to make it look realistic. The very first all-Coast Guard advertisement cast got a taste of acting: sometimes repetitive, sometimes exciting, always exhausting. Some were even made up with fake hair, beards and civilian clothing to look the part of drug smugglers, and Auxiliary members portrayed people being rescued from a sinking boat in a gale.

At the end of the week, the cast members returned to their units and got back to normal life. CGRC and Cossette Post personnel returned to New York City and Arlington, Va., to start the next phase of the project.

Radio, TV emerge

The plan called for a wide array of products that would carry the new brand and slogan, including television and radio spots.

The first product to be completed was radio. The spots

were produced in English and Spanish in 60-, 30- and 15-second lengths and were distributed in January.

Naturally, the television spots took a little more time; imagery, music, sound effects and digital graphics all had to work together to build a product satisfactory to CGRC and to Coast Guard leadership.

“Our main strategy was to connect the Coast Guard with a diverse youth market, making it seem to be a surprisingly attractive and exciting life option,” Crane said. “The question was, ‘How?’ By far, the most emotionally rewarding experience for teens of all ethnicities is the movies. We therefore determined that if our spot could look and feel like a contemporary movie and deliver a comparable emotional experience, we would indeed connect — and powerfully.”

According to Crane, there were several ways to do this creatively, using music, action, quick cuts from scene to scene, and sound and film effects.

“Film effects relate to the ‘look and feel’ of the movie,” he said. Think of movies like *Traffic* or *Lord of the Rings*.

Fun in the sun

Despite a hectic schedule, the cast had some time to enjoy the experience. YN3 Rena Caraway of ISC New Orleans, ET2 Josh Vinci of the CGC Gallatin, BM2 Trish Carroll (USCGR) and YN3 Melanie Nguyen (USCGR) of ISC Seattle chat on the set of the oil spill vignette.

A team effort

In addition to the selected “stars” of the ads, people, vessels, aircraft and equipment from these units appeared in and supported the photography shoot for the campaign’s TV, radio and print products in San Diego:

- ⊙ U.S. Coast Guard Auxiliary
- ⊙ Station Morro Bay, Calif.
- ⊙ MSO San Diego
- ⊙ PACAREA Strike Team
- ⊙ 11th Coast Guard District
- ⊙ PADET San Diego
- ⊙ Activities San Diego
- ⊙ Air Station San Diego
- ⊙ Air Station Los Angeles
- ⊙ Air Station Sacramento
- ⊙ CGC Morgenthau
- ⊙ CGC Tybee
- ⊙ CGC Haddock
- ⊙ CGC George Cobb
- ⊙ Station San Diego
- ⊙ Station Channel Islands Harbor
- ⊙ MSST 91103
- ⊙ PACTACLET San Diego
- ⊙ CG Recruiting Command

They have a certain look that is achieved by ‘crushing’ colors, i.e. making the film seem denser, bluer or more grainy. These are very contemporary film effects, and we have used similar ones in our Coast Guard spot.”

Once the final 60-, 30- and 15-second spots were approved, duplication and distribution of the television spots began in April.

Radio and television spots were distributed via the Non-Commercial Sustaining Announcement program with the help of state broadcasting associations. SBAs represent broadcasting stations in the 50 states, the District of Columbia, and Puerto Rico. Each SBA runs its own NCSA program.

The NCSA program offers the Coast Guard the opportunity to get television and radio air time for its commercials, yet pay less than the cost of fully paid ads with specific time placements, i.e., prime time. This



PAC STEVE CARLETON, PIAT



USCG PHOTO

Getting the feel

CGRC's Mauro Cooper talks over a scene with Cossette Post's executive vice president and creative director, Richard Ostroff, to get it just right.

generally results in more airtime than a public service announcement would receive, though not in a guaranteed time slot. That's why you don't usually hear or see Coast Guard advertisements during prime time; the Coast Guard just doesn't have the advertising funding the other services have. But it's a worthwhile investment, dollar-wise: over the three years the Coast Guard has participated in the NCSA program, the return on investment has been 8.8:1, meaning the service invested \$6.2 million and received \$55 million in airtime. The fiscal year 2002 return on investment, while not fully tallied, stands at 10.87:1, or more than \$25 million.

Television spots are also packaged with other organizations' productions as public service announcements and distributed to cable stations nationwide. PSAs aren't paid placements, so they run at the cable stations' discretion.

Read all about it!

Magazine and newspaper ads, bus panels and taxi tops, outdoor and theater billboards, posters, window clings, recruiting publications for prospective recruits and officer candidates – all had to be either made from scratch or redesigned to reflect the new brand.

It's the print products that provide the bulk of the information, so particular care had to be taken to ensure information was accurate, easy to read and engaging enough to keep a reader's attention.

As they had throughout TV and radio production, Fred Morris and Shawanda Green — management supervisor and account executive at Cossette Post, respectively — ran interference between CGRC and the agency's development teams while the print products were being designed and proofed. Express packages flew back and forth between Arlington and New York City on an almost daily basis; e-mails burned through cyberspace, sometimes a dozen a day. While TV and radio are arguably the most memorable of advertising media and require a great deal of coordination and creativity, print products are often more time-consuming due to the minutiae of designing, editing and proofing involved in every single item.

