

The Coast Guard
Reservist

March / April 1993

**World
Trade
Center
Bombing**

“...but a few seconds later the lights flickered and went off. I then knew something dreadful was wrong.”

— PS2 Michael J. Bollella, USCGR

Reserve Training Insert

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CHECK OUT THIS ISSUE



- ✓ **A View from the Bridge**.....3
 - CG Reserve downsizing.
- ✓ **World Trade Center Bombing**.....5
 - CG Reservists were not only caught in WTC Feb. 26, they helped with evacuation.
- ✓ **Reserve Training Insert**
 - This 16-page special section includes stories on focusing on performance, district updates, schools, and more....
- ✓ **Tip o' the Hat**9
 - JFK Space Center recognizes D7 units, CG video wins two awards, other awards.
- ✓ **First Call...to Quarters**10
 - PS/FS correspondence courses, changes to SWE, Curtailment of Reserve officer accessions, Remembering WWII & more.
- ✓ **TEMAC/SADT/EAD listings**12
- ✓ **TQM News**14
- ✓ **On Deck**15
 - MCPO Croom discusses the new Chief Petty Officer Academy Reserve course.
- ✓ **USCG Photo Contest**.....16
 - Get out your camera, focus on missions & people of CG/CGR and enter the contest. The deadline is June 1, 1993!

Your Turn

Suggestions for improvement

I have a suggestion that I make to you in all seriousness...you need a centerfold. Why not run a two-page picture of a Coast Guard boat, ship, station, etc. in action and staple it right in the middle of *The Reservist*? Accompanying the picture can be a brief explanation of the boat etc., its capabilities, equipment, mission, etc.

— BMC Michael E. Coughlin
Fort Gratiot, Mich.

Readership Survey Cards

Inside this issue, you'll find a readership survey on a three-by-five card. Please fill it out and send it back by June 4, 1993. This pre-addressed five question survey will help us determine if we're doing the right things right for you and our many readers.

READERSHIP SURVEY
Please fill out and drop in mail by May 31, 1993.

1. How completely do you read *The Reservist*?
 Cover-to-cover Certain sections
 Sporadically
2. When finished reading *The Reservist* do you:
 Pass it on to others Recycle
 Keep for reference Other (comment?)
3. Has information derived from *The Reservist* impacted upon career Coast Guard decisions if yes, how?
 Yes No
4. In lieu of *The Reservist*, is adequate information on the Coast Guard Reserve readily available elsewhere (ie. your unit, station, etc.)
 Yes No
5. Would you pay for *The Reservist* if you had to?
 Yes No Depends on cost \$ _____

Other Comments/Suggestions: _____

Reservist Upcoming Deadlines

July / Aug '93Friday, May 28
Sep / Oct '93Friday, July 23

Saluting district(r) personnel

We, the reservists, have all called our district offices at one time or another and have received the assistance needed from the personnel at our district offices.

I, for example, had to call the 7th CG District. A Petty Officer Evans assisted me and handled my problem easily. At other times, I have called and also have received good results.

So, this is a letter to salute all personnel in all district offices. Be they officer, chief, petty officer or civilian — we the reservists owe y'all a salute for your assistance. Thanks for being there. We salute you all!

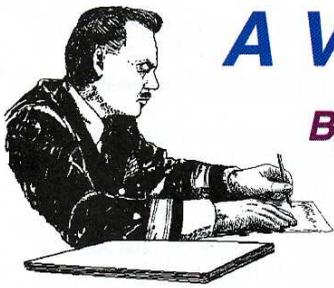
— GMCM Roland F. Jarrell
RU St. Simons Island, Ga.

On the Cover

The World Trade Center stands out against the Manhattan skyline in this photo taken by LCDR Dan Croce of Reserve Group Sandy Hook, N.J. On Feb. 26, 1993, WTC was bombed in what has been described as the worst terrorist attack in U.S. history. CG Reservists were working inside the tower when it happened — and also helped with the evacuation while working their civilian jobs. See Page 5.

The Lighter Side...





A View from the Bridge

By **RADM John W. Lockwood**
Chief, Office of Readiness & Reserve

The word is out: The President's Fiscal Year 1994 budget will support a Selected Reserve of 8,000 members, down 2,500 from our current level. In announcing this figure, however, ADM Kime reiterated what he expressed during his State of the Coast Guard address on March 23, 1993, when he said:

"We need a strong, healthy Coast Guard Reserve program. I am committed to retaining that capability. You have proven your value to the Coast Guard over and over again, in response to national disasters, in Operations Desert Shield/Desert Storm and special marine events such as the Columbus Quincentennial Celebrations..."

With the Commandant's commitment firmly in mind, let me briefly explain how the size of the SELRES was determined. I will then outline the shift in thinking and approach we need to make to guide the Reserve program into the future.

The Office of Readiness and Reserve conducted a preliminary reassessment of mobilization requirements based on revised contingency planning scenarios from the Department of Defense. It is these new defense-related mobilization needs that call for a 1994 Selected Reserve Force of 8,000. Since the existence and size of the Reserve has always been justified by defense requirements, the end of Cold War tensions has diminished those requirements. As we know well, however, the Coast Guard Reserve makes unique contributions to the Coast Guard's peacetime missions. Despite the personnel cuts, I fully expect that the Coast Guard Reserve will continue to provide quality and essential support to the active Coast Guard in all its roles, both defense and non-defense-related.

At the same time, I recognize the SELRES drawdown will have an impact on you. We have begun to develop, with input from the field, a comprehensive, fair and impartial process to resize the force. Most importantly, to the maximum extent possible, the process will be

*Continued on
next page* 



ADM J.W. Kime, Commandant, U.S. Coast Guard, left, presents RADM Bennett S. Sparks with the Distinguished Public Service Award, the highest decoration of its kind. This was the second such award for Sparks and is particularly noteworthy in that he is the only person in CG history to receive two. Sparks, who recently retired after 50 years of service, received this award at the ROA's Mid-Winter Conference in January. Also looking on are CDR Ron White of D7 and RADM John Lockwood, Chief, Office of Readiness & Reserve.

managed centrally, and thus ensure consistency in our actions and their effect upon reservists around the country.

Regrettably, however, reductions through normal attrition alone will not get us to the new SELRES size. That means some Selected Reservists will be detailed to the IRR. We will make every effort to minimize that number, and to be sensitive to your concerns.

This leads me to the first element of the basic shift in our outlook and processes. While not a widely held view at present, the IRR is an important part of the Coast Guard team and a valuable consideration in our contingency plans. I intend to come up with a number of concrete actions designed to improve the IRR, its management, and its attractiveness to our members. Through the IRR, we can retain qualified reservists, and thereby our capability to fully support the active Coast Guard.

Several more elements make up the overall shift in direction that would increase the expertise of the Reserve and the overall readiness of the Coast Guard in the face of the reduction. We *can* become more efficient and effective despite fewer personnel. Future planning, training and allocation of resources should reflect the following principles:

- Mobilization is a Coast Guard, not a Reserve-only responsibility.
- Coast Guard operational commanders are responsible for meeting mobilization requirements.
- Training resources (active and reserve) to fulfill mobilization requirements is an active duty component responsibility.
- To the maximum extent possible, mobilization training billets are located where training capacity exists and are matched with the training and mobilization requirements of the Contingency Planning Allowance List (CPAL).
- Reservists are integrated into the active units where they train.

Embracing these concepts will move us closer to being one Coast Guard. One particularly fine example is in the 11th District, where Reserve forces are being completely integrated into USCG Group San Diego. You will be hearing more about these and similar projects in the future.

We are also committed to putting the right people in the right places — matching mobilization requirements with opportunities for training. This principle forms the underpinning of the new CPAL that we are in the process of creating.

Personnel cuts unavoidably bring with them a sense of uncertainty and concern. I understand and respect those feelings, and will act to minimize the negative impact of those reductions. The true imperative however, is to implement the fundamental shift in perspective outlined above. Accomplish that, and I see a bright future for the Coast Guard Reserve. 

Penington named new Chief, Office of Readiness & Reserve

RADM Gregory A. Penington will assume duty as Chief, Office of Readiness & Reserve effective July 1. Penington is currently Commander of the 9th CG District, which encompasses the entire Great Lakes Region. He is a 1960 CG Academy graduate and holds a Masters Degree in Public



Administration from **RADM Gregory A. Penington** the University of Rhode Island. He also completed the U.S. Naval War College Command and Staff School.

RADM John W. Lockwood has been Chief, Office of Readiness & Reserve since Sept. 16, 1991. His tour as Chief of G-R will conclude May 27. He is transferring to the 13th District where he will assume duties as District Commander.

Waesche award moved to summer

The Reserve Officers Association ADM Russell R. Waesche Award, an annual award given to the district with the most outstanding management of the Reserve Program, will be awarded at the 1993 ROA National Convention.

In the past, the award has been presented at the January Mid-Winter Conference. However, a move was made to award unit/district winners at the National Convention while individual awards will be awarded during the Mid-Winter Conference.

WORLD TRADE CENTER

CG Reservist in WTC when disaster strikes

By PA1 Marguerite A. DeMartino, Reserve Group New York and SN K.C. Miller, Governors Island Gazette

Friday, Feb. 26 was supposed to be a normal workday for PS2 Michael J. Bollella, an employee for the Port Authority of New York and New Jersey. Instead, it ended up as a day he will never forget for the rest of his life.

Bollella, a CG Reservist with Reserve Group New York, was one of the thousands of people stuck in the World Trade Center after a bomb went off in one of the sub-levels of the complex shortly after noon. The bombing, which killed five people, is being called one of the most vicious [terrorist] attacks in United States history.

"All I can remember is hearing a rumble," said Bollella, a reservist for nearly five years. "We're so used to hearing strange sounds up here on the 82nd floor because the building sways especially in bad weather... but a few seconds later the lights flickered and went off, I then knew something dreadful was wrong."

There were approximately 80-85 co-workers in Bollella's area and at first, they did not really know what type of an emergency it was. But

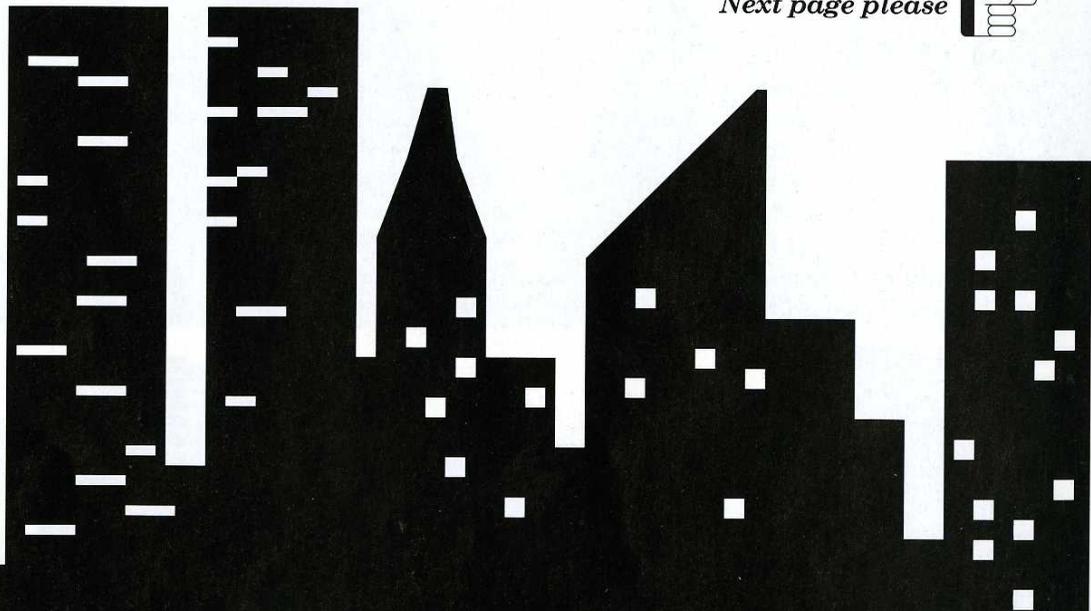
when the smoke began to fill the corridors the worst was then suspected — a fire in New York City's largest and tallest office building. A special emergency coordinator assigned to the floor started to proceed with the standard emergency evacuation. The plan was to take the stairwell to the 78th floor for an elevator evacuation.

"The building has a very good fire intercom system, but it was inoperable," said Bollella. "There were no alarms except for a few elevators that were stuck between floors."

That's where Bollella's courage and Coast Guard training played an important role. He searched the floor three times looking for people left behind and when he entered the stairwell, he found hundreds of people evacuating from upper floors.

"I waited there until everyone had come down from the upper floors," Bollella said. "I met a technician from WNEW-FM. He told me everyone had been evacuated. The technician and I brought up the rear, making sure nobody was left behind."

Next page please 



When the group got to the 78th floor, they realized that an elevator evacuation would not happen. The only way out was to walk down.

"Communications were poor," said Bollella. "There were a lot of rumors flying around. We didn't know if we would be walking right into a fire or not."

After going down about 15 flights and making sure everyone was accounted for, the emergency lighting in the stairwells went out. The large group then had to rely on a few flashlights to continue the descent. People were also using towels and articles of clothing soaked in water to wrap around their face in order to filter the smoke they encountered in the stairwells.

About the 52nd floor, Bollella came across a paraplegic with a 200-pound motorized wheelchair. Apparently five other men had carried him down using a strap system they had rigged. Bollella provided lighting and relief for the men carrying the disabled man.

"We got to the 49th floor, where we met up with the rest of the Port Authority employees," said Bollella. "We heard people yelling to us from the 48th floor and decided to go down there. A co-worker and I lead people down to the 48th floor in groups of 12-15."

