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The Coast Guard RESERVIST

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A View from the Bridge

**by
RADM
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As I was putting together my ideas for this lead article for our special training issue, I thought about those times when I "was trained," looking for that key element that separated "good" training from "bad." I realized that the key element in my training was me — my attitude, what I was prepared to give. I was provided the facilities and opportunity, but the level of success was completely up to me. I do not believe we "become" trained. If we think that, then we tend to look at training as something that happens to us, a passive experience where information is provided, processed and, too often, forgotten. I ask you to resist that tendency, to be receptive and to participate actively in the training process. Do your best to absorb and apply material presented, to compare it with your experience, and to question that which does not jibe with your experiences. Be critical, but be receptive.

The Reserve training program is much like that: my responsibility is to maximize your opportunity to train for mobilization; yours is to achieve the highest state of readiness that you can. Mobilization is our business and all training must support this. If it does not, we are wasting our time and resources, both of which we have precious little. I will provide training programs that are relevant to our mobilization goals. But, I need you to convert these programs to effective training.

Small Boat Training Survey Results

Last fall, the Reserve Training Division at Headquarters surveyed all reserve units which conduct small boat training. The survey had many goals, first of which was to find the average number of hours needed to qualify and certify for small boat crewman, small boat engineer, and small boat coxswain. The second goal was to determine the total number of underway hours, OJT hours, etc. The third goal was to identify the small boat training, qualification, and certification problem areas encountered by reservists.

In the first goal, documenting hours needed to qualify and certify, we found a wide range of hours reported. Because of this we were unable to establish a normal or standard time it takes to qualify on a boat crew. What the numbers did tell us, however, was that units using the same boats and the same qualification guides, take from 100 to 1000 hours to qualify a reservist as a small boat coxswain. The hours reported for boat crewman and boat engineer had a similar wide range of hours as the coxswain's.

The second goal, dividing the total training hours into categories by type of training, suffered the same fate as the total training hours in the first goal. At one unit coxswain qualification had to be accomplished without OJT—all underway time was pure training time. At this unit it took 980 hours to qualify as a coxswain. Although this case was the extreme, it does illustrate how a commanding officer's individual interpretation of how to train Reserve boat crews can impact heavily on reaching the objective.

Last, we asked the reserve units to list the major stumbling blocks in the path towards qualification and certification. The most significant problem reported was a poor relationship with the active duty command. It is essential that open and constant communication is SOP between the active duty and Reserve commands. A new commanding officer should be briefed at the earliest possible time about the Reserve program in general and your Reserve unit in particular. Also, training goals for reservists must be developed with input of the active duty commanding officer where training is conducted.

Another significant problem is the OPAREA familiarization trip requirement. There are two factors that can lessen the amount of time needed to complete this requirement. The first is for coxswains to perform their OPAREA familiarization trips while conducting regular operations if the qualifying command approves. Second, the definition of what constitutes an "OPAREA familiarization trip" is left to the commanding officer. He/she might limit it to the area where the vast majority of operations take place. The basket hoist to a helicopter was also cited as a major detriment in qualifying. One idea is to defer this task until several coxswains at the unit need this task completed, and then arrange for a helicopter to come for the hoists. The qualification manual allows CO's to waive this requirement if resources are not available.

From our overall view, the most significant factor in qualifying yourself or members of your unit is developing a close, professional working relationship with the active duty station or group. Well defined training programs and goals agreed to by both commands are essential. The active duty unit commanding officer is the person who can make the boats and personnel available for your training. When there is a new unit commanding officer see them as soon as possible—before the actual change of command is ideal.

Hopefully, the above suggestions will be helpful to you. If you have any other problems, suggestions, or solutions concerning small boat training, please contact G-RST via your chain-of-command.

Deck Watch Officer Training

In the last year, Reserve Training has been part of two major projects to improve training of Reserve Deck Watch Officers (DWO). The first project was to rewrite the Officer of the Deck (OOD) Personal Qualification System (PQS). The second project was to schedule the Shipboard Control and Navigation System (SCANTS) for a Reserve ADT course.