To the relief of the agency and CGRC, print products were finally completed in mid-April and sent to the Government Printing Office; printing and distribution began in May. It's a little too soon to judge the efficacy of the new slogan and products, though according to Crane, initial responses have been promising.

But since all the products can easily be revised in the future with newer photography and footage, they can evolve as demand dictates and budget allows. "We hope to add new mission vignettes in the future and these would feature different Coasties in leading roles," Crane said.

"We'll wait and see the reaction of the target market and Coast Guard personnel, and explore the recruiting results," said Cooper.

In the meantime, Coast Guard recruiters will continue to sift and strain, keeping an eye open for the glitter of the mother lode: a steady stream of recruits with which to gild The Shield of Freedom.

Positioning Statement

"The United States Coast Guard is a military, maritime, multi-mission service committed to protecting America. Every day, teams of highly dedicated men and women use their training, skills and intelligence to make a difference. Saving lives, enforcing the law, protecting the environment and keeping vigilant watch. Now more than ever, the Coast Guard provides opportunities where people can learn, grow, and serve the American people – protecting the homeland, keeping America safe."

The "I Am" campaign

In the campaign that was chosen for the new brand, individuals personify Coast Guard missions, using lines such as "I am the enforcer of the seas," or "I am the rescuer in the dark." The campaign communicates that people of all types do a variety of activities to save and help America and its people. It has a more universal appeal than "Jobs That Matter" because it's based on real Coasties talking and doing things; it's believable and consistent with what most people know about the Coast Guard.

Respondents in the focus groups said that the campaign helped them develop a greater sense of respect for the Coast Guard and in some cases broadened their view of its responsibilities. They agreed that there was a strong diversity and multi-mission message, and that the campaign communicated a sense of pride and honor.

Overall, the focus groups said that the campaign would move them to consider joining the Coast Guard. Mission accomplished!

During the weeks leading up to the presentation to the commandant, CGRC put out an ALCOAST message looking for Coast Guard talent — the men and women who would be the stars of the television commercials and other advertising products. Keeping the recruiting objectives of the new campaign in mind, the command was looking in particular for men and women aged 17 to 25, preferably diverse, both active duty and Reserve. The message also asked interested retirees to respond, for possible use in later commercials. About 100 people from units all over the Coast Guard submitted a basic portfolio containing some background information, personal statistics and photographs.

Once all the portfolios were in, CGRC sorted through them and provided about 20 packages to Cossette Post for their expert input in the selection process. Those 20 were further pared down to a dozen ideal candidates, and it was the week of Thanksgiving when the phone calls and e-mails started flying. Getting ahold of the chosen talent and then getting them and all the necessary agency personnel flights to California on Thanksgiving weekend was the responsibility of PAC Steve Carleton, at the time a member of CGRC's advertising staff and now assigned to the Public Information Assist Team in Elizabeth City, N.C. Last-minute flights on the busiest travel day of the year are almost impossible to find, but 11 from the talent pool made it to San Diego in time for the week-long shoot. They were augmented by auxiliarists and other Coasties assigned to the various West Coast units that helped make the commercials. It was a first in Coast Guard recruiting: no non-Coast Guard actors were hired to make the commercials, saving the service the not inconsiderable cost of "hired talent."

The enlisted folks you're about to briefly meet are the ones you'll see featured most prominently in the "I Am" campaign. You can view the commercial online at www.uscg.mil/news/Recruiting_Video/RecruitVideo.htm.



USCG PHOTO

"The Line in the Sand"
BM2 Trish Carroll
USCG Reserve

Unit: Station San Diego

Age: 27

Who's Trish?

© Released from active duty in September 2001 and joined Reserve at Station San Diego; recalled in January 2002.

© One of the first two enlisted/operational women to be assigned to a tactical law enforcement team.

© Qualified 21- and 41-foot boat coxswain, boarding team member and boarding officer.

© Placed first and second in Marine Corps' bench press contests and broke female push-up record at BO school in September 2000.

"One day in December 2002, I was the duty coxswain and was asked to take out a camera crew for a new commercial ... Next thing I know, these guys are putting the camera in my face and asking me to say some weird things about drawing lines in the sand. Then I got a phone call a couple weeks later from an officer asking me to be in a commercial the next day. The funniest part of that day was trying to drive a jet-propelled boat I wasn't familiar with and keep it in a straight line while they were shooting! I had a great time.

"I feel a lot of pride for what we do in the Coast Guard and love to be able to represent women in the service."



USCG PHOTO

"The Rescuer in the Dark"
AST2 Richard Cottrill
USCG

Unit: Air Station San Diego

Age: 31

Who's Richard?

© Has been a Coast Guard member for about nine years, first stationed aboard the CGC Boutwell.

© Having enjoyed the experience of commercial-making, is considering looking for part-time work as a model.

"The one part of the commercial that I will not forget is when me and the survivor, SN Erica Strocchia [AirSta San Diego], had to be lowered from the helo and all the boats were pointing their lights into the cabin. The first time was fun, but it got old quick because it was cold, and for some reason the shot had to be done a few times. The funny part was the next day when the camera man wanted to get a shot of me buddy-towing the survivor to the helo. To get a good shot, the camera man had to get into the water with us.