When they reached the 48th floor, the main floor for the Port Authority offices, they were instructed to wait for further evacuation information. Despite the danger, there was total cooperation and calm and the joint effort of all the people involved enabled the evacuation to work in a safe and cautious manner. Communications on the 48th were much improved and rescuers had set

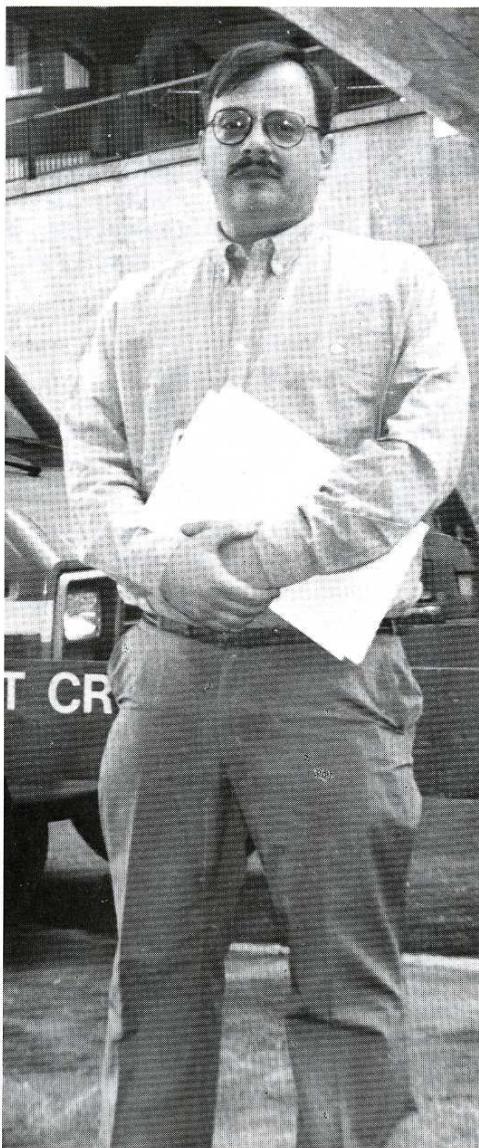


Photo courtesy of The Governors Island Gazette

PS2 Michael Bollella stands in front of the World Trade Center.

up a temporary relief station.

As they waited for further instructions the smoke became unbearable for some. People began to break windows in order to get fresh air. But at this point they had made telephone contact with the emergency rescue personnel located outside and their fears were lessened. At about 2 p.m. cold, fresh air began to fill the corridors and emer-

gency stairwells, breaking up the smoke and easing the fears of many of the office workers.

While there, Bollella ran into a friendly, familiar face — PS3 Robert G. McLoughlin a fellow reservist from COTP New York and a lieutenant with the New York City Fire Department.

"We were real surprised to see one another," Bollella said. He gave a deep sigh of relief and continued his efforts in evacuating personnel.

With 48 more flights of stairs ahead of them the group decided to work relays by posting people at strategic points with flashlights to keep the evacuation moving in an orderly fashion. When they reached the 43rd floor there was an emergency command center with food, water and assistance for those in need of medical attention. Medical attention was given to 25-30 people, mostly suffering from smoke inhalation.

At that point, police officers made the decision to leave the paralyzed man's wheelchair behind. The disabled man was strapped to a fire department stretcher using belts, electrical cords and whatever was available. There was a risk of him going unconscious because of his cervical problems. Seven people, including Bollella, proceeded to carry him down the rest of the 43 floors through stairwells that provided little maneuverability.

At 4:45 p.m., it was reported that another bomb threat had been made and the evacuation was halted awaiting further instructions. Once the threat proved to be a hoax the evacuation resumed as quickly as possible.

Finally, at 6:15 p.m. Bollella had his first breath of fresh air outside of One World Trade Center. He stood by to make sure all personnel were accounted for and assisted the emergency personnel in whatever capacity possible. The disabled man was brought to an EMT station for assistance. He was fully conscious.

"I stayed on and made sure everyone I was with was accounted for," said Bollella. "I called my wife to let her know I was all right and got home about 8:15 p.m."

Bollella's courage and concern for his fellow workers gave him the strength to assist with the largest evacuation in New York City's history. There are very few people in this world who put the safety of others before their own especially in dangerous and life threatening situations. Bollella is one of these people and he is a proud wearer of a Coast Guard uniform.



Sandy Hook Reservists involved in WTC rescue

By LCDR Dan Croce, Reserve Group Sandy Hook

No matter where they are, or whatever situation they find themselves, Coast Guard Reservists are "always ready" to perform their duties in an outstanding and professional manner. Such was the case with seven members of Reserve Group Sandy Hook, who had an active part in the rescue and support activities that followed the explosion at the World Trade Center (WTC). The following summarizes the part each reservist had in the explosion's aftermath:

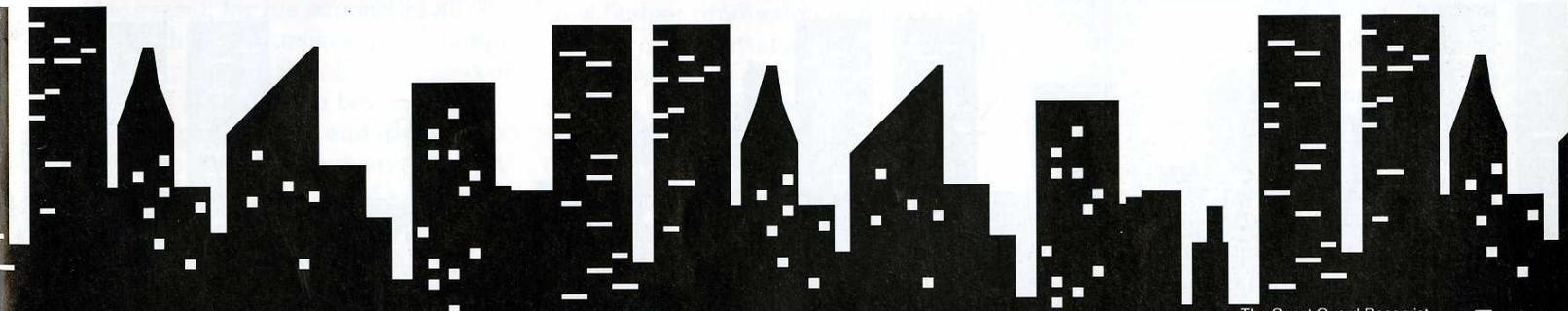
- **LCDR Sal Brillante**, Commanding Officer of RU Rockaway is a captain with the Fire Department of New York, Coney Island Engine Co. 245.
- **PS2 Paul Ehret** of the same unit is a lieutenant in the FDNY. Both Brillante and Ehret responded shortly after the explosion and were on scene at the WTC searching for victims and evacuating people trapped in the building.
- **LT Rich Hickman**, Commanding Officer of RU Sandy Hook is a New York City (NYC) Police Department Sergeant, Special Assignment, working for the Police Commissioner. He was on duty at Police Headquarters in downtown Manhattan and handled all incoming calls as his post became a Command and Control Center during the disaster. He coordinated numerous activities, which included calls from the NYC Mayor, from Japan, the White House Staff, Federal Bureau of Investigations, and other local, state and federal government agencies.

Please see "Sandy Hook"  on next page



Photo by LCDR Dan Croce, Reserve Group Sandy Hook

Reserve Group Sandy Hook personnel were involved with the World Trade Center bombing aftermath. Pictured left to right are SN Brandon Fitzpatrick, LCDR Rich Hickman, DC1 Joseph Sheperd, LT Tom Butler, LCDR Sal Brillante, PS2 Paul Ehret, PS2 Ivan Gomez.



Sandy Hook

Continued from previous page

• **LT Tom Butler**, Operations Officer for Reserve Group Sandy Hook, was working at his civilian job in the Port Authority of N.Y. & N.J. on the WTC's 34th floor. Following the explosion, he took charge and directed his co-workers to evacuate the office immediately. Butler led his fellow workers to the proper emergency evacuation route and kept the group together as they made their way through the smoke filled stairwells to the main floor. Butler led his group of co-workers to Beckman Downtown Hospital where they were all treated for smoke inhalation.

• **DCI Joseph Sheperd**, attached to RU Sandy Hook, is an engineer for the Port Authority of N.Y. & N.J. maintenance department. He was called to organize the activation of the old North Terminal at Newark Airport, which will be used as an interim work site for the Aviation Department of the Port Authority who were tenants of the WTC. This site will remain active until repairs are completed at the WTC.

• **PS2 Ivan Gomez**, attached to RU Rockaway is a member of New York Police Department Mounted Police Squad. He was on-scene involved with traffic and crowd control.

• **SN Brandon Fitzpatrick**, attached to RU Sandy Hook, is also a NYC Police Officer serving in the 6th Precinct. He was assigned to divert traffic flow and assist people at the St. Vincents Hospital during the height of the disaster.

Shinnecock reservist recalls tragic day

A first person account by LCDR Joe DiBernardo, RU Shinnecock, NY

While sitting down to lunch Feb. 26 at home 50 miles from New York City, I was monitoring the Fire Department scanner, listening to what was going on in the five boroughs of the city. When multiple alarms were transmitted for the World Trade Center (WTC) with numerous reports of people trapped, I knew from 27 years of firefighting experience that a major tragedy had occurred and any and all available personnel would be needed.

Doing 85 mph along the expressway, it was the first and only time I was hoping I would be stopped by the police for speeding — hoping to pick up a police escort. Arriving on scene, I was directed by the operations chief to coordinate a primary search from the roof area down — that's a 110-stories holding about 50,000 people. At this point, the fire had been extinguished. However, people were trapped in elevators and many people needed medical or other assistance.

I started up the tower with 25 men going against the flow of the people fleeing. The 43rd floor had a large cafeteria which I decided to make my staging/triage area. I continued up to the 55th where I established communication with other sector chiefs who were coordinating the evacuation on upper floors. I dropped back down to the 43rd to organize the triage/staging area and act as a communications link with the operations chief of Tower Number 1.

Around 6 p.m., when we verified all elevators and floors were clear in and all those needing to be carried down were taken care of, I shut down the triage area, left three units and a chief at the staging area and went down into the bomb blast area to conduct a secondary search with one of our rescue companies. It was like something out of Dantes *Inferno*. There were 24-inch reinforced concrete floors blown apart, steel I-beams collapsed, cars hanging in mid-air, machinery torn and thrown about, ruptured pipes, etc. In fact, when I crawled out of the hole an hour later, I felt it was a miracle that hundreds were not killed and I was sure there were still bodies in there.

Around 7 p.m., I was put in charge of coordinating the secondary search of both towers — 220 floors and over 200 elevators. I met with the NYC Police and Port Authority personnel and we divided the search into different sectors. Around 11:30 p.m., after 10 hours of intense pressure-filled operations, the Chief of Department relieved me with an on-duty staff chief.

Driving back home that night (this time at a legal 55 mph), I knew we were lucky, for the count of those killed at that time was only five. I was glad I was part of the rescue ops, probably the largest emergency evacuation and search of a high-rise building ever. I thought how lucky we have been here in the USA where we have been relatively free of the senseless acts of terrorism that routinely take place throughout the world.

Joseph G. DiBernardo



LCDR DiBernardo is an NYC Fire Chief and CO of RU Shinnecock, N.Y.

R *eserve*



training

Δ A Focus on Performance

Δ District RT Updates

Δ CG Training Centers, Schools

Whether you're...
studying a textbook,
setting up a boom,
tossing a life ring,
rebuilding a diesel engine,
looking down the barrel of a rifle,
performing countless other evolutions,
we're talking

Training

By LCDR Michael Kopito
Reserve Training & Performance Analysis Branch (G-RST-2)

*Taylor's Island, Md. 50-foot
NOSAR boat plunges
through the surf. Photo by
PAC Mario Toscano, USCGR*

Very often, we in the training "world" have heard the cry for help—"Quick, call the Training Department...we've got a problem!" Unfortunately, this "need for training" was frequently met with the development of expensive, and largely useless, training programs. These programs often tried, in vain, to train-away policy, motivational, and/or environmental deficiencies by giving workers "skills" training. In fact, the **only** time training should be considered the right solution is when you have a demonstrated lack of skills and knowledge in the worker.

Please see "Reserve Training" on Page 4-RT



ADT by Allotment

By LT Jack Green, D1(rst)

FY93 funding levels for D1 reserve training were only 68 percent of FY92 levels. So, when a Senior Commanding Officers Conference was held during fall of 1992, it was suggested that D1 divvy up its ADT time by allotment, giving out an average of seven ADT days for each drilling reservist. Flexibility was essential to accommodate unit training needs. ADT days were categorized as Officer (O) days or Enlisted (E) days. Each O day could be converted to two E days but not vice versa.

In order for this idea to work effectively, all units received a proportional amount of ADT days and all received equitable treatment.

"Units really got involved, they responded and met the deadline for training requests," said LT Jack Green of D1(rst). "It has worked well."

Several variations of paid ADT and non-pay ADT as well as various combinations of ADT plus waiver have been approved to meet the 12 days ADT requirement.

Merged administrative staffs to reduce admin, enhance augmentation/training

In support of the one Coast Guard concept, merged administrative staffs have been established at Group Portland and Reserve Group Portland, Maine. This pilot program will integrate administrative personnel from Reserve Group Portland, and the collocated reserve units into the active Group Portland command. The purpose of the program is to reduce the administrative burden placed on the active and reserve units by combining some of the common or redundant tasks and having these tasks performed by the integrated staff. Furthermore, the program is designed to provide enhanced augmentation and training opportunities for the reservists to better prepare them for contingency response or mobilization.

WINTRAP for Reserve Group Moriches

Reserve Group Moriches' Winter Training Program (WINTRAP) participants pause at the United States Merchant Marine Academy, Kings Point, N.Y., where their annual training program was conducted Jan. 23-24. Members from the Reserve Group and its five units (Montauk, Shinnecock, Moriches, Fire Island, and Jones Beach) covered a wide variety of topics including guest speakers from NERA and D1. WINTRAP, planned by Training Officer LCDR Ken Olsen, has been conducted by the Group since 1985.



Photo submitted by LT Bart Polizzotti, Reserve Group Moriches

2nd



CGR to shake, rattle, roll in 93

By LT Mark Mackey, D2(r)

When most people think of earthquakes, they think of California or Alaska. The reality is that four of the 10 largest earthquakes in the contiguous United States occurred in New Madrid, Mo. in a two-month period from 1811-12. Experts say the New Madrid fault has stored up enough energy since 1812 to be capable of producing a very large earthquake in the magnitude of 7.6 on the Richter Scale. With these facts in mind, a 2nd District Field Training Exercise (FTX), Shake, Rattle & Roll 93 is scheduled for a five day period this August in the Paducah and Louisville, Ky. areas. The purpose is to practice and evaluate the CG units abilities to respond to a catastrophic earthquake in the Central U.S. Reservists from RU Louisville, RU Owensboro, RU Cincinnati, RU Paducah, RU Chattanooga and RU Nashville will participate along with their active duty counterparts. Numerous other disaster response agencies have been invited to take part. This exercise is just another example of the Coast Guard's "Semper Paratus" heritage — Always Ready to face whatever may shake, rattle or roll its way.

• **OTHER D2 TRAINING:** RU Leavenworth, Kan. is participating in a Flood Exercise in April. RU Pittsburgh will conduct a SAR Training Exercise June 5 on the Ohio River. Four reserve small arms instructors will be travelling with GMs conducting annual small arms training for reserve and active duty units.

