



Mission:
**Prepare the Workforce by
providing**

- Clear Tactics, Techniques and Procedures
- Relevant Training
- Quality Assessments

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FROM THE COMMANDER



Welcome to another great edition of the Force Readiness Command newsletter. Since our last edition, I visited many of our FORCECOM shipmates around the country – from Training Center Petaluma to San Diego, Aviation Training Center Mobile, Armory New Orleans, Gulf Regional Fisheries Training Center, Maritime Law Enforcement Academy in Charleston, SC, and many of our units in the Tidewater, VA area. I am truly impressed with the exceptional work that is being done everywhere I've visited, and I appreciate the long hours and dedication that you all put in to preparing our shipmates for success.

In August, I had the privilege of joining RADM Stosz in presiding over the transfer of the Leadership Development Center (LDC) from the Coast Guard Academy to FORCECOM. During that ceremony we installed CAPT Andrea Marcille as the first Commanding Officer and Master Chief Kevin Leask as the first Command Master Chief. You will read more about the LDC in this edition but I am particularly pleased to welcome them to FORCECOM and I am extremely grateful to RADM Stosz, CAPT Marcille, and their predecessors for making the LDC what it is today.

In September, we held the Training Center CO's workshop hosted by Training Center Yorktown and also a two-day FOR-

CECOM strategic planning meeting, where we began setting our collective goals for the 2014-2018 timeframe. I expect that your supervisors and COs have briefed you on the discussions we had at these very productive meetings.

Finally, as we prepare the Coast Guard's talented and dedicated workforce, we must always remember the standard our Commandant has set--- proficiency is our anchor. Especially during this constrained resource environment, we must challenge ourselves to achieve proficiency as efficiently and effectively as possible.

Semper Paratus.

-RDML S. A. Buschman

FROM THE CMC



Our reputation is built one student at a time. The delivery of information through individual communication is our most common form of training—but it is also that human element that we have the least control over.

While we have many methods for delivering instruction, the actual instrument of training is a person: it is up to a teacher to guide students through the course of instruction.

What makes a good instructor? Knowledge, passion, motivation, and a desire to innovate. Ideally, instructors come to a FORCECOM unit with a strong knowledge and experience base in their subject matter. They want to help their students achieve the same level of proficiency and they desire the responsibility that goes with being a subject matter expert.

Too often, I see top performers wanting to stay in

the field conducting operations, relying on "someone else" to train the next generation. I ask you to think in terms of community, not self.

I am committed to ensuring that the best of the best are not only operating, but also teaching others to operate, so we can pass along and improve upon those high levels of performance.

How do we recruit our target audience? Look for the best and brightest, most knowledgeable performers. Look at our members' professionalism and ability to communicate—we can teach someone to be an instructor, but they have to have the necessary professionalism and maturity first. Look for individuals who maintain high standards, and who demonstrate a commitment to our organization. Then encourage these members to take on the most influential and rewarding of roles: the instructor.

—CMC J. Sherman

ATC MOBILE HOSTS JAPANESE SISTER CITY STUDENTS

LTJG Paul Williams, ATC Mobile

On Aug. 3, 2013, Aviation Training Center (ATC) Mobile enjoyed the special privilege of celebrating the 15th anniversary of the sister city relationship between Mobile, Alabama, and Ichihara, Japan.

ATC Mobile welcomed 10 Japanese students, their sponsor families, and three interpreters for the rare experience of “a day in the life of a Coast Guard aviator.” The visitors toured the base, posed for pictures wearing Coast Guard flight suits, and particularly relished the opportunity to experience hands-on tours of all four Coast Guard aircraft platforms stationed at ATC Mobile.

The international ambassadors from Ichihara—a port city with many similarities to Mobile—gained a deep appreciation for the lifesaving capability ATC Mobile brings to its community.



MOBILE, Ala.—A volunteer Japanese translator and an Ichihara student pose wearing borrowed Coast Guard pilot flight suits in front of a MH-65 helicopter after completing a tour at ATC Mobile, Aug. 3, 2013. Students visited ATC Mobile as part of the Mobile Ichihara Sister City Association. (U.S. Coast Guard photo.)

Honoring Japanese tradition, each student was presented with a Coast Guard and an ATC Mobile patch as tangible memories of their experience.

The students’ trip was sponsored by the Mobile-Ichihara Sister City Association. Each year, each of the two cities takes turns sending representatives to visit the other. This program is part of Sister Cities International, created in 1956 to support President Eisenhower’s goal of people-to-people, citizen diplomacy.