"The look on his face was so funny, because the water plus the rotor wash made it really cold, but this time me and the survivor wore extra protective gear, expecting to be in the water for a while. Later, on the ride home, he told us that it takes a special kind of person to do the jobs that we do.

"I am glad I had a chance to be part of the Coast Guard recruiting campaign."



USCG Photo

**“The Shield of Freedom”
SK2 Maurice Hawkins
USCG**

Unit: Group St. Petersburg, Fla.

Age: 22

Who’s Maurice?

© Joined Coast Guard in 1998 and has previously been assigned to Station Annapolis and Coast Guard Cutter Dependable.

© Ready to become part of Group St. Petersburg’s local Partnership in Education program.

“I have had the good fortune to participate in and experience a wide array of Coast Guard missions ... Through my experiences, I have accumulated a keen sense of what it means to serve in this organization. As an African-American in the armed services, I also feel I have a responsibility to assist the Coast Guard as it continues to strive to be an organization that embraces diversity. In short, my philosophy is that you get out of the Coast Guard what you put into it. I see this as another opportunity to put something into the Coast Guard.”

“My most enjoyable part of the shoot was the still photography that would be used for print; I enjoyed the switching between different uniforms that pertained to different missions.”



USCG Photo

**“The Port in the Storm”
YN2 Ron Elliott
USCG**

Unit: Group Key West, Fla.

Age: 27

Who’s Ron?

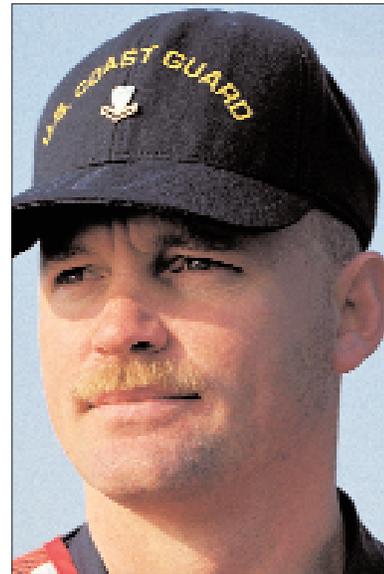
© Enlisted in Coast Guard in November 1995; previous duty stations include Air Station Port Angeles, Wash.; Programs/Resource Division and Pacific Area Enlisted Aide, Alameda, Calif.; and a recent special duty assignment as the special assistant to the undersecretary of management at the Department of Homeland Security.

© Led Port Angeles unit color guard during opening ceremonies of Seattle Mariners baseball games and at grand re-opening of Makah Indian tribe boat slips in Neah Bay, Wash.

© Group Key West’s physical fitness coordinator, aiming at upgrading wellness program and gym equipment.

“As an organization, we have grown tremendously and with recent events ... the Coast Guard has been in the forefront in the war on terrorism. In doing so, we continue to maintain our time-honored traditions and our core values of Honor, Respect and Devotion to Duty. I’m honored to be a part of an organization that has such a long tradition of the highest standards.”

“The part I enjoyed most about the commercial was the hero’s shot aboard the 47-foot small boat, because it was a culmination of the various assets the Coast Guard has to offer.”



USCG Photo

**“The Enforcer of the Seas”
PS2 Pete Webber
USCG Reserve**

Unit: San Diego Sea Marshals

Age: 37

Who’s Pete?

© Joined the Marine Corps in 1985; spent four years as a corrections officer, one year of which was in Okinawa, Japan.

© After Japan, was assigned to Fort Leavenworth, Kansas, as a corrections officer at the U.S. Disciplinary Barracks until departing Marine Corps in 1989 and becoming a deputy sheriff in Johnson County, Kansas.

© Enlisted in Coast Guard in June 2002; wife has been Coast Guard officer since 1991.

© Taking college courses online and hopes to graduate with a bachelor’s in disaster management in 2004.

© Selected to attend Small Arms Instructor School this month.

“After observing the Coast Guard in action, I decided to — sorry for the phrase — become a part of the action. One aspect of the Coast Guard that I like is, we do our mission every day. The other services train for what they might have to do; we just do it. My favorite saying is the state of New Hampshire’s motto: Live Free or Die. It says it all for me.”

“It was awesome to see all the [Coast Guard] assets. It gave me a feeling of knowing I was a part of this great organization.”

Where it all begins...

Recruit Training Center Cape May, N.J.

The United States Coast Guard Training Center at Cape May, N.J. is the home of the Coast Guard enlisted corps, and our nation's only Coast Guard enlisted accession point and recruit training center. Thousands of the finest young men and women in service to the United States of America pass through the gates at Cape May each year. The Coast Guard officially opened its training center here May 31, 1948.

The training center's goal is to graduate apprentices with the pride, commitment and basic skills to serve the American public in the U.S. Coast Guard. The training center strives to instill, in all its people, the Coast Guard's Core Values of Honor, Respect and Devotion to Duty.

In addition to "boot camp," the training center also hosts four other training programs. These include: Recruiter School, Company Commander School, Reserve Enlisted Basic Indoctrination, and the Maritime



Academy Reserve Training Program.