Reserve Training, Cont. from P. 2-RT

Training solutions have not been limited to the Coast Guard. Training, as a way to solve problems, is big business around the globe. Mr. Joe Harless (one of the founders of Performance Technology) estimates that \$80 billion per year are spent on subject matter training. Of this amount, only some 10-15 percent is transferable into on-the-job performance. A little math and you have a \$70 billion waste! *Billion!* The lions share of this training, the 85-90 percent, is lost through learning decay (not using the skills taught in class back on the job), training knowledge instead of performance (no measurable results if not applied), training the wrong people, training the right people at the wrong time, and a host of other factors.

In the Coast Guard alone, we spend in excess of \$200 million per year for training. This figure includes capital plant costs and salaries for instructors, support staff and students. It doesn't include reservists' salaries nor does it reflect monies spent by field units for local training. The recurring active duty training budget alone (for travel, per diem, and tuition) exceeds \$27 million.

So what does all this mean? It means that a heck of a lot of money is being spent on training programs that probably meet few, if any, valid requirements. What they do meet, however, are "wants." Wants are those unsupported "needs" of the workplace.

Since the mid 1980's, we in the Coast Guard's training community have been charged with vali-

dating all training "needs," refocusing limited resources to meet the highest priority needs, and eliminating "wants" based training. In other words, our managers, at the highest level, have told us to get rid of the fluff, train our folks on what really needs to be taught in order for them to perform on the job, and to continuously work to improve the training we provide.

Let's look at the current reality. In our Coast Guard, there's not enough money, instructors or classrooms to train everyone. We can't get students away from the job, courses take too long to develop, often times the courses don't change performance or behaviors, and policies and feedback processes are weak or nonexistent.

Now, consider a desired state in which we train people in the most efficient and effective manner, only select the right people at the right time for training, ensure that training solutions address skill and knowledge deficiencies, alternatives to resident training are explored before we implement courses, and, when training is indicated, that we develop that training in a systematic and effective manner.

Our goal then, in the Reserve Training Division, has been to solve or prevent performance problems by transitioning Reserve training programs into this desired state. To do this we have adopted processes that force us to analyze needs using constructs such as the Behavioral Engineering, Front End Analysis, and Instructional Systems Development (ISD) models. Using these tools, in concert with common sense, allows us to determine if, what, who, and



A Reserve Group Philadelphia reservist demonstrates use of a flare at the Group's annual small boat school at Training Center Cape May, N.J. This year's school, held in late April, was attended by approximately 25 reservists and provided training so reservists can augment during the busy SAR season.

Photo courtesy of Reserve Group Philadelphia

when to train.

In a nut shell, these models require a systematic review of all factors concerning a real, or perceived, "performance gap." This gap is the difference between how workers currently perform the task and how you want them to do it. The process involves exploring policy issues, feedback processes, environmental issues such as the lack or quality of tools, appropriate work configurations, time, and lighting, motivational concerns, and of course, the skills and knowledge required to perform the work.

If, and when, a skills and knowledge deficiency is indicated by these analyses, we then enter the ISD process. This is a five phase process as follows:

✓ **Analysis Phase :** Looks at the tasks again and helps us determine the best method of delivering training to bring about the desired performance. Resident training, self-paced instructional tools, video instruction, job aids, and Computer Based Training are some of the methods considered in this phase.

✓ **Design Phase:** Determines the content, delivery methods, training objectives, and resource constraints/requirements of the proposed solution.

✓ **Development Phase:** We use the approved design elements to put together a complete program including tests, simulations, lesson plans, etc.

✓ **Implementation Phase:** The training is actually conducted.

✓ **Evaluation Phase:** Requires both internal (students' evaluations of the course at its completion), and external (sent to students and their supervisors several months after graduation...did training make a difference in performance?) evaluations be conducted. Ideally, evaluation is an ongoing element throughout the ISD process.

Given this philosophy and structured approach to solving performance shortfalls, we committed ourselves to an intensive review of our Reserve training programs. We wanted to ensure we were aligned with the rest of the training community and were maximizing our reserve resources. What we found was few of our reserve-specific resident courses had undergone rigorous analysis or review. Many courses were out of date, had little in the way of "needs justification," and had not been externally evaluated since being brought on-line.

Accordingly, the Reserve Training Division embarked on a program that would focus initial efforts on analyzing and validating these resident reserve courses. Our limited staff size further necessitated that we prioritize our evaluative efforts on those courses having the highest student output and/or importance. There were lots of targets for us to focus on — many courses were sorely in need of revision and updating.

Please see "Reserve Training" on Page 7-RT



LT Dave Burgess

TQM training pioneer taught new philosophy to D5 units

By SK3(PA3) Antonio P. Kemp, D5(dpa)

Achieving and excelling have been driving forces in the life of 5th District CG Reservist LT Dave Burgess. Not only has he helped define the Total Quality Management (TQM) philosophy in his Coast Guard career by having a total commitment to these ideals, but he has also expanded his knowledge and expertise into his civilian occupation.

Early recognition of the impact this philosophy could have on organizational operation allowed Burgess to become a forerunner in its implementation. In June 1990, as the Coast Guard expanded to adapt TQM, he was assigned the task of teaching this new philosophy throughout the 5th District reserve units.

"Teaching TQM actually made me learn it," Burgess said when asked how he became so heavily involved at the onset. He said his ability to communicate, stemming from his civilian career as a school counselor, created an excellent background in his being able to deal with this new subject matter. "Communication, after all, is a driving force in the implementation of a TQM philosophy anywhere."

He landed his first teaching job with the Sarasota Public School System. In 1979, he made a transition from teacher to counselor with the same school system and entered the Coast Guard Reserve as a yeoman, picking up where his active duty service left off in the late 1960s. Not long afterwards in 1981, he received his commission as an ensign.

As Total Quality Awareness facilitator for the Coast Guard's 5th District, Burgess was tasked with helping train approximately 1200 reservists in the TQM concept in a one-year period. For his superior performance in carrying out this task, Burgess received the Commandant's Letter of Commendation in June 1992.

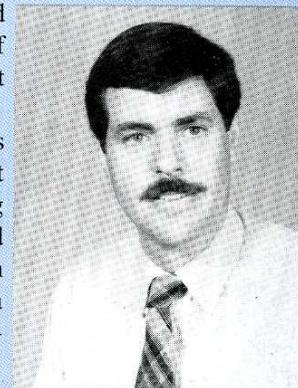
Not only has he pioneered trails in the military ranks, but he has also used this basic philosophy to springboard his civilian career. In 1986, he and his family relocated to Richmond, Va. and he now serves as a State Consultant in Student Services with the Virginia Department of Education.

The successful author of a book, *Total Quality Counseling: A Manual for Elementary/Middle School Counselors*, and several published articles on the subject, Burgess demonstrates a strong commitment to quality education for youth. As an educator and counselor, Burgess has experienced contact with youth at all levels and says he realizes the need to build a future based on quality methods of educating those who will ultimately inherit it.

"If we want to survive into the 21st Century, we need leadership skills and communication skills," said Burgess. "TQM is an effective method of nurturing both."

Burgess is serving as project director for a Commitment to Quality project for the Virginia Department of Education. The Xerox Corporation, having received the Malcomb Baldrige National Quality Award in 1988, agreed to share its quality programs to implement them within the VDEA. Six school divisions statewide are serving as pilot areas to improve the quality of education at each.

There is a unique strength of character for persons dedicated to improving the lives of nearly everyone he or she comes in contact with. Burgess has managed to demonstrate this strength in every aspect of his life. Committing to improve the quality of life in his civilian career, military duties and his family life, he has been instrumental in helping improve the lives of anyone who has an opportunity to be associated with him — directly or indirectly.



LT Dave Burgess

7th



MPS Ops: Great training for reservists

By LT F.V. McConnell,
RU Charleston &
PA1 Helen Carney,
RU MSO Jacksonville

When it comes to training for port security personnel, perhaps nothing surpasses the experience gained in working on the Maritime Prepositioning Ship (MPS) operations, conducted in Jacksonville, Fla.

MPS operations are part of the Department of Defense's rapid deployment strategy, which places explosive laden vessels in strategic locations around the world. Every two years, the ships are rotated in for maintenance and repairs. The explosives must be unloaded prior to the ship entering the shipyard. When the shipyard period is completed, usually in about six weeks, the explosives must be loaded before the ship departs once again for its prepositioned site.

The term MPS was originated by the United States Marines Corp in the 1960's. The idea was to place in each of the three oceans (Atlantic, Pacific and Indian) ships that could be fully loaded with enough logistical supplies to support a military amphibious brigade. But, because of the Vietnam War, the first ships for this evolution were not outfitted until 1983 when the Marines designated three squadrons containing 13 ships for this operation. The vessels were either owned by the U.S. Government or contract vessels with the Department of Defense.

Coast Guard Reserve personnel have assisted Marine Safety Office Jacksonville in the supervision of explosive handling opera-



Photo by LCDR John Ryan, USCGR

CWO Paul Moran, MKC Sam Beavon and PSCM Thomas Grant look over the training model Thomas F. Grant following its unveiling at RU Charleston, S.C. The model was constructed by Beavon from scrap wood after Moran suggested it as an ideal way to teach stowage of containers on board MPS vessels. When not being used for training, it is on display in CAPT James Wysocki's office at MSO Jacksonville.

tions involving MPS vessels since 1986. MPS operations provide port security personnel with a unique learning opportunity that cannot be found anywhere else, and according to PSCM Tom Grant, it is the only way to complete your explosive loading supervision training and then put that training to use in a "real world" situation.

Grant said that port security personnel from all over the country are encouraged to apply for MPS ops as part of their Active Duty for Training (ADT). Some positions such as Explosive Loading Handling Supervisor or Explosive Loading Hatch Watchstanders require the completion of Explosive Handling Supervisory (EHS) School.

Other positions such as the PS crewmember on the boats or the command post watchstander, do not require EHS school. Boat crew personnel do have to be weapons qualified, however. Each MPS operation may require as many as 25 to 30 reservists.

According to LT Peter Siemer, the MSO MPS Project Officer, MSO Jacksonville will assist reservists from other districts who want to participate in an MPS Operation.

"MSO Jacksonville will

provide lodging, messing and local transportation for all reserve personnel assigned to an MPS operation," said Siemer. "Personnel from other districts must be on ADT orders, which they should request from their district reserve administrative office. If they have questions concerning MPS ops, they can call LT Siemer at (904) 232-2648 or speak to their unit's training officer.

Joint Military Exercise

Twenty-one Coast Guard Reservists from Tampa/St. Petersburg, Fla. area will be heading for Roosevelt Roads, Puerto Rico in May for a Joint Military Exercise with the Navy. This harbor defense exercise will be held in conjunction with COMARDEZSEC Four Roosevelt Roads.

MPS OPS Upcoming Dates

1993

Vessel	Dates Boat Crew Needed	EHS Team
Anderson	JUN 10-17	JUN 9-14
Button	JUL 5-12	JUL 7-12
Button	AUG 26-SEPT 1	AUG 25-30
Williams	SEP 13-20	SEP 15-20
Williams	NOV 4-10	NOV 3-8
Lummus	NOV 22-29	NOV 24-29

1st LT Alex Bonnyman MAY 25-JUN 2 (Tentative date of operation)
1st LT Alex Bonnyman JUL 19-27 (Tentative date of operation)

1994

Vessel	Dates Boat Crew Needed	EHS Team
Lummus	JAN 27-FEB 2	JAN 26-31
Lopez	FEB 14-21	FEB 16-21
Lopez	APR 14-20	APR 13-18

"Education has really only one basic factor — one must want it."

— George E. Woodberry
John Goffe's Mill

The following paragraphs highlight those high priority courses the Headquarters Reserve Training Division has focused on during the last 18 months, and the changes made as a result of analyses.

Marine Safety Hazardous Chemical Training Course (HCTC): During the triennial review of this course and in concert with Reserve Training Center Yorktown and the Coast Guard Headquarters Marine Environmental Protection Branch (G-MEP), it was discovered that completion of this course did not provide any qualification codes nor satisfy any officer experience indicator requirements for mobilization billet or augmentation qualifications. In other words, no stated requirements existed for this training. Moreover, no active duty members attended the course as the training was incorporated into other marine safety courses. The reserve population was insufficient to justify the maintenance of this course. Accordingly, the course was cancelled on Nov. 28, 1991 saving approximately \$27,500 and 38 instructor days. Much of the material covered in the course is still available through contracted training or through completion of other marine safety courses at RTC.

Reserve Enlisted Basic Indoctrination (REBI): In reviewing this course, we noted that no survey data was ever compiled regarding the effectiveness of the REBI course. We also discovered that many junior enlisted members had to wait an unreasonably long period to get a quota to this entry level training. In order to validate the curriculum, a REBI external evaluation was developed which was sent to 108 recent graduates and their supervisors. Data from this survey will be analyzed and incorporated into a complete curriculum review. Additionally, work is being done to change the recruiting process to require REBI as the first-stop in a members' entry into the Coast Guard Reserve. Basic training would thus be provided prior to a members reporting to a reserve unit. In this way, the new member will gain esteem and confidence by being able to report to a unit with a complete sea bag and some degree of basic level knowledge and skills.