The rewrite of the OOD PQS was a nine month project. We eliminated unnecessary items and added items so that the PQS will cover subjects that a Coast Guard OOD needs in order to stand watch on a cutter. Then we divided the material into two sections. The first section covers material needed in order to be an OOD. The second section covers material for increased responsibilities afloat, for professional development, and for qualification toward earning the Cutterman's pin. To qualify for an afloat OOD mobilization billet and the Afloat Deck (79) Experience Indicator Code, Reservists need only to complete the first section. However, the Warfare Skills part of the second section is highly recommended for its application to mobilization.

The convening of the SCANTS ADT course this summer at the Coast Guard Academy was a major breakthrough for the Reserve DWO's. This course provided concentrated "hands-on" training in shiphandling and navigation. SCANTS has three modules: 270' WMEC bridge mock-up, a CIC mock-up, and a lab with radar repeaters and visual displays of the tracks of the contacts in the problem. The course will cover radar and visual navigation, rapid radar plotting, shiphandling, ship stability, and Rules of the Road. One class was held this summer and we hope to continue and possibly expand the program next year.

DoD Courses

The Coast Guard Reserve presently has quotas to six Department of Defense courses, and the same number is projected for next year. These courses are:

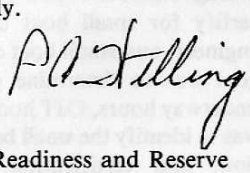
- Terrorism Counteraction on Military Installations
- Conventional Physical Security
- Intelligence in Terrorism Counteraction
- Anti-Terrorism Instructor Qualification
- Dynamics of International Terrorism
- Reserve Mine Warfare Familiarization

The schools are held by the Army, Navy and Air Force and are designed for E-6 and above who are on district training teams or are active in readiness planning. More details about the courses and required application procedures are listed in COMDTINST 1571.11D.

Bridge—*Continued from Page 1*

Training is an interactive process of communication and any effective communication system requires feedback. Today's challenges are many and varied. What worked yesterday may not necessarily work today. Feedback is the mechanism we have to ensure our training stays current. We have formalized feedback systems which include course evaluations at the training centers, and exercise after action reports. However, I need you to establish feedback systems at the unit level, to make them accessible, and then to use them. The infomation you gather, and pass through appropriate channels, can have a significant impact on the way we do business in the future.

My intent is not to lecture; rather to remind you that you are a partner in the training process; to realize, as I have, that we only get as much out of the training as we put into it. So, as you read the following pages, I ask you to apply the knowledge gained and look for opportunities to improve our training system to meet the many mission demands we face. We expect, indeed we demand, each of our people to seek excellence in the performance of their duties. There is no more important duty for you, as a Coast Guard Reservist, than to participate in your training aggressively so that, if the time comes, you are ready.



Chief, Office of Readiness and Reserve

Explosives Loading/ Maritime Security Training in Jacksonville Florida!

MSO Jacksonville and Seventh District (r) have continuing needs for Reserve personnel support during ammunition onloading and offloading operations of Maritime Prepositioned Ships. At least eight operations are scheduled to be completed through May 1989. Members interested in participating should hold EB, EA, HX, KF, or KG qualification codes. While most evolutions occur over 6-8 day periods, MSO Jacksonville also has some limited opportunities for out-of-district reservists to include a MPS support evolution as part of a thirteen-day ADT period.

This is an outstanding opportunity for members holding the EA qualification code to qualify for the Officer in Charge explosives loading detail code. In addition, boat coxswains, engineers, and crewmembers can gain valuable waterside security experience. Interested members should contact their District Reserve Training Officers via their unit training officers.

The COAST GUARD RESERVIST is published by the Commandant of the United States Coast Guard.

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Members of the Coast Guard Reserve are encouraged to submit short articles (in "plain English" of no more than than 300 words, typed double spaced) and black and white photographs (at least 5x7 inches, with identifying captions) to the editor for possible publication. Submissions cannot be returned.