Group tours (for veterans or school groups) must be pre-arranged through the Public Affairs Officer, 609-898-6969 or e-mail: wcarson@tracencapemay.uscg.mil

For more information, write: USCG Training Center, 1 Munro Ave, Cape May, NJ 08204. Also, see Cape May's Web site at: www.uscg.mil/hq/capemay/Index.htm

Coast Guard Academy New London, Conn.



Founded in 1876, the United States Coast Guard Academy has a proud tradition as one of the finest and most selective colleges in America. The smallest of the five Federal Service Academies, the Academy provides a four-year Bachelor of Science program with a full scholarship for each individual. Unlike the other Federal Service Academies however, there are no congressional appointments.

The mission of the United States Coast Guard Academy goes well beyond academics. The mission is:

"To graduate young men and women with sound bodies, stout hearts, and alert minds, with a liking for the sea and its lore, with that high sense of honor, loyalty, and obedience which goes with trained initiative and leadership; well grounded in seamanship, the sciences, and amenities, and strong in the resolve to be worthy of

the traditions of commissioned officers in the United States Coast Guard in the service of their country and humanity."

After successfully completing the Academy program, each graduate receives a Bachelor of Science degree in one of eight majors and a commission as an Ensign in the U.S. Coast Guard. Each graduate is required to serve a minimum of five years of active duty upon graduation.

Admission to the Academy is based on nationwide competition. An average of 265 students enter the Academy each year out of approximately 5,500 applicants. The student body, known as the Corps of Cadets, consists of approximately 850 cadets including approximately 30 percent women and 20 percent minorities, plus international students representing various countries.

The Academy is also home to the Leadership Development Center, including the Chief Warrant Officer Professional Development course, Command & Operations School, Officer Candidate School, Officer-in-Charge/Executive Petty Officer School and Leadership and Quality Staff. The Reserve Officer Candidate Indoctrination (ROCI) Course also convenes at the Academy each year. The campus is in New London, Conn., located on the western shore of the Thames River, and has 26 buildings on 120 acres of land. Halfway between New York, N.Y. and Boston, Mass., the Academy is easily accessible by plane, train, bus, or car.

For more information, write: Director of Admissions, U.S. Coast Guard Academy, 31 Mohegan Ave., New London, CT 06320-8103 or call 1-800-883-USCG(8724), 1-860-444-8444; e-mail: admissions@cga.uscg.mil Academy Web site: <http://www.cga.edu/>

Know Your Reserve Recruiters

If you look around your work environment and neighborhood, you are likely to find qualified folks who have the commitment, honor and drive it takes to become a member of the Coast Guard Reserve. You've decided to tell them about your job — the pride you feel as a member of the Coast Guard, the training you've received and the lifelong friends you've made. Chances are they will like what you've told them and want to find out more. You will want to direct them to the Reserve section of the Recruiting Web site (www.uscg.mil/jobs/reservejobs2.htm) and to the Reserve Home Page (www.uscg.mil/reserve/) to learn more about us. However, do you know the next step?

It's getting them in touch with a recruiter. You could just tell them to call their local recruiter by calling **1-877-NOW-USCG**, but think about how much more it would mean if you referred them to someone you know! Better yet, make it easy for your prospects by setting up their first recruiter meeting. Offer to take them or go along.

While every recruiter should be able to discuss

all programs offered by the Coast Guard, some recruiters have special training in a focused mission to meet the special needs of Reserve recruiting.

• **Temporary Active Reserve Recruiters** — This program was first started in 1998, with 10 reservists coming on ADSW-RC, equipped with laptops, printers, GSA cars and cellular phones. Each recruiter was assigned directly to a local recruiting office. Their job was to find qualified Reserve prospects at key locations around the country. The original vision of the program would prove to be so successful it would be phased out by FY01. However, with post 9/11 expansions of both the Active Component and Selected Reserve well underway, that direction has been sharply reversed to assist a now very-stretched regular Recruiting Command. To help meet the FY03 SELRES strength projection of 9,000, an increase of over 12 percent, the mobile recruiting force is being expanded from four members in FY01 to 40 by



FY04. They are being strategically located in major metropolitan areas where 1) general populations are high, 2) Coast Guard commands exist and 3) the highest potential exists to recruit a diverse workforce. Find out from the inset list of locations if one is in your region, and get in touch with them through the recruiting office to which they will be assigned.

- **Regular Recruiters** — Just because we are hiring a larger Temporary Active Reserve Recruiting force, don't think the regular recruiting arena isn't helping. On the contrary, recruiting offices are dedicated to assisting in Reserve recruiting whenever possible. However, they are busy folks and will welcome any assistance you and your fellow reservists can provide to make that job easier. Give them a call or, better yet, pay them a visit to learn ways you can help them in an unofficial capacity.