Maritime Academy Reserve Training Program (MARTP): This program, established in 1992, was developed to encourage Maritime Academy cadets to join the Coast Guard. The program leads to a commission as either a regular or reserve officer upon graduation from their Maritime Academy. The program grew out of a need for skilled maritime industry personnel, especially those with skills in the marine inspection arena. After their freshman year, cadets selected for

Please see "Reserve Training" on Page 8-RT



Improve mobilization readiness... expand augmentation

By CDR Louis M. Farrell, D8(rst)

More than ever before, 8th District reservists are directly supporting the active duty CG both in everyday peacetime ops and in response to several natural disasters. The increased augmentation has resulted from development of training programs more focused on qualifying reservists to relieve their active duty counterparts. Following are a few highlights of the more recent and innovative D8 training initiatives:

- **MSO Mobile Port Security Training & Qualification Program** — The many changes in the Port Security (PS) rating and its merger with the Fire and Safety Technician (FS) rating resulted in cancellation of many necessary Marine Safety related courses at RTC Yorktown. To address this deficiency, MSO Mobile established an extensive training program to qualify active duty and reserve members for boarding officer, facility inspector, and pollution investigator at the five port cities within the MSO Mobile area of responsibility. Training for each of the qualification codes is accomplished during the reservists' two-week ADT period. It includes one week of formal classroom training followed by one week of field training. The program began in June 1992 and continues to qualify reservists from reserve units at MSO Mobile Ala., Birmingham Ala., Gulfport Miss., Pensacola Fla. and Panama City, Fla. It is anticipated that most, if not all of the augmenting reservists will be qualified to stand unsupervised duty soon after completion of this training.
- **RU Albuquerque Relieves Boating Safety Inspection Burden** — RU Albuquerque began providing boating safety inspections and enforcing federal BUI regulations July 4, 1992. With the assistance of various 8th District LEDET boarding officers, RU Albuquerque provided additional law enforcement and SAR capabilities to the New Mexico and Colorado state park services. The boating resources of both states have been overwhelmed by the dramatic increase in the size of the boating public, particularly during the summer boating season. In addition, the Coast Guard has long sought to present an active presence on these navigable waterways. Lake Navajo has over 1,000 miles of shore line and is jammed with several hundred pleasure craft each weekend. This program has enabled reservists to qualify as boat crew, boarding team members, and boarding officers.
- **Data Processor (DP) Unit Becomes Part of D8(DT)** — The D8 Mobilization Administration (MOBADMIN) Unit, comprised of five Data Processing Technicians and one YN, has become a part of the 8th District Info. Resources Mgmt. staff. The unit has physically relocated to the District Office (dt) spaces and has been assigned organizationally to the Applications Support Section. The reservists will manage the district's mobilization system while providing training and programing support to both active duty and reserve units.
- **Fishing Vessels Inspection Program** — RU MSO New Orleans, RU Group New Orleans, and RU Baton Rouge, La. have begun an ambitious program to ensure the 500,000 fishing and swamp tour vessels in the Mississippi River Delta Region comply with state and federal safety standards. This will relieve the active duty MSO of an overwhelming work load in an already busy port. Reservists will inspect fishing and touring vessels during their IDT drills and ADT periods with full authority of the COTP.
- **RU Birmingham Augmenting River ANT Teams** — Aids To Navigation Teams (ANTS) Demopolis and Selma (both in Alabama) have been receiving significant support from RU Birmingham for the past six months under an expanded training program. The reservists help maintain aids on the Tennessee and Tom Bigbee Rivers, as well as significant administrative support on several weekends.



Photo by LT Jeff Zearley, RU MSO Galveston

RU MSO Galveston personnel operate skimmers at the Texas A&M University training pond. The unit held WFTX Clean Bay '93 Dec. 12-13 with MSO Galveston. Those attending received classroom as well as hands-on training with small-boat handling familiarization, deployment of containment booms, and clean-up of a 55-gallon spill of crude oil by operating various types of skimmers systems and pumps. LT Dale Ferriere, Training Officer at RU MSO Galveston was pivotal to the training's success as he is an instructor at Texas A&M University's Oil Spill Control School.

Operational Plans & Training Exercises

Most Operations Plans tested in exercises rely heavily on reserve participation, especially for port security and harbor defense. Reservists may soon have designated emergency billets supporting natural disasters. This needs to be exercised also. Reservists can be scheduled for one of the following types of duty: ADT, IDT, SADT, and TEMAC (see the Reserve Administration and Training Manual for specific policies, procedures, and guidance). Exercise participation is only one part of a balanced training program. Reserve participation is generally limited to a maximum of 13 days ADT per individual **once every four years**. Therefore, the key to achieving the optimum level of participation by reservists is in advance planning of ADT. Those reservists who want to participate in exercises scheduled this year should contact their respective district reserve office. Your district(r) office can provide exercise plans (tentative) for the next three years.

— LCDR C.L. Henningsen
Readiness Exercise Branch

8-RT (G-RER)

"Reserve Training" Cont. from P. 7-RT

MARTP attend a two week modified REBI program at Cape May. They are enlisted as E-3's in the Coast Guard Reserve and remain frozen at that level throughout their time in the program. Once they complete the REBI course they are expected to drill at an MSO, near their Academy, under the supervision of a MARTP training supervisor. During their drills, they are to be exposed to all facets of our marine inspection and safety missions. The summer after their junior year, they attend another ADT training course at RTC Yorktown. Upon graduation from their Academy, they either attend the Direct Commission or ROCI courses at RTC, depending on which route they select, regular or reserve.

Reserve Officer Candidate Indoctrination (ROCI):

Clearly, there's a big disparity between the training that takes place during OCS (16 weeks), the Direct Commission Officer course (8 weeks), and ROCI (2 weeks). We have long realized that training reserve junior officers through a two week program leaves much for them to learn through trial and error on the job; not an ideal situation. Based on graduates' interviews and an instructional analysis recently completed with the OCS/ROCI staff, a number of important changes will be made in the ROCI program. The program is being revised to be more performance based. Rather than listening to lectures, officer candidates will be "doing" something, **performing** a task such as plotting a trackline, drafting message traffic, or simulating radio communications. The revised course includes: an additional four hours of hands-on navigational instruction; additional six hours of Marine Safety operations instruction; two more hours of standard workstation experience;

familiarization tours of shore-based and afloat units; and exposure to work-life, diversity, and TQM. The course has been redesigned using improved exercises that run throughout the program to build and reinforce the learning experience. In short, the existing curriculum was reprioritized and an additional 26 hours of quality instruction was built-in.

The trade-off for doing these things comes in the form of prerequisite readings and a follow-on need to read, learn, and practice those things that don't require instructor led training. In the long-term, we see ROCI as being a two phased program. The first phase will be a correspondence course requirement followed by phase II, the resident training. Selection panels will be rescheduled to allow at least a six month window for completing prerequisites prior to attending ROCI. We are also considering sending all non-prior Coast Guard selectees to REBI prior to attending ROCI. Precious class time will not be wasted teaching rank and rates, how to salute, and other rudimentary skills to the entire class.

These changes are based on a shift in a reserve officers "world of work" from administration toward operations. In fact, we are developing a policy which will require that a member's first tour be in an operational assignment until an experience indicator is earned.

Chief Petty Officer (CPO) Academy (Reserve Course):

Beginning in September 1994, a new active duty policy requires successful completion of the CPO Academy course prior to competing in the E-9 SWE. The active duty course is six weeks in length. Many, if not most, senior reserve enlisted personnel could not afford that much time away from their civilian jobs. Moreover, there are no funds (and none are expected to be in the future)

even if they could afford the time. A panel, comprised of members of the CPO Academy, The Reserve Command Enlisted Advisor (MCPO Croom), a reserve graduate of the CPO Academy, and G-RST was formed to look at the course and to consider alternatives. An in-depth instructional analysis was conducted and an excellent solution was developed — a combined resident/nonresident program that meets **all** of the CPO Academy's performance objectives!!

Completion of the nonresident correspondence phase of the course is a prerequisite to attending the two week resident phase. The correspondence section will include readings, videos, audio tapes, and written assignments. Work will be reviewed and feedback will be provided. The resident phase is a very intensive period of learning and pulling together the nonresident and resident sections to crystallize the students' experiences in four major skill areas: human, conceptual, personal development, and technical. The first convening of this course is scheduled for May 1993. Senior enlisted personnel should be enrolling in (and completing) the CPO MRN course. In the future, it will be required prior to applying to the CPO Academy (Reserve Course).

Direct Commission Interview Course (DCIC): In the past, this course provided interviewing skills to only a handful of students (approximately 12-14) each year. These graduates were expected to return to their respective districts and train the rest of the district's Direct Commission Interview Board's members. In many cases, they were also expected to remember these skills the following year having had no opportunity to practice or reinforce their learning. This training requirement will be better met by using a facilitated video and workbook approach at each district. In this way, all members of the board will be exposed to the training and can practice the skills together. Additionally, the video can be reviewed again and again as refresher training to hone skills. In association with RU Atlanta, G-RST contracted for a "shoot" in December '92 at TRACEN Petaluma. The video is currently in the edit phase and G-RST anticipates a roll-out of the program late this summer. The active duty side of the house is studying the benefits of this training for potential use in meeting their program needs.

Reserve Unit Administration and Training (RUAT): As the Coast Guard Reserve moves away from reserve unit specific administration and becomes more involved in the Reserve Management Support Activity (RMSA) concept, and as more reserve units are being integrated into the active duty units they augment, it was realized that the RUAT course was teaching skills that fewer and fewer reservists needed. The performance

Please see "Reserve Training" on Page 10-RT



Training news from the Ninth

By CDR C. Samuel, D9(r)

• **Replacement Augmentation** — This coming June, two Reserve Group Lake Michigan units will provide replacement augmentation at Station Calumet Harbor, Ill. Both RU Lake Michigan and RU South Shore will takeover the station for two weeks, just as they did during 1992.

• **Mackinaw Training Cruise** — A reserve training cruise is scheduled for CGC MACKINAW Aug. 16-27. MACKINAW will depart Cheboygan, Mich. Aug. 16 for various ports on the Great Lakes, returning on Aug. 27. The purpose of the cruise is to improve shipboard skills of officer and shipboard personnel. Two officers, two chiefs and 12 E4-E6s will be accepted for the cruise. A few vacancies still exist and D9 will take applications from other districts. If interested, call ENS Melissa Woodruff of D9(rst) at 216-522-3918.

• **DACOWITS Seminar** — Milwaukee was the site of a Defense Advisory Committee on Women in the Service (DACOWITS) leadership training seminar Feb. 13-14. The seminar, attended by 36 Coast Guardsmen (22 reservists), was facilitated by the CGR's Delegate to DACOWITS, LCDR Carol Rivers. Emphasis was placed on achieving credibility to enhanced training/knowledge and demonstrated knowledge/skill. The seminar arose from the Commandant's diversity initiative which has a goal of 20 percent women in the Coast Guard Reserve by the year 2000.

• **Operation Summerstock '93** — This D9 program provides valuable training for Coast Guard Reservists who come from all across the nation to fill nearly 60 billets at busy Great Lakes Coast Guard stations during the summer months. Stories on Operation Summerstock (including station and billet listings) appeared in the November/December 1992 and January/February 1993 *Reservist*.

• **Flame River '93 FTX** — Camp Perry, the Ohio National Guard Base near Port Clinton, Ohio will be the site of Flame River '93 FTX, scheduled for June 5-18, 1993. The annual joint training exercise will include a cast of hundreds including Navy Mobile Inshore Undersea Warfare Unit (MIUWU), Navy Explosive Ordnance Detachment (EOD), MDZ LANT and PSU 301 from the Buffalo area.

The exercise will be intro/refresher training for PSU301 and will include reservists from Reserve units from Niagara River, Buffalo, Syracuse, Rochester and Erie. Each year, a different CG Reserve PSU participates in Flame River. Next year, Milwaukee-based PSU303 will attend while PSU302 from Cleveland participated in '92.

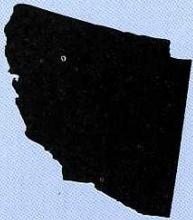
This year, PSU302 will get a chance to hone their skills at Forward Sentinel '93 in Greys Harbor, Wash. This major west coast MDZ exercise is scheduled for late August and will test harbor defense and coastal warfare. PSU302 will be joined by U.S. and Canadian Navy units, two MIUWU from the Naval Reserve and one Navy COOP squadron.



Reservists with PSU302 prepare to get underway in the Raider Boat during Flame River '92 at Camp Perry near Port Clinton, Ohio. PSU301 from Buffalo will attend this year.

Photo by CWO Richard Firth, G-REB-1

11th



Croom stresses education during San Pedro visit

By PA3 P.F. Clark, USCGR

The Command Enlisted Advisor of the CG Reserve, MCPO Forrest W. Croom, visited Base Terminal Island, San Pedro, Calif. March 6 and spoke informally to a group of RKs about the Coast Guard and its impact upon their lives. Croom's watch word was education, not necessarily by using books but also by experience — experience that may have to be self-generated.

"What can you do to make yourself more valuable on your job in the Coast Guard?" asked Croom. He said this question is one that ought to be of utmost importance when thinking of reserve careers.

"Seek out your active duty counterparts," said Croom. "Talk with them about their jobs and needs. Try to train with them as much as possible."

Croom believes that the reserve member must truly examine his or her commitment to the program.

"If you truly can't augment when called on then you are not helping, but actually hurting the CG that we are all here to serve," added Croom.

Croom called for all "Coasties" to challenge themselves to grow with the new augmentation program and challenged the CG team to be the best it has ever been.

Reserve Training, Cont. from P. 9-RT

skills taught at the resident course were needed by only a small number of units. Further, as new junior officers are assigned to operational tours, they will learn many of the needed administrative skills on the job working with their active duty counterparts. Based on this, the RUAT course was canceled and a Reserve Administration and Training Job Task Analysis panel was convened at TRACEN Petaluma. This panel attempted to capture the "world of work" of Reserve Administration Officers (AO's) and Training Officers (TO's). Once the tasks were listed (in excess of 100 specific tasks), the panel considered each task's difficulty, importance, and frequency of performance. This data was validated by a survey sent to 160 job incumbents. The combined data revealed that none of the tasks required resident training. Accordingly, the course was formally canceled. In fact, what was needed was a series of job aids. To meet this need, TRACEN Petaluma has already developed a RUAT Desk Reference Guide which G-RST revised and distributed, by floppy disk, to each district(rst). Districts were to modify the guide to meet local needs and distribute as necessary. The Petaluma staff is working on additional job aids to help transition the reserve workforce.

Storekeeper (SK) Basic Course: This two-week course was designed for reserve SK's who had no prior SK training. The curriculum is centered on the SK3 qualifications. Again, one of the problems faced in this course is trying to pack seven weeks of training (the active duty course) into two weeks (the reserve version of the same material). As this course curriculum was reviewed, we discovered that just one of the performance qualifications (correspondence) required 21 of the 75 hours of available training time! Looking at the relatively low level of difficulty of this performance qual lead to a decision to pilot a self-paced correspondence workbook. Workbooks and associated publications were mailed to students with instructions that they were "encouraged" to complete the workbook before their arrival. If they couldn't complete it prior to arrival, they were allowed to finish it after normal class hours during the first week and a half of the course. Completion of the workbook was mandatory for graduation. By shifting to this self-paced delivery mode, nearly 21 hours of instruction was reprogrammed into higher priority instructor led training for SK's...training that was sorely lacking in the original two week program. In 1992, 100 percent of the students attending the SK Basic course completed the workbook! Feedback from instructors and students indicates a much improved course of instruction for Storekeepers. The reprogramming allowed a training increase in 19 performance quals and also included training in eight additional quals. Reserve SK's are now taught three-fourths of the SK3 per-

formance quals.