Reservists should report change of address to their District (r). The *Reservist* cannot process address changes.

Inquiries concerning the Coast Guard Reserve should be addressed to: Commandant (G-RS-1), U.S. Coast Guard, 2100 Second Street SW, Washington, DC 20593. Phone: (202) 267-1025 FTS 267-1025.

COMDTPUB P1001.29

Reservist Serves as XO on Board CGC MIDGETT

Recently, an unusual opportunity allowed an inactive duty reservist to serve as Executive Officer, CGC MIDGETT (WHEC 726), during a transit from Alameda, CA to Kodiak, AK. LCDR Bob Wilson served as XO aboard CGC MIDGETT as a temporary replacement for CDR J. Morris from 28 April to 10 May 1988. LCDR Wilson, USCGR, normally serves as Commanding Officer Coast Guard Reserve Unit Yerba Buena Island (WPB), which augments the CGC Cape Romaine and the 55' Aids to Navigation Boat at YBI. LCDR Wilson had previously served as a Deck Watch Officer on board CGC SHERMAN and CGC RUSH on Navy exercise and Alaskan Patrols (NAVEX & ALPAT). All of LCDR Wilson's 378' experience has been obtained as an inactive duty reservist. While aboard CGC MIDGETT, LCDR Wilson performed all of the normal duties of the regular XO, presiding over the Wardroom, supervising man overboard and boat drills, holding request and complaint masts, conducting daily and material inspections, etc. LCDR Wilson has completed PQS and has been assigned a "79" (Deck, Afloat) experience indicator. He was "Extremely Impressed" with the personnel assigned to CGC MIDGETT and was accepted by them as one of the crew. "It was a great experience and invaluable for training" said Wilson, he quickly added "I'd be more than happy to do it again!"

RK'S—The Future of the Coast Guard Reserve

Are your RK's slipping out with the tide? Are you having problems with them getting lost? Do they feel "out of touch" with the rest of the unit? Will they still be members twenty years from now?

CGRU York River discovered some of the answers in their "Sea Daddy" program. About a year ago RMl Harry Sadler was appointed by the commanding officer, CDR Chuck Maguire, to improve the neglected RK unit program. As the father of an 18 year old, Sadler felt that he could empathize with the RKs who are close to the age of his teenager.

The first thing to do was to let the RK's know that someone was paying attention to them and cared about their interests, problems, and future. A letter of introduction was written to each RK advising them of Sadler's appointment and his responsibilities, the chain of command and a list of rules and guidelines which included everything from attendance to appearance. Next, a monthly newsletter pertinent to their needs, separate from the unit's newsletter, was put into publication. This included a monthly activities report and interesting information about each RK.

At each drill, a short session was held with the RK's as a group. Personal and other problems are addressed at that time. Items such as courses, EOCT's, practical factors, pay, etc. are covered. Sadler states: "Sometimes it seems the half hour to 45 minutes I spend gives me a whole weekend's worth of work. Yet, I have to realize these are a unique group of people who have unique problems." In short, at this point in their careers, they honestly don t know all they need to know about the Reserve Program."

The "Sea Daddy" program is paying off. RK's are passing courses, going on ADT, maintaining an excellent attendance record and developing an interest in staying with the Reserve beyond their initial obligation. The basis for the whole program Sadler says is "In twenty years they can either be Chief Jones or civilian Jones. The choice is ours."

COMDT (G-RST) NOTE: All units should look at the way they currently handle RK's. Are they productive members of your unit? Are they long term members or short timers? All units should set some goals to improve retention of RK's so that they will still be members twenty years from now. BRAVO ZULU to CGRU York River!

GM2 Segars, MSO Savannah, explains steering compass courses to PS1 Willis and PS1 Consos, RU Savannah.

FIRST STEP 88

With the current budget crisis facing the Coast Guard, innovative methods of providing mobilization training to Reservists must be devised. An example of such training took place at MSO Savannah in the form of FIRST STEP 88. This mobilization/familiarization exercise was conducted during IDT at no additional cost to the Coast Guard.