RESERVE MOBILE RECRUITERS

<u>State/Territory</u>	<u>City/Metro Area</u>	<u>#Mobiles</u>
AL	Mobile	1
CA	Los Angeles/Long Beach	1
CA	Sacramento	1
CA	San Diego	1
CA	San Francisco	1
CA	San Jose	1
DE	Wilmington	1
FL	Miami (Dade & Broward)	2
FL	Jacksonville	1
FL	Tampa	1
LA	New Orleans	2
MA	Boston	2
ME	Portland	1
MI	Detroit	1
MI	Lansing	1
NJ	Atlantic City	1
NY	Long Island	1
NY	New York (Manhattan, Brooklyn, Queens, Bronx)	4
OH	Cleveland	2
OR	Portland	1
PA	Philadelphia	2
RI	Providence	1
TX	Corpus Christi	1
TX	Houston	2
VA	Alexandria (Wash., DC area)	1
VA	Norfolk	3
VA	Richmond	1
WA	Seattle	2

What Recruiters Do With A “Lead”

A “lead” or “prospect” is a potential applicant who may be interested in serving in the Coast Guard or Coast Guard Reserve. Reserve recruiting presents a special challenge to Coast Guard recruiters.

Recruiters cannot just enlist everyone who meets enlistment qualifications. They must attempt first to recruit to specific Reserve Personnel Allowance (RPAL) billet vacancies in specific areas. If a position is not available but a need exists at a unit, the ISC(pf) may overbillet individuals on a case-by-case basis. If none are available, they are authorized under ALCOAST 511/01 (www.uscg.mil/reserve/msg/coast511-01.htm) to recruit to temporary billets created by their Integrated Support Command Force Optimization and Training Branch, or ISC (pf).



USCG photo

In either case, a close working relationships among recruiters, ISC(pf)s and local commands are of absolute necessity. Recruiting offices obtain RPAL vacancy lists from ISC (pf)s. Those lists will show what unit, rate or rating specialty (e.g., BM3, MK2 and YN1) is needed.

Finding leads is the toughest part for any recruiter. They can be generated by advertising in papers, television, radio, career fairs, school visits, word of mouth and other creative means. Once a lead is established, the recruiter must interview and pre-qualify applicants for entry into the Service.

One thing a recruiter will determine during an interview is whether the applicant meets minimum qualifying Coast Guard standards. Disqualifiers can include age, police record, drug use, medical problems, too many dependents, too much excessive prior service time or not possessing the skills for the position sought. The recruiter also determines the programs (e.g., RP, RK, RX, RN, RJ or RQ) for which the applicant is qualified. The recruiter contacts the ISC(pf) to verify a billet is available still open, and if so, begins processing the applicant for enlistment (if a billet cannot be found, creation of a temporary billet is considered under ALCOAST 511/01). This includes actions such as scheduling ASVAB testing, a physical exam and police record checks clearance.

Then comes the real paperwork. An enlistment package needs to be completed. Non-prior service applicant

packages (RP, RK) differ from those of prior service (RQ, RJ, RN) or direct petty officer (RX) applicants. A rate determination package is also required by the ISC(pf) for all applicants applying for petty officer programs except prior Coast Guard members separated less than five years and returning to the same rate. Applicants seeking E-4 rated matches Third Class Petty Officer positions may be approved at the ISC(pf) level. Second Class Petty Officer positions E-5 and above packages must be forwarded by the ISC (pf) to Headquarters, where the applicable Force Rating Manager and Personnel Command review the package and make their determination. Once the ISC approves (E-4) or receives approval (E-5 and above), an enlistment authorization letter is sent to the recruiting office assigning rate/rating and unit,. When final approval is received by the Recruiting Office, enlistment arrangements begin. The applicant is given a copy of COMDTPUB P1573.1 B, What is a Drill?, or referred to the Web site version (www.uscg.mil/reserve/drill/windex.htm) to further acquaint them with the Coast Guard Reserve. An applicant is enlisted when eligibility is confirmed. The rest is caretaking to keep applicants motivated until they attend either the eight-week basic training course or the two-week Reserve Enlisted Basic Indoctrination.

As you can see, Reserve recruiting is not an easy job. Coast Guard Recruiters and Temporary Active Reserve Mobile Recruiters are tasked with recruiting for active duty, Reserve and certain officer programs. It requires “teamwork” among recruiters, ISC(pf)s, Recruiting Command, Personnel Command, Office of Reserve Affairs and all Coast Guard units and commands. Let’s make Team Coast Guard a reality by working together to meet our goals!

Winning the “War For Talent” The “Employer of Choice”

By Mr. David Benton,
Workforce Policy Advisor
to the Commandant
E-mail: dbenton@comdt.uscg.mil

Have you ever wondered if a job and work environment can be fun? A fun job does not seem like work at all. This concept is the basis for becoming the “Employer of Choice.” The “Employer of Choice” also builds on the strengths of its diverse talent and advertises most productively through its existing members – we are all recruiters.

Recruiting is about finding the best talent America has to offer and attracting it to the “Employer of Choice.” Retention is about keeping that talent on board.

The balance of power has shifted to the *talented*. The Federal government, the military, and most certainly the U.S. Coast Guard are fully aware there is a war on — a “War for Talent.” The competition is right in front of us and we can no longer think nor operate in old ways. The Coast Guard has to be assertive and accurate in its efforts to land the best talent — to be the “Employer of Choice.” To be the “Employer of Choice” is vital as newer recruits will find their desired workplace based on what is offered in meeting their job aspirations. Employers who believe they can continue to be the same as they were 5, 10 or 15 years ago will find they cannot keep pace with their workforce needs. The world is changing around us at an incredibly fast rate; this is why it is essential to view recruitment costs as an investment and not an expenditure.