Yeoman (YN) Reserve Course: Much like the SK course, Reserve Yeoman were not maximizing their time at the two week Reserve course. The correspondence qualification training was consuming nearly 31 hours of instruction. Based on success in the SK course, G-RST has worked with TRACEN Petaluma to revise the YN course for this coming summer. The course, just like the SK course, will require students to complete correspondence workbooks and assignments either before arriving or after class hours in order to graduate. Thus, 31 hours of correspondence instruction has been reprogrammed into more important areas such as PMIS/JUMPS, PCS Reporting/departing, marriage documentation, and computation of service training...all areas that a YN3 should be able to perform for either active duty customers or reservists. This revision has allowed an increase in the number of performance qualifications taught at the school from 21 in FY92 to 33 in FY93.

Explosives Handling Supervisor (EHS) course: This course was completely redesigned in 1991-1992. The new course reflects required skill and knowledge changes identified by a 1990 Job Task Analysis and changes created by 49 CFR 176, HM-181, and the supersession of 46 CFR 146. The new EHS curriculum was piloted during the February 1992 EHS course convening and is now in use.

The Reserve Training Division has been involved in quite a few other issues that, although not resident training, clearly impact what, who, and how we train. A few of these issues are:

Health Services Technician (HS) Occupational Analysis Survey: A number of concerns were raised, primarily through experiences in Operations Desert Shield and Desert Storm, regarding reserve HS's. In particular, the Program Manager (G-KOM) wanted to know whether or not a reserve HS rating should be maintained. Additional questions were asked concerning the maintenance of reserve HS's clinical skills, how many were EMT certified, should they be required to maintain certification (like their active duty counterparts), and if so, how. An HS survey, developed by G-RST, was sent to all 168 reserve HS's and 34 to major health clinics to try to answer these and other questions. Analysis of the survey data has shown that there is quite a bit of talent out there — talent that the clinics want and value. Unfortunately, it was found that many HS's are given little, if any, opportunity to practice their clinical skills and are used as "administrative" staff at many units. Currently, a Quality Action Team (QAT) is exploring the best use of the reserve HS workforce. One proposed recommendation is to assign reservists

only to large health clinics where they can maintain and further develop their skills. More will follow on this initiative as it develops.

Occupational Analyses Participation: One of the first problems noted was the lack of reserve participation on panels that perform in-depth rating, occupational, and task specific analyses. These panels are comprised of job incumbents (subject matter experts) whose efforts are developed into surveys that are sent to all members of a rating. The survey data is analyzed and ultimately developed into updated job performance requirements, development and/or modification of quals, development/changes to resident and nonresident training, sizing of a rating including the advancement pyramid and a host of other issues. Working with G-PWP, the Coast Guard's Workforce Analysis Division, the Reserve Training Division quickly became a full participant in their efforts. Since becoming a full participant, reserve members have participated on the ET, EM, DC, TT Rating Reviews and have participated in the ET and MK Occupational Analyses Surveys. Currently, the Reserve Training Division is participating in a Junior Officer Task Analysis panel which is looking at the world of work junior officers face in the Coast Guard.

External Evaluations: The active duty side of the resident training house has been involved in external analyses projects for a number of years now. In fact, all curricula changes/reviews must include external survey data. Unfortunately, nearly all reserve courses have not been included in this evaluative effort. We have expressed our concern that we too need to know what our customers, and their supervisors, have learned from their training:

Please see "Reserve Training" on Page 12-RT



Shipriding program boosts Tacoma morale, expertise

By CDR Carl Crown & LT Dave Kearns, D13(rst)

RU Tacoma has started a shipriding program with Totem Ocean Trailer Express (TOTE) Incorporated, which operates two large roll on, roll off freight ships on a weekly basis to Alaska from Washington state. So, reservists here now have the option of doing their ADT on ships transiting between Tacoma, Wash. and Anchorage, Alaska. RU Tacoma developed the program to boost members' expertise on the foreign and U.S. ships they inspect for MSO Puget Sound.

"We found that our boarding officers knew what the pollution prevention/navigation safety requirements were, but not very much about operation of the ships themselves," said PSC Jeff Bocott, program coordinator. "We needed to give them some form of in-depth exposure to merchant vessel operation, without costing a lot of money."

Bocott approached TOTE with the proposal that reservists ride the vessels as observers. The company was highly receptive.

"We've found that this type of contact greatly increases the understanding by the boarding officer of our whole operation, and also boosts TOTE employees' understanding of CG concerns, said Robert McGee, TOTE's vice president of operations. "We can both do a better job of ensuring the vessels operate safely."

The boarding officers must complete an intensive checklist while they're aboard, which ensures they learn as much as possible during the voyage. MSO Puget Sound, RU Tacoma's parent active duty unit, strongly endorses the shipriding, and is using RU Tacoma's contacts to expand the program to include active duty MSO personnel as well. RU Tacoma and MSO Puget Sound members are also riding Foss Launch and Tug Company tugs in the Puget Sound area, experiencing ship assists, barge movements and bunkering operations. PSC Jim Gallagher, Assistant Chief of Port Ops for RU Tacoma summed up the riding programs as a "... tremendous boost to both our morale and our expertise. We now have even more variety in our ADT choices, and learn an awful lot as well. Programs like these really make our job enjoyable!"

Reservists involved in Afloat Training Group

By LT Debra R. Chambers, USCGR

The concept of fleet training has undergone tremendous change in recent times — from one of intense competition to one of mutual cooperation and leadership. Thus, in the establishment of the Afloat Training Group (ATG), San Diego, the U.S. Navy recognized a need to standardize the way the Navy Fleet vessels worked together in order to meet their mission. ATG San Diego consists of qualified trainers and observers who board both Navy and CG vessels to assess readiness of the entire fleet.

To assist in its mission, ATG recognized a need to utilize reservists. San Diego (Reserve) Detachment 322, headquartered in Seattle, has CG Reserve liaisons working with them to assist the Navy trainers in augmenting USCG vessels. CG liaison participation is particularly effective for communications aboard CG vessels in port that are boarded for Command Assessment Readiness Training (CART) or pre-CART training by Navy active duty personnel and reservists. Utilizing reservists to perform training functions assists the active ATG Command in conducting on-going training outside of San Diego, and all along the Pacific coast, by scheduling augmentation of qualified reserve trainers during evolutions. Detachment 322's CG contingent is expected to grow with the assignment of more CG senior petty officers as trainers and CG liaison officers.

Naval Reservist SCPO Henderson assists Coast Guardsman SN Mitchell in donning Navy Style Yoke PFD during ATG battle exercise.



Photo by LT Debra R. Chambers, USCGR

14th

Training update

By LTJG K. Bauer, D14(rst)

• Explosive Loading in Guam

A 14-day evolution involving RU Hilo and several of the reservists from Guam (with some active duty) were involved in explosive loading recently (1600 bomb load). LT Edward Katahira was in charge.

• HAZWOPER Training—

Encompassed safety training for personnel involved in oil spill clean-up. Over 20 RU Guam personnel were trained including CG Reservists, CG active duty and Navy personnel.

• Boom Deployment Ops —

MSO Honolulu, RU MSO, RU Hilo and several special interest groups (Clean Islands Council) will conduct a weekend oil spill exercise to practice boom deployment during the third quarter of FY93. A precursor to this exercise was HAZWOPER training by MSO and district personnel for members of RU Hilo and RU MSO (60 plus personnel trained).

• MSO Augmentation —

Over 20 personnel from MSO Honolulu and RU Hilo will be on their ADT at MSO Honolulu for indoctrination into the various MSO functions during the 4th quarter of FY93. Reservists attached to RU MSO Honolulu will be taking over three weekends of watchstanding at MSO and be specifically involved in Commercial Fishing Vessel inspections.

• OTHER INITIATIVES —

✓ **Big Island ATONs:** RU Hilo does majority of short range, fixed ATON initial repair.

✓ **Fishing Vessel inspection:** Reserve participation emphasized on Big Island/ Oahu.

✓ **YN/SK Integration:** YN and SKs are in process of integrating with active PERSRU and district finance branch.

12-RT

Reserve Training, Cont. from P. 11-RT

Can they perform the job? Has the training been effective? Do we need to add/delete information? These and other training questions need to be answered to ensure training provided meets organizational performance requirements.

Master Training Plans (MTP's): Master Training Plans were developed in an effort to both standardize individual training plans and to spell-out, in detail, those assignments that have higher organizational value than do others. MTP's provide a prioritized list of IDT and ADT assignments and training opportunities that support those assignments. MTP's try to get members away from thinking "what training is available" to evaluating "what training do I need and should attend." MTP's also provide a way to help you measure your level of exposure to the skills required by your rate and rating. The plans identify and consolidate, in an easy to read format, the requirements for advancement within your rating.

At present, more than 300 MTP's have been distributed to BM's, MK's, and YN's. PS MTP's are in the final Program Manager review process and should be distributed by spring of this year. Once these MTP's have been used for awhile in the field, their usefulness will be evaluated by G-RST.

PS/FS Ratings Merger: Based on the findings of a Job Task Analysis conducted by the program manager, the Office of Marine Safety, Security, and Environmental Protection (G-M), the Port Securityman and Fire and Safety Technician ratings were merged in January 1993. New PS performance qualifications were designed and introduced that more closely reflected the actual job performance practiced in the Marine Safety field. The curricula for PS "A" School, the Port Safety and Security Enlisted (PSSE) course (renamed the Port Safety Direct Entry [PSDE] course), and the PS2 and PS1 correspondence courses were redesigned to reflect primary emphasis on port safety job requirements. As a result of these changes, PS's will be exposed to the skills and knowledge necessary for both the augmentation and mobilization requirements of their assigned active service commands.

There are plenty of training analyses and evaluations yet to be done. On the near horizon, the Coast Guard Orientation Course (CGO) will be evaluated. The material in this course is sorely out of date and has been updated by the most recent addition of *The Coast Guardsman's Manual*. Analysis of course completion data from the Coast Guard Institute shows that few enrolled members complete the course each year. More than likely, this course will be taken off-line and a recommendation/requirement will be substituted to read select portions of *The Coast Guardsman's Manual*.

Cancellation of the DC Advanced course is also being considered. This course is advertised as "advanced" yet analysis shows that nearly all of the skills taught are third class requirements. Further, nearly all graduates from the past two years were petty officers who had attended a DC "A" school either in the Coast Guard or another service. Why then attend another shortened/modified "A" school? To answer this and other questions, a needs assessment/job task analysis will be conducted and the population affected will be surveyed.

The Reserve Training Division is working closely with both the 9th District and Commandant (G-ODO) to develop a PSU training program. PSU's, due to their unique mission, require training that most Coast Guardsmen are never exposed to. By and large, this training doesn't exist in the Coast Guard. At present, several things are being looked at in regards to PSUs including: analyzing the unit's mission requirements, determining what and when training is necessary, determining how to provide the training, and determining how to maintain the members' skills once they've been taught.

The Reserve Training Division's mission is to help you become the qualified reservist that the CG Reserve's customers value and count on. Feel free to call or write us at: Commandant (G-RST-2), U.S. Coast Guard, 2100 2nd Street, S.W., Washington, DC 20593, Attn: LCDR Michael Kopito. (202) 267-1622.



17th

Training challenges unique for D17 reservists

By LCDR Mike Miles, D17(r)

Only 65 Coast Guard Reservists drill in the Last Frontier — but they keep busy and are faced with unique challenges. RU MSO Juneau has approximately 25 personnel and they augment 15 units. RU MSO Anchorage has 40 people and they augment 12-15 units. Reservists in Alaska are dispersed widely throughout the largest state. This makes it especially challenging to put together a cohesive training program. The major emphasis here has been on augmentation-related training for commercial/passenger/fishing safety vessel boardings and augmenting at MSOs as a springboard for mobilization.

TRAINING CENTERS

Petaluma

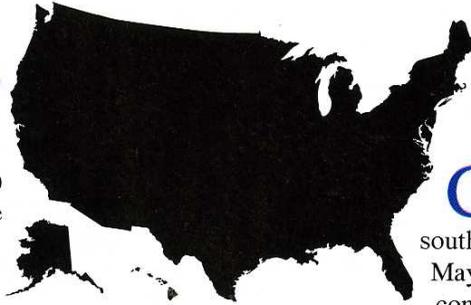
The Coast Guard Training Center (TRACEN) at Petaluma, Calif. is the home of many of the administrative rating courses and is also where electronics technician resident training courses are conducted.

In 1971, the Coast Guard acquired the site from the Army and established the TRACEN which functions as the Coast Guard's West Coast resident training facility. Located in the rolling, pastoral countryside of Northern California along the Redwood Highway, the training center occupies an 800 acre tract of land on the Sonoma-Marin county line. It is located 30 miles north of San Francisco and is only a few miles south of over 100 of Sonoma Valley's finest vineyards.

TRACEN Petaluma provides job-entry-level petty officer technical skills (Class "A" schools), advanced petty officer technical and leadership skills (Class "C" schools), and program support training (Class "C" schools). The seven job-entry-level schools include: Radioman, Storekeeper, Subsistence Specialist, Electronic Technician, Health Services Technician, Telephone Technician, and Yeoman ratings. Specialized courses of instruction are also offered in Leadership and Management, Instructor Training, Emergency Medical Technician schools, and the Chief Petty Officer Academy. These schools offer over 40 courses to more than 4000 student a year.

All of the schools offer reservists the basic entry-level training needed by petty officers to do their Coast Guard jobs. The RP and RK program students attend the job-entry-level schools during their second phase. These schools require attendance ranging from nine weeks to nearly five months to complete. RX's attend either the two week basic Yeoman Reserve or the Storekeeper Basic courses designed to teach E-4 rating qualifications in these two specialties.

The Leadership and Management schools offer a wide range of courses for our Coast Guard Reserve officers and senior petty officers. These one week courses train supervisory skills in communications, team building, and motivating subordinates. The Chief Petty Officer Academy is a six week course devoted to providing our senior enlisted personnel in pay grades E-7 through E-9 the skills needed in their role as leaders, managers, advisors, and educators. Four Reserve senior enlisted members attend the six week course each year to promote and encourage a basic foundation and integration of active duty and reserve senior enlisted personnel. In May 1993, a combined six month nonresident and two week resident pilot course will be offered to reserve chief petty officers to satisfy the E-9 servicewide exam requirements.



Cape May

Coast Guard Training Center (TRACEN) Cape May is located on Cold Springs Inlet at the southern most end of New Jersey. TRACEN Cape May was formerly a U.S. Navy training base and the construction site of "lighter than air" craft. When

the Navy abandoned this project in 1924, the Coast Guard established conventional air facilities to support the coastal patrols of the U.S. Customs Service.