This unique opportunity bolstered ATC Mobile’s partnership with its local community while aligning with the Coast Guard’s international strategic goal of building international partnerships to leverage international cooperation.



MOBILE, Ala.—An Ichihara student handles the co-pilot’s controls during a tour of ATC Mobile’s HC-144 Ocean Sentry, Aug. 3, 2013. Students visited ATC Mobile as part of the Mobile Ichihara Sister City Association. (U.S. Coast Guard photo.)

WHO WE ARE: FORCECOM’S EXERCISE SUPPORT DIVISION

CDR Steven Whitehead, Exercise Support Branch, Portsmouth, Va.

As the Coast Guard is beginning to define and implement a fleetwide physical fitness standard, you may not be surprised to find that FORCECOM already has an Exercise Support division. But, you would be mistaken to think that FORCECOM’s exercise support personnel were leading morning calisthenics or handing out water and cheering on runners. The mission of FORCECOM’s Exercise Support Division is to support an entirely different kind of race—the race for Sectors, Districts, Areas, and the communities they serve to be prepared to meet all hazards and all threats.

FORCECOM has eight Exercise Support Teams, or ESTs, based out of Alameda, Calif., Portsmouth, Va., and Washington, D.C. They deploy throughout the Coast Guard to help operational commanders prepare for a wide variety of contingencies across all 11 statutory missions, including oil spills, natural disasters, and threats to national security.

For months, the Teams work closely with the operational commanders’ staffs to plan every aspect of the exercises, with the goal of improving the units’ contingency planning and real-world emergency response. From the Concept and Objective meeting, to building the exercise from the written plans, to actual exercise play,

After-Action reports, and recommendations for improvement, the Teams provide end-to-end support of the contingency planning and exercise process, to help the Coast Guard achieve national preparedness goals.



WOODS HOLE, Mass.—Mr. Dean Matty (far left), FORCECOM Exercise Support, facilitates an exercise planning meeting with members of the Unified Command to assist Sector Southeastern New England with participation in the 2012 Area Maritime Security Training & Exercise Program (AMSTEP). AMSTEP helps improve maritime and homeland security preparedness in major U.S. ports. (U.S. Coast Guard photo.)

PROFICIENCY IN CRAFT: IMPROVING COAST GUARD FORCE DEPLOYMENT

Mr. James “JW” Washington, Contingency and Deployable Logistics (DOL-4), Norfolk, Va.

Traditionally, the Coast Guard has deployed the majority of its forces organically, aboard its own boats, cutters, and aircraft. Capitalizing on the lessons learned from infrequent, largely special-purpose assistance from the U.S. Defense Transportation System, the Coast Guard invested dedicated effort to standardize policy and procedures for the use of U.S. Transportation Command (TRANSCOM)-provided strategic lift.

Through collaboration with subject matter experts from the Office of Logistics (CG-44) and the Director of Operational Logistics (DOL-4), FORCECOM recently created a new TTP to support the new Force Deployment Planning and Execution Policy Manual, COMDTINST M3122.1. Together, these two documents will improve the Coast Guard’s ability to leverage TRANSCOM’s substantial resources and expertise when planning for or responding to a variety of operational events requiring movement of Coast Guard assets.

LDC JOINS FORCECOM

CWO W. “Scott” Epperson, LDC, New London, CT

It doesn’t matter who you are in the Coast Guard, chances are, you have been influenced by the Leadership Development Center (LDC) in some way—you, a supervisor, or a co-worker has attended an LDC school that molded and changed the way everyday business at the unit is conducted.

After 15 years of operating as a division of the Coast Guard Academy, the LDC became the eighth major FORCECOM training command on Aug. 29, 2013.

“This is the right decision at the right time for leadership develop-

ment in the Coast Guard,” said Capt. Andrea Marcille, the LDC’s first commanding officer. “FORCECOM’s focus is to ensure the Coast Guard workforce is prepared to do their job. Our most important job is to lead—so the synergy is already there.”

The LDC will continue to be co-located with the Coast Guard Academy in New London, Connecticut.



NEW LONDON, Conn.—The official party salutes the colors during the Establishment of Command Ceremony for the Leadership Development Center, Aug. 29, 2013. Pictured are Coast Guard Academy Superintendent Rear Adm. Sandra Stosz, FORCECOM Commander Rear Adm. Scott Buschman, and LDC Commanding Officer Capt. Andrea Marcille. (U.S. Coast Guard photo/ PA3 Cory Mendenhall.)