Recruiting is the first door folks open to learn about our organization, the Coast Guard. We want to ensure we present ourselves as offering the best opportunities and potential experiences. Otherwise, we will not be the choice new recruits will make when seeking professional opportunities and advancement. Employers who lose sight of that will find their costs increased and their retention of talent reduced abysmally...the competition for talent is fierce and only the best organizations will come in first in that race.

Coast Guard leadership is highly focused on how we recruit, how we treat and train, and then how we retain members. We can no longer merely deal with short-term recruiting needs but also must deal with the long-term benefit of how we do it and the resultant effect of our many hours and dollars expended on recruiting.

Compass, a program to broaden the Coast Guard’s recruitment presence and reach in communities around this country, is a program the Coast Guard can be very proud of. It was an idea supported by VADM Thomas Barrett, former Director of Reserve & Training, and now the Vice Commandant. He took the lead to develop the Compass concept — now it is in motion and has proven to be a prudent expenditure of funds. Collateral-duty members were selected and resources were allocated to make Compass a viable approach for increasing the diverse talent needed in the Coast Guard Reserve.

The Compass Diversity Outreach Team is an initiative to capitalize on the talents and networks of CG members throughout the country. An all-volunteer force, these reservists, auxiliarists, civilians, retirees, and active duty members, conduct outreach activities in a wide variety of venues and reach a diverse audience. Members have done everything from speaking at local high school career fairs, to participating in local cultural festivities. Most outreach activities are conducted in the member’s home town, where their local knowledge can be a great asset. When participation is needed in a remote location, Compass pays authorized costs. In the case of Compass reservists, the program funds the members’ pay so that IDT drills are not expended in support of outreach activities. The program is looking for volunteers; interested members should contact LT Necia Chambliss at (202) 267-6237 or nchambliss@comdt.uscg.mil. Further information can be found on the CDOT web page: <http://www.uscg.mil/diversity/compass>.

A new initiative in the world of diversity outreach is a joint-directorate group designed to coordinate diversity outreach efforts. Many different offices have been conducting outreach activities. RADM Brice-O’Hara and RADM Papp recognized that by coordinating the activities of these offices, the Coast Guard could reduce duplication of efforts, increase the effectiveness of our outreach dollars, and create a Coast Guard-wide outreach strategy on how best to conduct diversity outreach activities. The result was the creation of a Coordination Group comprised of representatives from the Civil Rights Directorate (G-H), the Office of Civilian Personnel (G-WPC), the Coast

Here are some “old versus new” recruiting strategies

Old Recruiting Strategies

- Grow your own
- Recruit for vacant positions
- Recruit where it was successful
- Advertise to job hunters
- Specify compensation ranges & stay in them
- Recruiting is about screening
- Hire as needed with no overall plan

New Recruiting Strategies

- Pump talent in at all levels
- Hunt for talent continuously
- Tap many diverse pools of talent
- Find ways to reach passive candidates
- Break the rules & find the best talent & pay
- Recruiting is about selling & screening
- Develop a recruiting strategy for each type of talent

Guard Recruiting Command (CGRC), the Coast Guard Academy (CGA), the Office of Leadership and Diversity (G-WTL), and the Hispanic Association of Colleges and Universities (HACU) liaison. Also taking the name “Compass” in their title, the Compass Coordinating Group was chartered by RADM Kenneth Venuto (G-W) and Mr. Walter Somerville (G-H) in May of 2003. Though still in its infancy, the CCG has already created a database of outreach events, as well as a tool to objectively measure and select which activities should be attended, and a tool to measure the effectiveness of activities after they have occurred. The result is that diversity outreach efforts by these various offices are more coordinated and targeted for success.

In the past, agencies generally looked for an experienced candidate for a specific job — a round peg for a round hole. They didn’t have to go very far to find them, either. Federal agencies could meet their hiring needs by going each year to the same schools, or national minority and women conferences, to local employment sources, and related industries to meet their hiring needs. It is highly evident times have changed, that recruiting is more competitive, and we need to revisit our processes as Compass (see box, opposite page) did and build measurements to track our performance. Affirms CAPT Thomas Criman, Chief, Office of Leadership and Diversity, “We must recruit in new places to take advantage of the diverse talent that is becoming more and more pronounced throughout this country.”

Recruit Continuously

Recruiting should must be a routine and continuous process. Make everyone a recruiter in our organization. Our best advertisement is through our members. Ensure that we have “hooks” for enticing folks into our service. Yes, there are many ways to build “hooks” and ways to build an appetite for working in the Coast Guard... such as our missions, our humanitarian role, and maybe even homeland security duty. “Ordinary People Doing Extraordinary Things” was one slogan mentioned in the Office of Reserve Affairs at Headquarters many times. It resonates with vigor, vitality and meaning.