The Coast Guard commissioned the base in 1948 as the official recruit training center when the Coast Guard receiving center at Mayport, Fla. was closed. The West Coast Recruit Training Center, in Alameda Calif., was closed in 1982, and all recruit training has since been consolidated at TRACEN Cape May.

Recruit training is an intensive eight week entry-level instructional program designed to teach the E-2 performance qualifications required to perform in a military environment. The training is taught through performance-based instruction where recruits actually perform the skills required to complete Coast Guard work. Included in the courses are sections on: customs and courtesies, military drill, personal hygiene, survival, traditions, care of the uniform, seamanship, watchstanding, and safety.

Reservists attend either of two orientation programs offered at the TRACEN — the RK and the RP Programs. The RK and RP Programs are comprised of non-prior service Ready Reservists. These recruits are full-time students, ages 17 through 25 who attend the full eight-week orientation and are fully integrated with the active duty students. The RK students attend a split-phase active duty training program. During Phase I they attend recruit training, normally during the summer months, and then complete Phase II the following summer. Phase II consists of either attending a class "A" school or performing on-the-job training (OJT). The RP Program students are non-prior service members who are available for approximately six consecutive months to complete recruit training, and completion of a class "A" school or OJT. After successful completion of class "A" school, RP's are released from active duty and report to their reserve units to perform inactive duty.

Another program offered by the TRACEN is designed for the Reserve Direct Petty Officer (RX). These RX's attend a two week Reserve Enlisted Basic Indoctrination (REBI) program. This course is a condensed version of the eight week program, and provides training in Coast Guard history, basic seamanship, small arms, military justice, and Coast Guard customs and courtesies.

• A REBI article appeared in *The Reservist* (Nov/Dec 1992, P. 22).

Reserve Training Center Yorktown



An aerial view of Reserve Training Center Yorktown, Va.

MK: Engineering Petty Officer (MK-1), Hydraulics (MK-6), Outboard Motor Maintenance (MK-23), Reserve Refrigeration and Air Conditioning (RAC-R), and Small Boat Engineer (SBE).

EM: Electrician Mate Advanced (EM ADV), Reserve Refrigeration and Air Conditioning (RAC-R)

DC: Damage Controlman Advanced (DC ADV)

GM: Small Arms Instructor (SAI). (Open to all ratings. Quotas obtained from district (re)).

Marine Safety Branch has the largest reserve throughput. The PS "A" school is within this branch, as are the following "C" schools. As Port Security is one of the primary focuses of the Reserve Program, these schools are not necessarily limited to any one rating or paygrade. You can find the eligibility requirements in the annual training schedule (COMDTINST 1540.6 and COMDTINST 1571.11 (series)).

Port Security Direct Entry, Port Safety and Security Officer, Explosives Handling Supervisor, Coastal Defense Deliberate Planner, Coastal Defense Exercise Planner, Coastal Defense Command and Staff, Coastal

Defense Command and Control, and Marine Safety Office Commanding Officer.

Operations Branch provides entry level training to reservists at the QM "A" school and the Reserve Officer Candidate Indoctrination (ROCI) course. Advanced training is provided by the Maritime Law Enforcement School. There are no quotas set aside for reservists at the MLE schools, although you may request a quota via your chain-of-command. Be aware that all the MLE schools exceed the two-weeks ADT period. Attendance at this most sought after course is needs based; don't bother applying for a quota unless your supervisors can clearly support the need for your training.

Navigation and Waterways Safety Branch is home to the BM "A" school, which is taught by the UTB System Center. The UTB System Center also provides reserve training in the following "C" schools:

- BM/MK Small Boat Crewmember (CREW '41)
- BM Small Boat Coxswain (CXN '41)

The National Search and Rescue School is also part of the Navigation and Waterways Safety Branch. Reservists may request quotas to the Maritime SAR Planning course via their district (rst's). Commandant (G-RST-1) controls the reserve quotas for the SAR courses.

The Coast Guard Reserve Training Center (RTC) at Yorktown, Va. is home to many of the operationally oriented resident training courses attended by reservists. Located in southeastern Virginia, RTC was formerly a U.S. Navy training center. In 1959, the base was transferred to the Coast Guard and was initially used to provide summer training to reservists and as the training site for the Officer Candidate School.

Since then, RTC has grown significantly and is now home to four major training branches: **Engineering & Weapons, Marine Safety, Operations, and Navigation & Waterways Safety.** Each of the four branches provide both "A" school (entry level) and "C" school (advanced) training to reservists. Many of the "A" and "C" schools have dedicated reserve quotas or convenings. There is a limited availability of quotas for reservists to attend active duty courses. Requests for Orders to these courses should be sent to Commandant (G-RST-1) via your chain-of command and district (rst).

Engineering and Weapons Branch is by far the largest of the four branches. Reservists attend a variety of "A" schools within the Engineering and Weapons Branch including: MK, EM, DC, and GM "A" schools. The following Engineering and Weapons "C" schools have dedicated reserve quotas.

Photo by PA1 Bob Morehead, USCG

CG Institute & training

The Coast Guard Institute in Oklahoma City, Okla. is responsible for the administration, scoring, coordination, and distribution of correspondence courses, competitive Servicewide examinations, and Warrant Officer Selection Battery tests used for the training and advancement of Coast Guard active duty personnel and Selected Reservists.

The Institute coordinates the submission and distribution of approximately 120 correspondence courses and 196 competitive examinations which are developed by training centers located around the country. Existing courses, tests, and Servicewide examinations are regularly revised to reflect current Coast Guard equipment and procedures.

Obtaining correspondence courses and End of Course Tests (EOCT) is not nearly as complicated as it seems. Whether you are

taking a course to compete in a Servicewide Examination or have an interest in a subject area outside your rate, a few simple reminders may help when considering correspondence courses:



✓ After obtaining a List of Courses, choose the courses you need or want and complete Form CG2100 correctly.

✓ Wait to order EOCT until you've had a chance to work on course material.

✓ Courses should be received in approximately two months (if not received, start the tracking process).

✓ EOCTs must be taken before expiration date shown on cover (120 days from the time they are sent from the Institute).

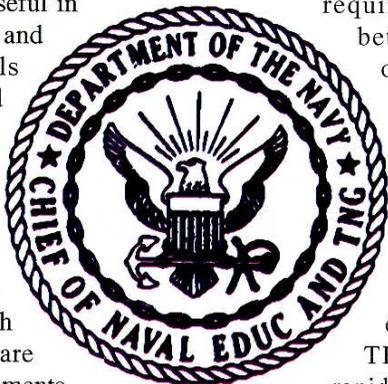
✓ Passing score to get credit for course is 80 percent.

✓ Courses may be ordered for information without enrolling.

CG Reservists can take Naval correspondence courses, too!

Coast Guard Reservists can take correspondence courses offered by the other armed services. Navy correspondence courses can be especially useful in meeting both your civilian and reserve educational goals since Navy and Coast Guard subjects are closely related.

Navy correspondence courses do not have end-of-course tests. Instead, you refer to the text to answer the multiple-choice questions provided with each assignment. Most courses are separated into several assignments and you must complete one assignment per month. Like Coast Guard correspondence courses, you can earn retirement points for Navy correspondence courses.



In most cases, textbooks provided for these courses are yours to keep as reference material. Some courses are classified, requiring advance planning between you, your training officer (TO), and your classified materials control officer.

Navy correspondence courses can be ordered through your unit. Unit TO's can order the catalog (NAVEDTRA 10061) and enrollment sheets (NAVEDTRA form 1510/1) via rapidraft to: Commanding Officer, Naval Education Training Program Development Center, Pensacola, FL 32559-5000.

"Anyone who rises above the common level has received two educations: the first from his teachers; the second, more personal and important, from himself."

— Edward Gibbon: *Memoirs*



Officers: Naval War College offers seminars

By LCDR Mark P. O'Malley, USCG

Many officers are not aware that the Naval War College (NWC) offers a seminar program. The courses are designed for individuals whose career doesn't allow for a year of resident study at the NWC in Newport, R.I. They also provide an alternative to attending the courses on ADT. Completion of each course in the program qualifies the student for retirement points and several graduate level credit hours.

The program has three courses including: National Security Decision Making, Strategy and Policy, and Joint Maritime Operations. Each course consists of seminar sessions, typically three hours of intense discussion about current events worldwide, historically significant wars and the governments involved, and an examination of service roles and missions. All readings and assignments are on the leading edge of global and national strategies, and all aspects of world events (social, economic, and military) are considered.

There are generally 14 to 18 students per class which meet one evening per week for 36 weeks from September to May. The courses are challenging and require considerable initiative and research, as well as written and oral presentations by the student. The seminar program is open to all service personnel 0-3 through 0-6 on active duty or in the Navy or Coast Guard Reserve and DOD civilian personnel GS-13 and above. Applicants must have earned a baccalaureate degree.

The seminar program is offered at the following locations: Washington, DC, Pensacola Fla., Corpus Christi, Texas, Annapolis, Md., San Diego, San Francisco, Patuxent River, Md, Seattle, Norfolk, Va., Newport, R.I., New Orleans, Camp Pendleton, Calif., Warminster/Philadelphia, Pa., Dahlgren, VA/White Oak, Md.

To request further information or an application, write to: President, Code G, Naval War College, 686 Cushing Road, Newport, RI 02841-1207. (401) 841-2135.



USCG Training Bulletin Board



A floppy edition of the RUAT Desk Reference Guide has been provided to each District (rst). Unit Admin/Training Officers needing the guide should contact their district.
— LCDR Mike Kopito, G-RST-2

RM's  

Need one RM (E-4-E7) to be Reserve representative to RM Qualifications review panel. Panel is scheduled for third quarter of FY93, with actual date to be announced. Applicants must be actively augmenting in rating and have good interpersonal skills. Request to G-RST via the chain of command. — LT L.G. Foresman

Our Training Goals

Rate Training! That's a phrase I've placed on hundreds of sets of ADT orders. Yet, how serious was the individual reservist committed to receiving that rate training? A BM2, PSl or a SKC, if they know their rate for a particular pay grade and have completed their performance qualifications, are assets to the active duty forces in any capacity — war time contingencies, domestic emergencies, back fill for the BM1 on leave, etc. The bottom line is, we all need to know our jobs!

Augmentation! That's another word we've all heard for quite some time. Yet, are we doing all the augmentation of our local active duty commands we are capable of?

So, there you have it. The answer to what our training goals should be have been here all along. All that's required is renewed enthusiasm and dedication to train petty officers in their rate and augment active commands to the fullest extent possible. Let's work together and steer the Reserve into the next century instead of rowing merrily along!

— LT Mark Mackey, D2(r)
From D2 Guardian

MASTER TRAINING PLANS

270 Port Security Master Training Plans (MTP's) were distributed in April. We have also distributed 140 BM MTP's, 95 MK MTP's and 77 YN MTP's to units participating in the pilot project. Units that haven't done so need to forward name of project officer to G-RST. Informal comments greatly appreciated from any participants.

— LT L.G. Foresman, (202) 267-0626

post card

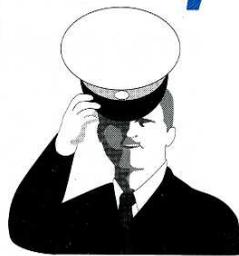
*To all CG Reservists:
Don't forget to finish up your correspondence courses by June 30th in order to take the October 1993 Service Wide Exam. Study your rating performance quals and military requirements. I'll be checking up on all of you when I get back from the Chief's Academy.*

The Chief
P.S. Sorry about the coffee stains!

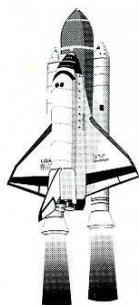
*Coast Guard Reserve Unit
1790 Coast Guard Drive
Semper Paratus, USA*

Chiefs:
Just a quick reminder! Be sure to enroll in and complete the new MRN CPO course (Edition 0456-2 or 3). Completion will be required prior to attending the CPOA (Reserve Course) beginning summer of '94. In the future, completion will be required prior to applying for the CPOA (Reserve Course).

Tip ' the Hat



JFK Space Center recognizes D7 units for Shuttle Ops



On behalf of the John F. Kennedy Space Center, **RADM G. Robert Merrilees**, Senior Reserve Officer, Atlantic Area, presented awards at Station Port Canaveral, Fla. to D7 Reserve units March 21. Citations read: "In recognition of your outstanding contribution to the secure processing, launch and recovery of the Department of Defense Space Shuttle Missions."

LCDR W. Austin, RU Venice; **BM3 G. Weich**, RU Station Clearwater; and **CW04 G. Spivey**, RU Savannah were on hand to accept awards for their units. Reserve units Station Port Canaveral, Station St. Petersburg, Station Ft. Pierce, MSO Jacksonville and Station Ponce de Leon Inlet were underway and not able to accept their awards in person.

Merrilees praised the reservists' professional skill and flexibility, which enabled them to provide NASA with security zones required for each space shuttle launch. By using CG Reservist's as surge support, NASA saves substantial amount of money and manpower.

Merrilees also recognized **SS1 J. "Smitty" Smith**, RU Station Port Canaveral, for his support of all space shuttle launches and attempts since April 12, 1981. Smith has coordinated the food and beverage purchases, preparation and distribution for 35 to 100 boat crew and support personnel. **CW04 H. H. LePrell**, USCGR, Coordinator for CG Space Shuttle Ops, organized the presentations.

MSO Hono wins first RADM Moreau award

MSO Honolulu became the first recipient of the D14 RADM James W. Moreau award in recognition of their support of Reserve training and the "Total Force" concept. The award was presented to the crew of MSO Honolulu Feb. 19 by CAPT "Sandy" Brodie, Reserve Group Commander, 14th District. The award formally recognizes the active duty command's effort to integrate reserve members into the unit.

The award, named in Moreau's honor, was presented with the assistance of his widow, Mrs. Donna Moreau, and his brother, Bob Moreau. As Chief, Office of Reserve in the mid 70's, Moreau is most often associated with getting the USCGR out of the classroom and into the field.

CG documentary video wins two awards

A Coast Guard video produced by CG Reservists won two awards at the 14th Annual Telly Awards competition held recently. *Into the Gulf*, a 44-minute production featuring Persian Gulf War theater activities including port security units, boarding teams, and reserve outloading, was produced by **BMC Thomas M. Reilly**, USCGR and **PAC J. Michael Price**, USCGR.

