



Coast Guard Flag Voice 66

IMPLEMENTING THE JOINT RATING REVIEW

Now in the Joint Rating Review (JRR) implementation planning phase, an Implementation Planning Team (IPT) will develop plans to transform ten enlisted ratings into seven and functionally align these ratings, their training, education, and assignments. This Flag Voice provides the latest information on what eventually will be the most massive restructuring ever of our enlisted workforce.

What is the Joint Rating Review?

Chartered by G-S, G-O, and G-W back in 1997, the JRR examined the ten ratings that operate and/or maintain electronic systems. The implemented recommendations include, among others, several rating initiatives: merging the ET and FT ratings into one and the BM and QM ratings into another; constructing two new enlisted ratings (IT and OS) from four existing ones (QM, RD, TC and TT); coordinating an approach to professional development and qualifications; basing assignments more on skills; reducing training overlap through "modular" training; and developing a consistent, comprehensive maintenance philosophy.

Why do we need to change the enlisted workforce at all?

Over time the Coast Guard's "world of work" has changed dramatically. Clearly, technological advances have driven much of the recent change. We must examine all the functions we require our workforce to do; many have changed over time and continue to do so, rendering some "traditional" skill sets (ratings) less useful in the future. The JRR study team was chartered to position ten enlisted ratings that operate and/or maintain electronic and electrical systems to meet the Coast Guard's mission demands of 2010 and beyond.

What will the proposed changes cost and what will the Coast Guard get in return?

As implementation begins, resources will be required to plan, design, and develop training (revised "A" schools and transition training) and other interventions (assignment policies, qual codes, maintenance philosophy, etc.). We expect increased mission effectiveness, retention of quality people, improved skill utilization, and increased quality of work.

What about other enlisted workforce issues?

We must undertake further reviews in other areas. Recommended follow-on projects include policy and

doctrine, a Joint Rating Review of other ratings (specifically SK and YN) this one did not include, Electricians Mate migration toward Electronics Technician and employment of enlisted personnel in Law Enforcement and Marine Safety mission areas. Even before aligning EM to ET functions, we need to examine how we train and employ our MKs in power distribution systems. Each current rating proposal will consider CWO billet structures, but a follow-on study should do so in light of these recommended changes to the enlisted workforce. We already have restructured the aviation ratings over the past few years.

When will the implementation be completed?

The Implementation Planning Team billets expire in July, 2001. This Team's goal is to produce by then sufficiently detailed, approved plans. Where implementation costs are identified, this Team will submit resource proposals (RPs) to fund such initiatives. Implementation timelines therefore depend on several factors: the plans' viability, each initiative's specific costs, and how quickly resources become available. So we will progress in some areas, e.g., skill-based assignments, as tools become available, while other, even approved plans may not begin actual implementation until 2003 or 2004. Finally, ultimate success depends on the workforce's readiness to embrace these changes - and this should result from dialogue, participation, and communication with field members throughout this effort.

Who does this affect?

The changes most directly affect TTs, ETs, BMs, QMs, TCs, RDs, and FTs. Merging ETs and FTs will create changes affecting GMs. Creating the IT and OS ratings will affect other ratings. Further, we expect to influence the number of MST billets by converting existing BM and QM billets to MSTs while converting some existing billets functioning as Regional Systems Managers (RSMs) into IT billets. The modular training initiative will directly affect EMs, MKs, and GMs. Issues such as alternate methods for acquiring education and career development and skill-based assignments will affect the entire workforce.

What will the implementation plans include?

For the four rating initiatives, the Implementation Planning Team will:

- Identify the specific responsibilities each rating will encompass;
- Identify the required skill sets;
- Develop a business plan for each rating's initial population, including lateral procedures, e.g., advancements, Service-wide Exams, bonuses, grandfather issues, and transition training;
- Provide new staffing standards, including rating pyramids;
- Identify the short- and long-term costs and benefits associated with each rating initiative, including the impacts on existing ratings and billet structures.

The Team will also:

- Recommend adopting and developing specific "modularized" training. Identify the various "A" school curricula elements common to two or more ratings. Identify the specific costs and benefits of implementing these common modules as prerequisites for rating-specific training;
- Investigate alternate methods for education and career development, including partnering with other military services, that would best meet our workforce's needs.
- Identify what we must do to adopt a consistent maintenance philosophy;
- Participate with the Skills Architecture Management Study (SAMS) Team ([Flag Voice 51](#)) to structure the PeopleSoft-based human resources management information system ([Flag Voice 45](#)) to facilitate skills-based assignments and, in cooperation with CGPC-epm, recommend specific policies to implement them.

Who is the Joint Rating Review IPT working with?

The project team depends on and works hand-in-hand with the associated Force Rating Managers and their associated staffs. It depends on field members for both commentary and active participation in chartered sub-groups. An IPT Guidance Team coordinates among the Assistant Commandants for Human Resources, Operations, Marine Safety, and Systems and guides and provides resources to the IPT throughout the implementation planning project. The IPT also has chartered subgroups for each rating initiative, modular training, skill-based assignments, a "CG University," and maintenance philosophy.

How can I reach the Joint Rating Review IPT?

The Joint Rating Review IPT currently works with field representatives and the Force Rating Managers on rating issues. To reach the Joint Rating Review IPT, contact any of the Rating Managers, comment on the IPT Internet web site, <http://www.uscg.mil/hq/g-w/jrr>; or use one of these numbers:

LCDR Al Folsom -- (202) 267-1092
LT Fawn Pettigrew -- (202) 267-1357
LT Ron Pridgen -- (202) 267-1210
EMC Mike Koeniger -- (202) 267-0899

Change, or even the potential for change, always creates anxiety. The best way to deal with change is for all members, especially leaders, to keep themselves educated along the way and participate in the dialog. These changes will not happen overnight. We must do the right things right to position ourselves for the future world of work. As stated in the Commandant's Direction under VISION: Seize the Future. "We understand that Coast Guard 2020 is our path to the future. We will chart our course along that path and position the Coast Guard with the capabilities in people, hardware, information systems and mission concepts that will best serve America well into the 21st Century."

We owe all of our people a good set of tracklines to that future.

Regards, FL Ames

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