Things to Consider When Recruiting

Here are some things to consider and questions to ask when recruiting:

- Do we recruit Generation X and Y on their terms or merely our tried and true methods?
- Strive to build community partnerships — cities, colleges/universities, schools.
- Encourage youth to stay in school and to strive to come in our doors.
- Ensure we know the language of the many communities and customers we serve.
- Establish formal partnerships that you feel strongly about.
- Use diverse recruiters to help connect with a diverse constituency and diverse communities.

Ensure that recruiters have a gusto for recruiting beyond merely a job experience. The talent you meet at recruiting sites will keep you aware of where we need to go to recruit. We need to learn from the new generations what they value and hold in high regard.

When do we achieve “enough” diverse talent? Never — we need to continue to be innovative and creative.

Build Recruitment Strategies and Compensation

There are three kinds of recruiting or outreach we should consider:

1) *Build and maintain a presence in minority communities and women’s groups around the country.*

- a) Attend various conferences, seminars, workshops, and colleges/universities/high school functions, etc.
- b) Establish mutually beneficial Memos of Understanding (MOUs) to work directly with them on their level.
- c) Working together, write articles that are published in both their newsletters and in our publications as well.
- d) Build partnerships with groups outside the Coast Guard.

2) *Direct Recruiting where we can measure the numbers of people talked to and recruited.*

- a) Build diverse recruiting teams (role models at every exhibit booth).
- b) Ensure we have Coast Guard presenters / speakers at all minority/women conferences.
- c) Develop awards of appreciation and recognition for organizations successfully working with the Coast Guard.

3) *Ensure we have folks who can go back as alumni of their schools and draw the best talent to the Coast Guard.*

- a) Ask each District to develop a recruiting strategy. In the first year, it can be as simple as looking at attrition and needs within the organization.
- b) Then having identify a complement of staff to ensure selection of that needed talent. This initial plan would include where to recruit, who will do it, and how. A way to measure and assess the effectiveness of that effort is necessary in order to plan for the following next year.
- c) The following year: the process is improved on using measured data by targeting opportunities where we made the best gains, and who was responsible for those results.

We've Set the Journey in Motion

Private industry is using diversity as a marketing tool to draw talent into their respective organizations. Why? The reason is that diversity is concerned that everyone has the opportunity to reach their desired potential and to maintaining an environment that sincerely takes its people's needs at heart. It is also important to know that diversity ensures we have an enabling work environment that supports all our differences and similarities in the workplace.

The Coast Guard is one of the best organizations in building a foundation for diversity — Vice President Gore and a study done by the Department of Commerce said so a few years ago. This is not to say that we have reached our diversity goals — but we've set the journey in motion. We're doing great things — organizational assessments, Diversity Advisory Council (DAC), summits. These things provide lots of ways for people to share their views and to help the Coast Guard be a recruiting and retention leader through Diversity and help it to ultimately be the "Employer of Choice" throughout the nation.

COMPASS: DIVERSITY OUTREACH INITIATIVE

The Compass Diversity Outreach Team is an initiative to capitalize on the talents and networks of Coast Guard members throughout the country. An all-volunteer force — reservists, auxiliaries, civilians, retirees and active duty members — Compass conducts outreach activities in a wide variety of venues and reach a diverse audience.

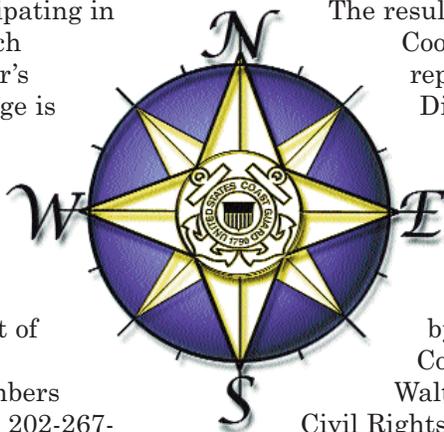
Members have done everything from speaking at local high school career fairs to participating in local cultural festivities. Most outreach activities are conducted in the member's home town, where their local knowledge is a great asset. When participation is needed in a remote location, the Compass Team pays authorized costs. In the case of Compass Team reservists, the program funds the member's ADSW orders so that IDT drills are not expended in support of outreach activities. The program is looking for volunteers; interested members should contact LT Necia Chambliss at 202-267-6237 or nchambliss@comdt.uscg.mil. Further information can be found on the Compass Team Web page: <http://www.uscg.mil/diversity/compass>. Also, see ALCOAST 395/03.

The Compass Coordination Group is a new initiative in the world of diversity outreach, a joint-directorate board designed to coordinate outreach efforts. To date, many different offices have been conducting outreach. RADM

Sally Brice-O'Hara (past Director of Personnel Management) and RADM R. J. Papp, Jr. (Director of Reserve and Training) recognized that by coordinating the activities of these offices, the Coast Guard could reduce duplication of effort, increase the effectiveness of outreach dollars and create a Coast Guard wide outreach strategy on how most effectively to conduct diversity outreach.