Into the Gulf won awards for best low budget production and best corporate documentary. It was selected from over 7500 entries, including entries from 20th Century Fox, Sony Pictures Entertainment and Turner Network Television (TNT). The Telly Awards recognize outstanding cable television and nonnetwork commercial video and film productions.

Awards & Medals

CG Commendation Medal

CAPT Brian Playfair, Reserve Group Oregon

CG Achievement Medal

CDR Thomas W. Barto, RU Lake St. Clair, Mich.

CDR Charles N. Green, RU Great Lakes, Ill.

MK1 Conrad J. DeChant, RU Erie, Pa.

PSC Johannes Verhaeg, MLC LANT

CWO2 E.A. Mamajek, RU Pittsburgh

Commandant's Letter of Commendation

CWO2 William T. Siler, RU Chattanooga, Tenn.

CG Unit Commendation

Station Gloucester, Gloucester, Mass.*

* Award presented to active & reserve personnel

CG Meritorious Unit Commendation w/"o"

RU Mayport, Fla.

CG Meritorious Unit Commendation

RU Pittsburgh, Pa.

RU Wheeling, W.V.

Retirements

CDR Thomas W. Barto, RU Lake St. Clair, Mich.
BMC Anastasia, RU Fort Totten, N.Y.

Taps

• **CDR John E. Donovan**, USCGR, 59, passed away in early January 1993 at his home in Fort Pierce, Fla. A graduate of the Massachusetts Merchant Marine Academy, he served in both the Merchant Marine and the Navy before joining the Coast Guard Reserve. He was the second Commanding Officer of RU Port Canaveral, Fla. and was responsible for early involvement of reservists augmenting at Station Port Canaveral. As a civilian, he served as a physicist in the Navy and then owned his own fiberoptics consulting firm. He is survived by his wife, Velma; three children, John, Vickie and Jeff; a brother, Tom, who is also an EM2 for RU Port Canaveral. Services were held March 13 at Station Port Canaveral. His ashes were scattered at sea from the CGC Drummond March 15.

• **LCDR Robert A. Bauernfeind**, USCGR, 50, passed away Jan. 7, 1993 at Ormond Beach, Fla. He was a graduate of the New York State Maritime Academy and earned an MBM from the University of Arkansas. An Air Force fighter pilot, he flew 164 combat missions over Vietnam, earning three distinguished flying crosses and 10 air medals. As a Coast Guard Reservist, he served at RU Base Mayport and RU MSO Jacksonville. He is survived by his wife, Marie; three children, Michael, Don and Bryan. Members of RU MSO Jacksonville were present for a memorial service Jan. 9.



First Call...

PS/FS correspondence courses, changes to SWE

By YNCM R. Emerson (G-RST-1)

The PS2 (0265-2) and FS2 (0225-2) correspondence courses became obsolete on Jan. 31, 1993.

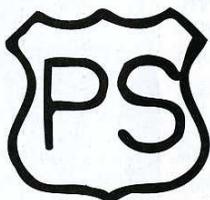
All members with active enrollments in those courses have been disenrolled and automatically enrolled in the new PS2 (0267-1) correspondence course. The new course contains three pamphlets entitled *Marine Safety, Environmental Response, and Port Security*. Due to the limited time available to complete the new PS2 correspondence course, the requirement to complete the PS2 correspondence course will be waived for the October 1993 Reserve Servicewide Examination. This is a **one-time** waiver and will not be extended beyond October 1993.

The PS2 SWE is based on the new PS2 performance qualifications. Material covered in the new PS2 course is designed around those new performance qualifications so all personnel in the PS rate are strongly encouraged to study and complete the new course. Requests for the new PS2 course by personnel not formerly enrolled may be made through the normal correspondence course request system.

Also, the PS1 (0165-1) and FS1 (0125-5) correspondence courses are now obsolete. All personnel with active enrollments in these courses have also been automatically disenrolled. While a new PS1 replacement

course will be developed, it is not yet available. The requirement for completion of the PS1 correspondence course as a prerequisite to participation in the PS1 Reserve servicewide will be waived until a new PS1 course is developed and becomes available in sufficient quantities to satisfy the demand. In the interim, all PS1 servicewide exam candidates are encouraged to complete the new PS2 (0267-1) course to enhance completion of revised performance factors.

These course revisions were formerly announced in COMDTINST 1223.8B of Aug. 27, 1992 as part of the PS/FS rating merger. Inquiries regarding the new PS2 correspondence course should be directed to DCC R.W. Pyer, CG RESTRACEN Yorktown or by calling 804-898-2101.



Coasties needed for Boy Scout Jamboree

Active, reserve and auxiliary Coast Guard members are gearing up to assist at the Boy Scout National Jamboree Aug. 2-10, 1993 at the U.S. Army's Fort A.P. Hill near Williamsburg, Va.

Coast Guard personnel will be working in conjunction with Adult Scouters by instructing rope and knot work, and also proper usage of the VHF Radio at the Sea Explorer National Exhibit. They will also be Merit Badge Counselors in Motorboating and Small Boat Sailing at the Merit Badge Midway.

All CG personnel are volunteering for duty, without pay, for from one day to two weeks. If you have the ability to instruct in these subjects and wish to show the CG presence, please contact: PSCS Douglas Yeckley, 1426 Crabhouse Road, Lusby, MD 20657. (410) 326-4291.



VA Hotline



The Department of Veterans Affairs has established a toll-free number for veterans and their families to inquire about and apply for VA benefits. The number **(800) 827-1000**, can be dialed anywhere in the U.S., Puerto Rico or Virgin Islands. The caller automatically will be connected to the nearest VA regional office during normal office hours.

ALDISTs / ALCOASTs / COMDTINSTs

Curtailment of Reserve Officer Accessions	ALDIST 126/93
FY 1994 Reserve Training Appropriation	ALDIST 122/93
Reserve Program Administrator Designation Board.....	ALDIST 123/93
PY94 Inactive Duty Reserve CWO Selection Board	ALDIST 118/93
1992 ROA Total Force Award	ALDIST 116/93
Veterans' Benefits Act of 1992, Changes in SGLI	ALDIST 024/93
(Amplifies info. for CG Reservists from ALCOAST 078/92)	
New Enlisted Evaluation Form	ALDIST 286/92
Work/Life Staff 800 Numbers	ALCOAST 034/93
Administrative Separation Procedures for Homosexuality Cases	ALCOAST 014/93
Humanitarian Service Medal For Multiple Operations	ALCOAST 001/93
Participation in 1993 CIOR.....	COMDTNOTE 1710
Automation of October 1993 Reserve SWE.....	COMDTINST 1418.1

"Just Say Yes" to Campaign Drug Free

By LTJG Ivette Quarles, G-RST-1

The many calls received after the first Campaign Drug Free article appeared in the November/December 1992 *Reservist* indicates that reservists care and want to be a positive role model for our nation's youth.

CDF is an educational program designed to discourage drug abuse by provid-

ing public service presentations to students in local communities. All ranks, officer and enlisted, can participate by making presentations to grade school students concerning the dangers of drug abuse and the need for a drug free society. COMDTINST 5355.2 provides additional information on the program and all units should be receiving a copy of it soon.

CDF kits, which include video tapes, pamphlets, stickers, and hand outs, have been mailed to all districts. If you are interested in participating in this worthwhile program, have your unit coordinator contact the district CDF representative to obtain a kit. Additional free materials (posters, coloring books, etc.) can be obtained from the National Clearinghouse for Alcohol and Drug Information by calling 1-800-729-6686 and requesting their catalog which lists all drug and alcohol publications and materials available to the public.

To participate in CDF, reservists should contact their unit coordinator. Auxiliarists can also participate by calling or visiting the nearest CG Reserve Unit CDF coordinator. Make a difference in your community and help educate our youth on the dangers of drugs.



...to Quarters

Reserve Direct Deposit participation over 90 percent

By ENS Steven Pruyn, G-RSM-1

G-R would like to extend congratulations to all Coast Guard Reservists for helping make Direct Deposit a tremendous success. Selected Reserve Direct Deposit (D/D) participation among all Coast Guard districts was at 93.34 percent as of March 9, 1993, with the 2nd District in the lead with 98.17 percent participation.

This figure exceeds G-R's goal of 90 percent, a laudatory accomplishment considering only 26.47 percent were signed up as recently as April of 1990. D/D has been available to Coast Guard Reservists since April of 1988.

Before its introduction to the Coast Guard Reserve, D/D had already shown great success with both the U.S. Government (federal employees began receiving pay via D/D in 1975), as well as the active duty Coast Guard. The Coast Guard has offered D/D to active duty members since 1985.

A big factor in D/D's success was the important role it played during Desert Shield/Desert Storm, as well as its subsequent establishment as a condition of employment. Those reservists who were mobilized during Desert Shield/Desert Storm were automatically put on D/D to ease pay problems while they were away, and most of those stayed on after they returned home.

The Secretary of Transportation, the Commandant of the Coast Guard, and the Chief, Office of Readiness and Reserve have authorized Direct Deposit as the primary method of pay delivery for the Coast Guard. D/D became the primary pay delivery method for the Coast Guard Reserve in August 1992, when it was made a condition of employment with exceptions for those in extreme hardship or those lacking a financial institution to accept direct deposit of their pay.

Featuring the electronic transfer of net pay directly to one's desired account, D/D boasts many advantages over regular paychecks, namely, economy, safety and convenience.

Direct Deposit has been found to be far more economical than mailing paychecks, saving the Coast Guard millions of dollars every year in administrative and mailing costs. The cost of an electronic transfer of funds per unit is 6.5 cents compared to approximately 32 cents per transaction by mail. Also, the risk of lost or stolen paychecks is eliminated, and the money is available in your account the morning of the scheduled pay day. With all the benefits it has to offer, D/D appears to be here to stay.



Curtailment of Reserve officer accessions

ALDIST 126/93, dated April 21, 1993, from G-R, outlines curtailment of Reserve officer accessions. It reads as follows:

ALDIST 122/93 indicated a FY94 budget which supports a reduced Selected Reserve force. Affected are three officer accession programs; the regular to Reserve program (R to R), the Ready Reserve Direct Commission Program (RRDC), and the enlisted to Warrant Officer (WO) Selection Program. Modifications to these programs are as follows:

Regular to Reserve — Effective for the period of March 24, 1993 through Sept. 30, 1994, the Reserve Program will not offer commissions to regular Coast Guard officers who are released from active duty as a result of board action. Officers who voluntarily leave active duty and are commissioned under the R to R Program will be appointed to grades not higher than O-2.

RRDC — The PY93 Board, scheduled to convene April 26, 1993 to consider enlisted, warrant officers, or civilian applicants for a direct commission in the CG Reserve, is cancelled.

WO Selection Program — The PY94 enlisted to warrant selection board, scheduled to convene Aug. 9, 1993, is cancelled. The Warrant Officer In-Grade Promotion Board scheduled to convene on Aug. 9, 1993 is unaffected.



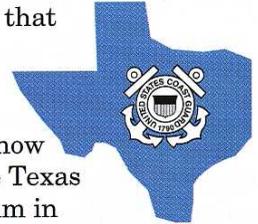
Application packages for the cancelled boards will be returned to the applicants. Should future service needs and funding permit, and with minor information updating, applicants may resubmit the same application package, as long as they remain otherwise eligible.

Opportunities for future EAD limited for Reserve officers

Over the last four years, a significant number of voluntary Reserve officer recalls to active duty have been offered as part of an effort to eliminate a shortfall of officers. These recalls, in conjunction with aggressive recruiting in other programs during the last three years should eliminate that shortfall by the end of this fiscal year. This means some of the previously accelerated programs designed to obtain the officers needed may be scaled back, including the recall of Reserve officers. Officers should be aware that, while recalls may continue to be offered in critical specialties, opportunities for extended active duty agreements will be limited in the foreseeable future. — *G-PO*

New exhibit features Coast Guard in Texas

A new exhibit that chronicles the history of the Coast Guard in Texas waters is now on display at the Texas Maritime Museum in Rockport, Texas. "Always Ready...the Coast Guard in Texas," traces the Coast Guard's history, details the varied missions of the current Coast Guard and features a variety of artifacts. The exhibit will be on display for approximately one year. For information, call 512-729-1271.



CG Festival to honor Escanaba on 50th Anniversary of sinking



The annual Coast Guard Festival is scheduled for Friday, July 30 through Sunday, Aug. 8 in Grand Haven, Mich. Among the many scheduled

events are golf and softball tournaments, retirees' dinner, reunion cruise & box lunch social, enlisted men's dinner, parade, fireworks and CG picnic. Of special significance at this year's Festival is the Escanaba Reunion Reception and Memorial Service, scheduled for Friday, Aug. 6. The ESCANABA sank in the northern Atlantic in June 1943.

CG Reserve Hotline



1-800-283-USCG



Nationwide TEMAC/SADT/EAD

As of 4/22/93

Place	Duration	Rate/Rank	Quals	Point of Contact
USCGC Gallatin	13 days (June 6-19)	Any	Fluent in Polish and/or Lithuanian	CDR J. Byrd, 212-668-4683
RTC Yorktown, UTBSC	80 days depends on rank	E3-E6	EM skills, electrical on small boats	LCDR Sorensen, 804-898-2247 MKC Degrazia, 804-898-2214
Miami, D7(aps)	60-90 days	E4-E5	80% processing awards, 20% YN work	LCDR J. Ryan, 305-536-5684
CGHQ	6 days	RM3-RMC	Rate knowledge, articulate, team player (For RM Enlisted Quals Review Panel)	LT Foresman, 202-267-0626
Baltimore Supply, Baltimore	90 days	Up to O4	Accounting background, tech position	LCDR R. Hayden, 718-965-5324
FT Houston, Texas	8 weeks	3 Reserve Officers	CIOR military competition*	LTJG Prather, 202-267-0629

* Reserve officers should be in excellent shape. See COMDTNOTE 1710 of 1/29/1993. Deadline for applications to G-RST changed to May 28, 1993.

Remembering WWII

Fifty years ago, World War II raged. America became the "Arsenal of Democracy" as millions of men and women served in the Armed Forces or manned the production lines to ensure that totalitarian governments bent upon world domination would not succeed. Almost nine million service veterans and 36 million family members that "served on the home front" are alive today.