MASTER TRAINING SPECIALIST: WHAT IT IS & WHY IT MATTERS

MKC Lisa Varner, TRACEN Petaluma Instructional Systems Staff

I never heard of a Master Training Specialist (MTS) certification prior to getting my instructor qualification. Even when I learned what it was, I didn’t think it would be a useful qual to obtain. I now realize what it means and how it has opened doors for me as an instructor, particularly as a Machinery Technician. At the time, I was at Training Team West in the middle of a complete re-vamping of lesson plans for fisheries instruction. My unit only had two MTSs and my command was pushing for someone else to get the qualification, so I forged ahead along this path that was still unknown to me.

At first, MTS seemed like a far reach. When you look at a completed package, a requirement for the board you must pass to be MTS-certified, it’s instantly apparent how much time and effort is necessary for this qualification.

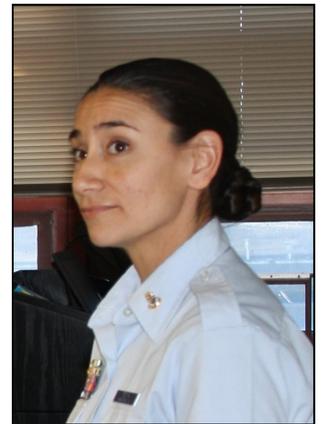
The first PQS item, completing the Course Designer Course (CDC), gets you behind the scenes, learning why you are instructing, how the curriculum was built, and how to improve it. Once you have this foundational knowledge, it’s more feasible to develop and deliver a workshop on your own—the next PQS item. CDC doesn’t exactly make it easy to do that—but it certainly points you in the right direction.

In order to obtain MTS certification, you need to be recommended. In Phase I, you must receive a satisfactory Instructor Feedback Form with a positive recommendation from an MTS outside your department. In Phase II, you complete the MTS PQS. In Phase III, your Branch Chief nominates you in a memo. Finally, in Phase IV, you sit for a board, composed of the chairperson and two additional MTSs. After you pass the board, you are recommended to your CO for certification.

Being an MTS does mean additional collateral duties. You are now the Subject Matter Expert for instructional design projects. Many people will come to you now for assistance in keeping instructors qualified, updating or changing curriculum, recommendation improvements to a course of instruction, redesigning how something is taught, and being a role model for other instructors.

MTS is the highest-level competency for an instructor, so if you are striving to be the best you can at what you do, then this qualification is for you! The MTS qualification also opens doors to advancement opportunities, awards, and future careers in the training field, in the service and beyond.

The MTS qual is still pretty rare—fewer than 200 MTSs in the Coast Guard today. As a member of the elite MTS community, you will play an invaluable role in your schoolhouse, in curriculum development, and for the Coast Guard as a whole. See your local MTS today for more information on how to get started!



GROWING THE CHIEFS' MESS WITH BLENDED LEARNING

David Plouffe & Nancy Almeida, Instructional Systems Specialists, Leadership Development Center, New London, CT

Online education has grown rapidly in the last 30 years. Now, instructors can post video lectures and audio clips, facilitate discussion boards, and coach students online. Some colleges and universities even offer graduate and post-graduate degrees 100% online—in disciplines from education to engineering. But, what about “leadership”? Many people believe it’s impossible to teach leadership online, because “to teach people to lead people, you need people!”

The Leadership Development Center (LDC), co-located with the Coast Guard Academy in New London, Connecticut, is dispelling that belief through their first-ever blended learning course, the Senior Enlisted Leadership Course (SELC).

Designed for E8 and E9 personnel, the SELC offers a four week online component, followed by two weeks resident in the classroom. Online, students share photos and personal and professional experiences, then explore Coast Guard Core Values, Coast Guard History, Coast Guard Traditions, and Leading Change. They share their perspectives through a facilitated online discussion board.

These topics are presented through real-life scenarios. Senior

enlisted from a variety of specialties and backgrounds are teamed together, affording them the opportunity to learn from each other.

The facilitator further challenges students by taking them out of their comfort zone and exploring “what if” situations.

By the time the SELC students arrive for the classroom portion of the course, they are well-prepared, well-acquainted, and ready to make the most of the face-to-face interactions. BMC Kevin Leask, SELC instructor and online facilitator, observes that when students report to the LDC after completing the online portion of the course, they are energized, familiar with their classmates, and prepared to discuss in great detail the material they learned online.