The result was the creation of the Compass Coordination Board, composed of representatives from the Civil Rights Directorate, Office of Civilian Personnel, Coast Guard Recruiting Command, Coast Guard Academy, Office of Leadership and Diversity, and Hispanic Association of Colleges and Universities. Also taking the name "Compass" in its title, the Compass Coordination Board was chartered by VADM Ken Venuto (Assistant Commandant for Human Resources) and Mr. Walter R. Somerville (Assistant Commandant for

Civil Rights) in May 2003. Though still in its infancy, the Compass Coordination Board has already created a database of outreach events, a tool to objectively measure and select which activities should be attended and a tool to measure the effectiveness of activities after they have occurred. The result is that diversity outreach efforts by various offices are more coordinated and targeted for success.





My Heroes

There are two major announcements that you should be aware of if you are not already. First, PSCM Jeffrey D. Smith has been selected by RADM Papp, Director of Reserve and Training, to be the fourth Reserve Force Master Chief. MCPO Smith is currently the LANTAREA Reserve Command Master Chief and is also on ADSW as the Port Security Rating Force Manager. MCPO Smith's prior assignments include Recruiter, Providence, R.I.; and

XPO, Reserve Unit Woods Hole and Cape Cod Canal. He is also a qualified Coxswain. The Change of Watch and my retirement ceremony will be held Dec. 4, 2003 at the Telecommunication and Information Systems Command (TISCOM), Alexandria, Va. (watch for a story on MCPO Smith in the next issue). It has been a great adventure for the past five years serving as the Reserve Force Master Chief and it is comforting to know that MCPO Smith will be on board. I know he will do an outstanding job.

Second, RADM (Sel) John Acton has been selected to be the next Reserve Admiral. RADM (Sel) Acton is currently the Deputy Chief of Staff for LANTAREA. His prior assignments include SOUTHCOM and the first Commanding Officer of PSU 308. Please congratulate both RADM (Sel) Acton and MCPO Smith on their selections to these important positions.

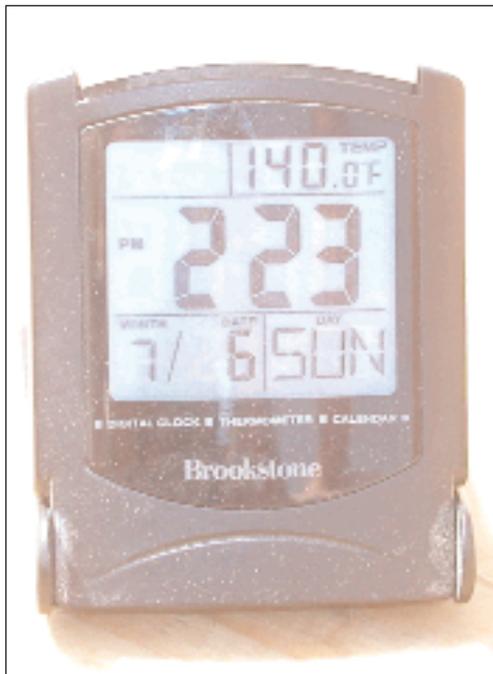
I have been on the road visiting units from one end of the world to the other. I spent the 4th of July standing watches on shore and underway with PSU 309-FWD in the Port of Ash Shuaiba, Kuwait. Wearing a vest, helmet and blouse with sleeves rolled down in 136-degree heat was an experience. The only saving grace was IT WAS A DRY HEAT?? I also visited with PSU 313 at the Kuwait Naval Base (not much cooler there) and with the members of the Mobile Support Detachment Baltimore who were in Bahrain. It was more bearable down there (only 110-120 degrees),



MCPO Ingraham, second from left, with PSU 313 boat crew members at Kuwait Naval Base, July 2003.



Above: Boat crew members from PSU 309 at Ash Shuaiba Port, Kuwait, July 2003.



Left: Date, time and an amazing temperature at Ash Shuaiba Port, Kuwait.

BUT the humidity was about 98 percent. The troops are doing a magnificent job despite the conditions. I also visited MSO Wilmington. What a story there. A station that went from 40 to 491 people and made it work. I know their story was repeated time after time at all the locations where reservists were stationed. The real heroes are those of you who made it happen. You certainly have written a new page in the history of the Coast Guard Reserve. BRAVO ZULU.

I also attended the graduation of Reserve CPO Class XVII in Petaluma, Calif. It was a bittersweet moment. It will be the last class I will attend as the Reserve Force Master Chief. I also, five years ago almost to the day, started my tenure in this job attending Reserve CPO Class VI. I left the graduation with a sense of pride knowing that there were outstanding motivated leaders going back to the

field from Class XVII. Congratulations, Class XVII.

By the time you read this, the Reserve Service Wide Exam will be upon us. I hope that many of you will be participating. The Reserve Supplemental list has been a resounding success. So far we have advanced in the neighborhood of 265 people from it since January 2003. Now those who are on Extended Active Duty (EAD) can choose either the Active or Reserve Supplemental lists. The doors to advancement open and close; take the opportunity to advance while they are open. You will be thankful when you get to my stage at the end of your career.

In closing, you should be proud of your service to our country as we are of you. You answered the call and did the job asked of you. You are my HEROES.

Semper Paratus.

By MCPO George P. Ingraham, USCGR
Reserve Force Master Chief
gingraham@comdt.uscg.mil

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