The exercise commenced at 1900 on Friday when the processing team reported aboard. Mobilization folders were established for all unit personnel containing necessary forms for placing members on active duty. Prior to liberty being granted, team members had become familiar with preparation of the required forms and station assignments were set for the following morning.

All unit personnel reported aboard at 0730, 23 April. Following muster, a personnel inspection was conducted and then members were directed to their assigned administrative stations for processing. In approximately one hour all personnel had been processed and were on their way to Travis Field (Air National Guard) for classroom training.

Sixty-three members of RU Savannah received classroom mobilization training and twenty designated members were given operational training. Both Marine Safety Office and Reserve Unit personnel were assigned as instructors. Scheduled shoreside and waterborne drills proved to be an excellent opportunity to complete training requirements. Five prospective coxswains and fifteen prospective crewmen completed sixty-five tasks set out in the coxswain and boat crew qualification manuals.

Other phases of the operation included judgemental pistol training and various overhead administrative procedures such as HIV testing, and inoculations. The assistance given by HSl Sager from the Coast Guard Air Station is another prime example of the cooperative spirit being shown throughout the Coast Guard.

Both CAPT J. E. Shkor, Commanding Officer MSO Savannah, and LCDR R. K. Anderson, Commanding Officer CGRU Savannah, were very pleased with the success of FIRST STEP 88. Everyone left with a better understanding of their roles and responsibilities should mobilization occur and are now better equipped to accomplish MDZ mobilization missions. Both commands look forward to future IDT exercises to provide invaluable training in a most cost effective manner.

REBI Moves to Cape May

October 1988 the REBI course is moving from CG TRACEN Petaluma to CG TRACEN Cape May. Cape May has expanded their facilities for REBI and agreed to issuing the initial uniform seabag as part of the course. The Reserve Unit will no longer have to order the initial seabag for new direct petty officers (RX).

Once the REBI course moves, the 5-person Reserve School at Petaluma for REBI and RUAT will be disestablished. The Personnel Support School at Petaluma will teach RUAT in addition to YN and SK Basic and YN Mobilization skills courses.

Reserve Advancement Cycle

The Coast Guard Institute reports that the October Reserve advancement cycle may be affected when the Institute moves to another site. At this time, the only delays anticipated could be in the advancement list and shipment of substitute examinations. The Institute is recommending keeping substitute SWE's at a minimum.

Project STARFIX

The goal or destination for the Coast Guard Reserve is mandated for all the Reserve forces—to maintain a force of individuals trained to perform their mobilization duties. Project STARFIX established a systematic process to achieve this goal; taking into account the minimum skills required to do a job upon mobilization; the training avenues available to attain those skills; the documentation of reservists' progress; and the Reserve program changes, including logistical support, which will help each Reservist get those skills.

After 2 years of coordinated effort, Project STARFIX has produced some tangible results, the most visible of which are:

—Mobilization Billet Training Plans in the Marine Safety Training and Qualification Guides.

—New QUALCODES in the Port Security area.

—New Port Security ADT courses.

—A new evaluation guide for district inspectors.

Several other initiatives are expected to improve the environment in which reservists receive their training. These efforts are expected to do the following:

—Stabilize mobilization billet assignments by changing quality-of-match criteria.

—Reduce the administrative workload for Reserve units. COMDTNOTE 5215 recently published, reduces the number of manuals maintained by Reserve units by approximately 75%.

A new STARFIX section in the Reserve Administration and Training Manual (COMDTINST M1001.27) has been published. A matrix in the STARFIX section shows both port security and boat crew force elements and which training and qualification guide corresponds with each force element. The STARFIX section also covers other operational force elements and the guidelines for each reflecting its own unique requirements.

Afloat mobilization requirements are under review and will be published once they are established. In the interim, officers with afloat mobilization billets should train toward getting the experience indicator required by their mobilization orders. Enlisted personnel should train toward advancement within their rating.

Formal ADT courses address all mobilization skills. They supplement augmentation training by offering training not available through augmentation, or by offering the opportunity to gain skills more quickly. Several new courses have already been developed and other courses have been updated to meet mobilization task training needs. The STARFIX section in the Reserve Administration and Training Manual relates specific courses to the various force elements.

Exportable port security training is also in the works. Reserve Training Center Yorktown is developing this training primarily to prepare units for readiness exercises. Until this training is fully developed, requests for visits by training teams are being coordinated by Commandant (G-RST).

Skills will be certified and documented using the appropriate training and qualification guides and the corresponding QUALCODES. New QUALCODES were developed in the port security/port safety area. Other QUALCODES are being reviewed and modified as necessary. Generally, each enlisted force element will have corresponding QUALCODES to be recorded in the personnel record once an individual completes the mobilization skill requirements.

The processes set in place by Project STARFIX will grow and evolve over time to identify minimal performance levels more clearly and help attain and document mobilization skills. Several systems will be set up to verify its effectiveness. Among them are comment sheets in the back of each Marine Safety Training and Qualification Guide and questionnaires for students and their units to verify that formal courses effectively meet their training needs.

You are the most important element in this whole process. The dedication with which you approach mobilization training directly affects the readiness of the Coast Guard Reserve. STARFIX was intended to help you become qualified to perform your basic mobilization duties. If it doesn't, or if you see changes that will make it work better, please let us know. STARFIX is ending as a separately identified project. Its results are being incorporated into the everyday program management of Reserve training. Our sincere thanks to the personnel, Reserve and Active duty, who helped in the many phases of this landmark project. Comments and recommendations will always be welcome. If you have any suggestions, please address them via your chain of command to Commandant (G-RST).

Refocusing the PS and FI Ratings

As noted in the August 1987 issue of the Reservist, Headquarters and Port Security School staffs have been working to "refocus" the PS and FI ratings with the objective of making the PS rating more port security specialized and the FI rating more port safety specialized. To better reflect the expanded role for FI's the name of the rating will be changed to Fire and Safety Technician (FS). With new practical factors, new knowledge factors, and a Commandant Instruction currently completed in draft form, promulgation of the program is expected in the not too distant future. *Standby!*

Law Enforcement Training for Reservists

Two initiatives are in progress to overcome the long standing need for formal standardized training in law enforcement skills—skills that are essential for our mobilization duties and peacetime enforcement of federal laws and regulations. These initiatives are: a Boarding Team Member's ADT course and a Law Enforcement (LE) unit training program.

The Boarding Team Member course is a two week ADT course at the Maritime Law Enforcement School West at Coast Guard TRACEN Petaluma. Attendees will be trained in Coast Guard authority and jurisdiction, boarding procedures and techniques, use of force policy, defensive tactics, search and seizure, and other subjects. The initial class convened on 8 August 1988. More convenings are planned for next year.

The second initiative involves the development of a standardized unit training program for Boarding Team Members and Boarding Officers. The Law Enforcement Division and the Reserve Training Division at Headquarters are working together on this new program to be used by active duty and Reserve personnel. The program will consist of Personal Qualification Standards (PQS) for both knowledge and skills, a correspondence course that supports the PQS by providing the background material and knowledge, and an oral board for certification. The LE unit training program should significantly improve Reserve training and qualification/certification due to the limited opportunities for Reservist to attend formal LE training. The program is projected to be out in the field in FY89.

These programs are not intended to replace the MLE Boarding Officer Course at RTC Yorktown. The Yorktown course concentrates on qualification as a boarding OFFICER. This course is only required for six mobilization billets (HL qual code). The new LE training programs are designed to qualify people as Boarding Team MEMBERS.

Attention All Available Personnel for TEMAC

Commandant (G-RST-1) is looking to expand its list of available TEMAC personnel. This will enable us to fill positions quicker and let you know of available positions sooner. When we receive TEMAC requests in your rating we will contact you directly, telling you when and where the TEMAC is located. Interested personnel should send a completed CG-3453 (Request for Reserve Orders) along with any other pertinent information, such as civilian work experience, to Commandant (G-RST-1).