In the two years since the blended learning course was first offered, student and instructor response has been overwhelmingly positive. One recent SELC graduate shared with his Chiefs’ Mess:

“The four weeks of online discussion board is very similar to college classes, except it’s fun stuff to discuss. When was the last time you had a conversation with peers about core values? Strategic plans for the Coast Guard? And other situations we encounter all the time. The class goes by fast and I

won’t sell every single thing about it, but I will say this...IT’S AN AWESOME COURSE. GO TO IT!!! Be a leader, put extra ideas in your toolbox,

go re-motivate yourself about being a CHIEF and a Coast Guardsman.”

PROFICIENCY IN LEADERSHIP

The learning does not stop when senior enlisted leaders graduate SELC. LDC continues their development through additional online resources posted to CG Portal, including material related to conflict management, personality profiles, crew endurance, and social intelligence. SELC provides senior enlisted a common leadership language to use within the Chiefs’ Mess; in turn, these leaders train and mentor junior enlisted members and junior officers.

This course proves that leadership can be taught online! Leaders communicate across geographic barriers, critically assess situations that may be unfamiliar to them, and expand their leadership toolbox. Leveraging technology does not have to remove people from the learning equation; online learning can actually enhance the collaborative process.

For more information on the LDC and SELC, visit www.uscga.edu/lcd. And, if you haven’t already, “Like” the LDC on Facebook!

NEVER QUIT!



Paula Ross, FC-P Division, Norfolk, VA.

Alex Haley, the Coast Guard’s first Chief Petty Officer journalist, once said, “The way to succeed is to never quit. That’s it. But be humble about it. You start out lowly and

humble and you carefully try to learn an accretion of little things that help you get there.”

FORCECOM’s Tactics, Techniques, and Procedures (TTP) Division heeds Haley’s advice on success by providing the Coast Guard workforce with current, useful, valid, and accessible step-by-step instructions—or TTPs—detailing how to carry out critical operational and mission support tasks.

The collaborative effort necessary to create each of these TTPs evolves over the course of 12 months through the work of an Integrated Process Team (IPT). According to CDR Pat Shaw, FC-P Integration Branch Chief, IPTs are

“horizontal, cross-disciplinary teams of stakeholders and subject matter experts.” The IPT concept was derived from Coast Guard logistical processes and Marine Corps doctrine analysis.

The TTP Division created 14 TTPs in FY12, and is on track to double that number in FY13. When asked what makes the division so successful, Renny Arnold, a technical writer and formal naval aviator, responded, “Our diverse backgrounds. We’re all willing to consult with, and learn from, each other.” Rich Stoud, a performance analyst, adds, “We are a dedicated group of professionals who takes pride in our contribution to the mission performance of the Coast Guard!”

In 1944, Alex Haley launched his writing career when he became the editor of “Out Post”, the official Coast Guard publication. In 1976, he wrote the worldwide best seller

Roots, which received the 1977 Pulitzer Prize for fiction. Even after his death in 1992, Haley continues to influence our nation by providing scholarships for economically challenged students to obtain undergraduate and graduate degrees.

It is obvious to anyone who studies Alex Haley that he took pride in his contribution to our nation. No matter how we serve our country, it is important to remember, “The way to succeed is never quit.”

DISCIPLINED INITIATIVE



AROUND FORCECOM



AROUND FORCECOM

CAPTIONS

Clockwise from top center:

- (1) NORFOLK, Va.—RDML Buschman poses with the mascot Rip Tide before throwing out the first pitch at a Norfolk Tides game, Aug. 22, 2013. (U.S. Coast Guard photo/LT Stewart Sibert)
- (2) NEW YORK HARBOR, N.Y.—CDR Schultz, of FORCECOM's TTP Branch, interviews CDR Potter, Operations Officer aboard USS WASP, to collect Hurricane Sandy lessons learned, Nov. 8, 2012. (U.S. Navy photo / John Gough)
- (3) PETALUMA, Calif.—FS and OS A-School students run up Texas Hill as part of "Indoctrination Week"—their first week at TRACEN Petaluma, Aug. 1, 2013. (U.S. Coast Guard photo/OS1 Thomas Proctor)
- (4) CDR Tim Hammond presents CWO3 Ann Ladd with a Commendation Medal for her outstanding performance within the FC-T division, Aug. 6, 2013. (U.S. Coast Guard photo/LT Jeffrey Holm)
- (5) YORKTOWN, Va.—Dr. Brignoni, Fire Dept, CMC Sherman, and GMCM Wilbert salute as the TRACEN Yorktown honor guard presents the colors at GMCM's retirement ceremony. GMCM Wilbert served 30 years in uniform. (U.S. Coast Guard photo/LT Heather Bacon-Shone)
- (6) MOBILE, Ala.—Students and sponsor families from the Mobile Ichihara Sister City Association pose with Coast Guard pilots front of an MH-60 helicopter following popular airframe tours, Aug. 3, 2013. (U.S. Coast Guard photo)
- (7) PETALUMA, Calif.—HSC Chris Morrett escorts a group of Japanese Coast Guard cadets through the HS A-School classroom, Aug. 1, 2013. The cadets were visiting TRACEN Petaluma to learn more about how the Coast Guard educates its future workforce. (U.S. Coast Guard photo/HS1 Heidi Ronnfeldt)
- (8) CAMP LEJEUNE, N.C.—Members of the Maritime Law Enforcement Academy Accreditation team pose with representatives from Special Missions Training Center (SMTC) to commemorate accreditation of SMTC's Tactical Coxswain Course by the Federal Law Enforcement Training Academy (FLETA), July 11, 2013. This is the first of SMTC's courses to be FLETA-accredited. (FLETA photo/Christiana Halsey)
- (9) PETALUMA, Calif.—LCDR Dana Woodall's 20-month-old daughter observes as Brian Woodall attaches his wife's lieutenant commander shoulder boards during her O-4 promotion ceremony, Aug. 5, 2013. (U.S. Coast Guard photo/Megan Just).

ALL-HANDS

BLOG

The following FORCECOM-related articles were recently posted on the Coast Guard's All-Hands Blog:

- CGPAAS: <http://allhands.coastguard.dodlive.mil/2013/08/26/alerting-the-coast-guard/>
- Marine Inspector PQS: <http://allhands.coastguard.dodlive.mil/2013/08/20/new-pqs-on-the-way-for-marine-inspectors/>
- Tuition Assistance: <http://allhands.coastguard.dodlive.mil/2013/08/06/tuition-assistance-expanded-eligibility-through-sept-30/>

FORCECOM HOSTS FUTURE CIVILIAN LEADERS

Lesley Buchan, U.S. Department of Justice, Washington, D.C.

We are used to seeing new shipmates in uniform from other Coast Guard units, other military branches, and even international maritime services, as they train or operate with us to improve their skills and strengthen our partnerships. But what about civilians? Do they have this opportunity?

The answer is Yes! The President's Management Council (PMC) Interagency Rotation Program was established in 2011, to bolster cross-agency exposure for high-potential federal civilian service GS 13-15s. The PMC Program strengthens agency collaboration, facilitates best practice sharing across Departments, and builds a pipeline of emerging leaders who possess a broad understanding of the varied missions across the federal government.

This year, for the first time, the Coast Guard participated in the PMC Program as a host agency: the Mission Management System (MMS), within FORCECOM, hosted two participants for six months. Under the supervision of CDR Dan Norton, Lesley Buchan of the U.S. Department of Justice and Ken Pick of the U.S. Department of Energy helped the MMS team analyze the performance of programs within the marine safety community, according to ISO 9001 and Coast Guard standards. Ms. Buchan and Mr. Pick reviewed existing regulations and requirements, provided strategic recommendations, and helped develop documents, process maps, and program measures to align with Coast Guard policy.

This experience is helping Ms. Buchan and Mr. Pick improve their knowledge and build skills in advanced management, analysis, practice, and technique. According to Ms. Buchan, "I'm looking forward to returning to my agency with new organizational and management insights to improve our effectiveness."

The PMC Program greatly benefits both home and host agencies through the cross-organizational exchange of ideas, best practices, challenges, and lessons learned. FORCECOM is honored to inaugurate the Coast Guard's participation in this program.



YORKTOWN, Va.—CDR Dan Norton, Ms. Lesley Buchan, and Mr. Ken Pick observe Boat Forces training aboard a 41' MLB at TRACEN Yorktown, Aug. 1, 2013. Ms. Buchan and Mr. Pick were detailed to FORCECOM for six months as part of the President's Management Council, a civilian development program. (U.S. Coast Guard photo / Lesley Buchan)