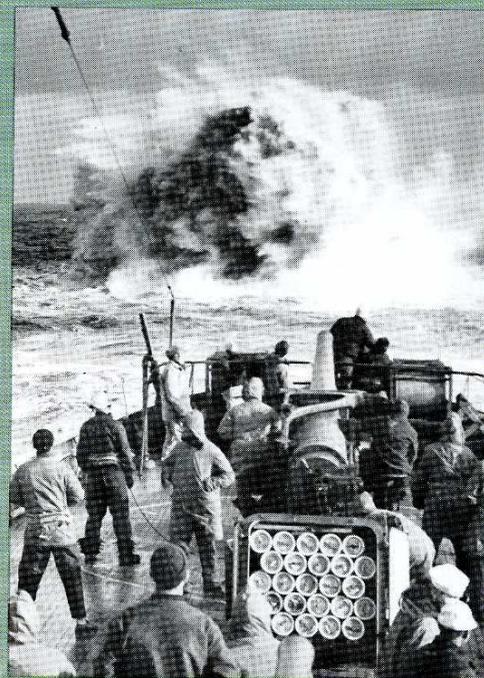
To ensure that their service and sacrifice is not forgotten, the U.S.A. 50th Anniversary of World War II Commemoration Committee will be facilitating remembrances of significant WWII historical events up through Nov. 11, 1995 (Veterans Day).

CGRUs Cape May, N.J. and Louisville, Ky. have taken the lead in honoring CG WWII veterans by responding to the Commandant's request that

Coast Guard commands actively participate in the World War II Commemorative Community Program. This program, described in COMDTINST 5726.16, has four goals:

1. Honor the veterans of WW II and their families.
2. Recognize contributions and sacrifices made on the home front.
3. Give the American public and Armed Forces family a clear understanding and appreciation of the lessons and history of WW II and the military's contribution to the nation.
4. Educate Americans to WW II's role as the central event of the 20th century.

Coast Guard commands and units involved in the Commemorative Community program will be able to honor and thank CG veterans by ensuring that the CG's role in WW II is told. Committee membership ideally consists of a broad cross section of military, government, civic, busi-



A roaring mountain of water heaves up astern of a CG combat cutter patrolling the North Atlantic as its sub hunting crew looses a depth charge in battle practice.

ness and school leaders. To become an approved Commemorative Community, the local committee must agree to sponsor a minimum of three WW II commemorations each year through Nov. 11, 1995. Upon receipt of an application from the local community committee, that group will be designated a Commemorative Community. Also, the WWII Commemoration Committee will provide over \$300 of support material to the local community committee which includes a Commemorative Flag, Certificate signed by Secretary of Defense and Secretary of Transportation, WWII fact sheets and book marks for handouts and a poster series that can be made into an educational exhibit for display at the local library or base exchange.

Commemorative Community information and application forms are reproduced in COMDTINST 5726.16 or available from the: USA 50th Anniversary of World War II Commemoration Committee, 1213 Jefferson Davis Highway, Crystal Gateway 4, Suite 702, Crystal City, VA 22202. The CG's Point of Contact on the WW II Commemoration Committee is LCDR Jim Brewster at (703) 692-2103.

Seeking WWII data

A South Carolina researcher is seeking info./data on the Fort Johnson site, located on James Island, near Charleston, S.C. During WW II, COTP Charleston personnel were billeted there. Anyone having info. concerning Fort Johnson during this period, please contact: Mr. Willis J. Keith, Office of Fisheries Management/SMP, SC Wildlife & Marine Resources Department, P. O. Box 12559, Charleston, SC 29422-2559.

These Reunion Groups Want You!



- **ANCIENT ORDER OF PTERODACTYL** — This fraternal organization of retired and active duty Coast Guard aviators, will hold its 17th National Gathering in Clearwater Beach, Fla., Oct. 22-24, 1993. Contact: Ancient Order of Pterodactyl, P.O. Box 3133, Seal Beach, CA 90740 or call LCDR Pat Harris, CG Air Station Clearwater at 813-535-1437, ext. 483.
- **CGC CYANE (ALASKA DUTY)** — Reunion scheduled for September 1993 in Virginia Beach, Va. Contact: J.P. Cunningham, 1743 Glen Ridge Road, Baltimore, MD 21234.
- **CGC DIONE WPC 107 & OTHER 165' CUTTERS** — Contact: Harrison Ochs, 1020 Couch, Kirkwood, MO 63122. (314) 822-9931.
- **CGC WOODBINE** — 4th annual reunion scheduled in conjunction with CG Festival in Grand Haven, Mich. Contact: John Krueger, 725 Hubbard NE, Grand Rapids, MI 49505. (616) 361-5622.
- **GALLOO ISLAND, N.Y.** — Possible 1994 reunion. Contact: Gordon Koscher, 4712 Glenwood Drive, Mantua, OH 44255. (216) 274-2927.
- **USS CALLAWAY (APA-35)** — Former crewmembers will gather at Holiday Inn in Virginia Beach, Va. Oct. 4-8, 1993 to celebrate 50 years since ship was commissioned in Brooklyn, N.Y. Contact: CDR R.L. Stambach, USCGR(Ret.), 4283-B Island Circle, Fort Myers, FL 33919-4427. (813) 481-0359.
- **USS SAMUEL CHASE (APA 26)** — WWII Reunion Oct. 13-16, 1993 at The Rosslyn Westpark Hotel, Arlington, Va. Contact: Charles H. Schmidt, 3673 Applying Road, Bartlett, TN 38133-2705. (901) 360-8018 or (901) 386-0727.
- **WWII USCG GREENLAND PATROL** — Reunion scheduled for Daytona Beach, Fla Oct. 10-14, 1993. Contact: Albert F. Courter, 14334 Thornwood Trail, Hudson, FL 34669. (813) 856-7387. John S. Stamford, 1533 Wales Ave., Baldwin, NY 11510. (516) 223-1467.
- **WWII USCG PATROL FRIGATE CREWS** — 7th annual reunion is scheduled for Sept. 15-18, 1993 in Norfolk, Va. Contact: Roberta Shotwell, 622 Southgate Ave. Daly City, CA 94015. (415) 756-7931.

Official Coast Guard photo

CIOR competition

CIOR holds an international competition for reserve officers consisting of land and swimming obstacle courses, orienteering and marksmanship. All reserve officers (except warrant officers and those selected for integration) may compete. This includes reservists on active duty.

Successful competitors are usually strong all-around athletes with good upper body strength. You need not be an expert marksman or even have past experience in orienteering. Excellent coaching, provided during training/team selection camp, will sharpen your skills to a razor's edge.

Start training now! If you are in peak physical condition and can meet all of the screening criteria, then you have a good chance of making the team. For more information, see TEMAC listings on Page 12 and call LTJG Darrell Prather at (202) 267-0629.

CG Mutual Assistance can help finance college education

The ADM Roland Student Loan Program is designed to provide a convenient way for you, your spouse, and your dependent children to borrow money at an attractive interest rate to pay for the rising costs of higher education. CG Mutual Assistance has made special arrangements with United Student Aids Funds under its Help America Learn Program to provide the necessary applications and support to its members seeking assistance in securing an educational loan. **Actively drilling reservists are eligible for this program.**

Four types of student loans are presently available under the ADM Roland Student Loan Program: Subsidized Federal Stafford Loans, Unsubsidized Federal Stafford Loans, Federal Supplemental Loans for Students (SLS) and Federal PLUS Loans.

New brochures giving more detailed information on the ADM Roland Student Loan Program have been distributed to each district director. To obtain a brochure, contact your local Mutual Assistance Representative. If you need assistance in getting through the loan process, or want to inquire about the status of your loan application, you may call the board of control, CG Mutual Assistance directly at (202) 267-1683 or 1-800-424-7950 (ask for extension 71683).



TQM successes at Astoria

In order to help the MK with preventative maintenance on fire trucks, forklifts and cranes at Air Station Astoria, Ore. and Tongue Point Facility, the group assigned specific reservists to maintain heavy equipment on a regular schedule. The reservists have regular augmentation opportunities and, to date, the program is working well.

A need was also identified for the EM's to do shoreside and smallboat electrical preventative maintenance at Motor Lifeboat Stations. The solution was to send the Air Station EM to the stations and use civilian EM, FNEM and reserve EMs to take up the load at the Air Station.

— LCDR M. Flood
(700) 396-9265



Quality Master Plan

The Quality Master Plan by J. P. Russell, gives the big picture on how to successfully integrate TQM into an organization. The parallels between Russell's master plan and the implementation effort in the CG are striking. Contact: American Society for Quality Control. (800) 248-1946.

TQM courses

Reservists may want to check out two TQM courses. **TQM Coordinator / Senior Mgr (TQM-001)** is a four-day course covering TQM concepts, tools and leadership topics. The course is offered at TRACEN Petaluma but is also taught at the unit by instructors from Petaluma. Upcoming

class convenings are June 7 D2/D5), July 19 (D13), Aug. 16 (D17/Academy), Sept. 20 (HQ) and Sept. 27 (LANTAREA).

The **TQM Facilitator (TQM-002)** course is eight days at Petaluma and focuses on problem-solving tools, meeting management and basic quality awareness. Classes convene: June 14, July 26 and Aug. 23.

Although there is no specific allocated reserve quotas to attend either course, Flag TQM coordinators are encouraged to set aside a portion of their training quotas for reserve personnel as needed. With exported training available for the managers course, reservists should be able to be worked into those sessions.

For more information, call your local TQM coordinator.

On Deck

By MCPO Forrest W. Croom

Command Enlisted Advisor
Coast Guard Reserve



Questions or comments? Write or call:
Commandant (G-R CEA), USCG Headquarters,
2100 2nd St. SW, Washington, D.C. 20593. (202) 267-6844

Training is one word in the military mind that equates to being ready. In many cases, individuals believe that by taking a "package off the shelf," consuming it, and going on, they have been trained.

Training is much more than that.

It is also the everyday experiences — life experiences like learning from your mistakes and from other people. Training is putting all of these together in order to effectively use the "packages" that are formed which we find on the shelves of knowledge.

One more package has been added to those shelves recently — the U.S. Coast Guard Chief Petty Officer Academy (Reserve Course). This course is a six-month non-resident/two-week resident course compiled from the material of the active duty six-week course. The Reserve Course was created because 40 percent of the Reserve Chief Petty Officers (when surveyed) indicated they would not be able to attend the six-week course due to civilian job restraints.

On Feb. 22, 1993 RADM Lockwood, Chief, Readiness and Reserve, approved the Reserve Course to meet the requirement of having attended a senior enlisted course of instruction prior to advancing to Master Chief Petty Officer. The CPO Academy (Reserve Course) is a time intensive course-of-instruction which requires completion of the non-resident portion prior to attending the resident portion. The non-resident section will have several assignments administered by the CPO Academy

staff. Failure to complete the nonresident part will automatically disqualify an individual from the resident course. A two year wait is required before applying again.

The resident course has 120 hours of training in 12 days. The 12 days meets the requirement of the Selected Reserve for two weeks ADT. ***This course is for all Chief Petty Officers.***

However, the first two classes will be reserved exclusively for senior chiefs who will need to meet the requirement to take the E-9 SWE by October 1994. Once they are taken care of, we go to normal selection for all the CPOs.

I have traveled to over 112 reserve units and have met with a lot of CPOs who have indicated they wanted this kind of course. It is now a reality and I am confident that each of you will give 110 percent because you are "Semper Paratus" all the time. Those of you who aspire to be a master chief will have to work hard, but good things in life require hard work. You will set the example for those senior petty officers who will follow.

I also want to speak to another method of training, and that is the CPO Initiation process. Yes, it too is a method of training. Though informal, it is a very important part of the first day of a chief petty officer's career. The initiation is no longer a day to just goof off at someone's expense. It is a day which must be remembered by new chiefs as the one day that set the correct course for becoming the finest leaders the Coast Guard could want. In some locations, the CPO initiation includes family, good instruction, fun, knowledge and always the assurance of good counsel from fellow chiefs. You do not need a chapter of the CPOA to have an initiation. All you need is a group of CPOs (Chiefs Mess) who want to ensure that the new chief gets off on the right foot.

The "Charge Book" is to be treated with dignity and respect. No foul words or deeds should ever be permitted to taint this keepsake. It should be shared with the family in years to come as a reminder of the efforts those who went before you gave in the interest of helping you start out right.

There will be some additional notes from the MCPO-CG coming out in the near future to reinforce what has just been said. Meanwhile, do yourself proud and welcome your new chief petty officers into the leadership role in a dignified and professional manner worthy of the position. Let no man or woman regret anything associated with their promotion to the rank of chief petty officer in the United States Coast Guard.

The M/V Indian Reefer received an unexpected visit from a LA/LB Reserve MSO boarding team Feb. 27. The team consisted of (inset photo left to right) PS3 Scott Ostrowski, PS3 P.O. Brooks and PS3 Edward Hernandez. It was also MCPO Croom's first official boarding. He was escorted by CPO Megan Cope (far right inset).



Photos by MCPO Forrest W. Croom, CGR CEA

Get Your Camera Out, Focus
on Missions & People of the
Coast Guard/CG Reserve and
enter it in the CG Reservist's...

Photo

Submissions: Should be "original" work (not previously published). Entries can be any size, black & white or color prints, and need not be mounted (sorry, no slides will be considered). Although there is no limit to the number of entries per person, each entry should include a caption describing the action including names and unit, if appropriate. This opportunity is open to everyone. Submissions become property of the U.S. Coast Guard and cannot be returned. Include your name, address, phone number (work and home), unit and commanding officer's name.

Judging: Will be done by a diverse board comprised of officers, enlisted and civilian staff members. Winners will be announced some time during summer 1993.



Contest

Awards: Top three photos will receive an attractive plaque as well as a hand-painted CG Reserve wall logo. In addition, top three photos will be published in a full-color insert in The CG Reservist Magazine.

Send entries to:

Commandant (G-RS-1)
U.S. Coast Guard HQ
2100 Second Street, SW
Washington, D.C. 20593
Attn: Photo Contest

Deadline: Must be postmarked no later than June 15, 1993 (extended).

U.S. Department of Transportation

Commandant (G-RS-1)
United States Coast Guard
2100 Second St. S.W.
Washington, D.C. 20593-0001

Official Business
Penalty for Private Use \$300

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READERSHIP SURVEY

Please fill out and drop in mail by June 15, 1993.

1. How completely do you read The Reservist?
 Cover-to-cover Certain sections
 Scan
2. When finished reading The Reservist do you:
 Pass it on to others Recycle
 Keep for reference Other (comment?)
3. Has information derived from The Reservist impacted upon career Coast Guard decisions?
 Yes No
If yes, how?
4. In lieu of The Reservist, is adequate information on the Coast Guard Reserve readily available elsewhere (ie. your unit, station, etc.)
 Yes No
5. Would you pay for The Reservist if you had to?
 Yes No Depends on cost \$ _____

Other Comments/Suggestions: