



Force Readiness Command
FORCECOM
Strategic Plan
2014 - 2017





45672



U.S. COAST GUARD

Admiral's Message

It is my great honor to serve as the Force Readiness Commander. Our Mission is critical: to "Prepare the Coast Guard Workforce." We do this by developing useful Tactics, Techniques and Procedures, providing relevant training and quality assessments, and facilitating the exercise of our many required contingency plans.

We have accomplished a lot since our establishment and can still do more. In developing this strategic plan, our Senior Leadership Team focused not only on better preparing the Coast Guard workforce to be ready to perform all missions today and tomorrow, but in being more efficient in stewarding our resources as well as in developing our own talented FORCECOM workforce.

This strategic plan also advances our Commandant's Direction and its three guiding principles:

Service to Nation
Duty to People
Commitment to Excellence

I look forward to working with you as we implement this plan. I challenge each of you to continuously seek better ways to prepare our workforce and advance our proficiency to ensure our Service achieves the highest level of mission excellence. Semper Paratus!



***Rear Admiral Scott Buschman, United States Coast Guard
Commander, Force Readiness Command***



FORCECOM

MISSION

Prepare the Workforce

VISION

Optimize human performance for premier mission execution through:

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

HUMAN PERFORMANCE CYCLE

FORCECOM uses the Human Performance Cycle to continuously improve the services it delivers to the fleet by closely integrating all elements of workforce preparation.

SCOPE

FORCECOM has a presence in every Coast Guard mission...every District...every enlisted rating...every officer specialty.
It is an integral part of the service.

ORGANIZATION

FORCECOM is divided into 5 divisions:

- Assessments,
- Exercise Support,
- TTP (Tactics, Techniques, & Procedures),
- Training, and
- Business Operations.

Over 2800 personnel are part of the FORCECOM organization, making it equivalent in size to the average District.

Preparing the Workforce...

Goal 1 Incorporate Human Performance Cycle (HPC) Model

OBJECTIVES:

1. Develop a process to maximize input of information into the HPC and analysis of this information.
2. Support HPC indoctrination by championing the creation of several training modules that will provide knowledge of: (1) Human Performance Technology Principles, (2) FORCECOM's HPC, and (3) How training happens in the Coast Guard.
3. Improve C4&IT systems and leverage emerging technology to enhance workforce readiness.
4. Publish and implement the first FORCECOM Strategic Communications Plan.

DESIRED OUTCOMES:

1. FORCECOM has a system that: Accelerates closure of human performance gaps; increases synergy – i.e., eliminates redundancy – in HPC activities; provides a service-wide common operating picture of readiness, diagnoses and interventions (planned, in progress and completed).
2. FORCECOM has updated HPC imagery and terms that accurately represent: the flow of work and information among human performance improvement functions, relationships among FORCECOM and non-FORCECOM entities involved in human performance improvement. FORCECOM personnel have additional training tools to make them more effective in their jobs.
3. FORCECOM has implemented a DHS wide Learning Management System to enable to Coast Guard to capture, create, manage and share knowledge to improve workforce productivity, accelerate critical business processes, and drive organizational performance. The system centralizes and automates the entire learning management process, eliminating the need for stand-alone systems, making the administration of enterprise learning and development both effective and efficient.
4. Customer and FORCECOM staffs are knowledgeable of FORCECOM's mission and business lines so that we can better prepare Coast Guard operational and mission support personnel.



Preparing the Workforce...

Goal **2** Optimize Resources

OBJECTIVES:

1. Design optimal FORCECOM organization.
2. Complete AFC3X review and implement recommendations of the AFC-56 study.
3. Formally establish FORCECOM Resources Board.
4. Develop and implement the Advanced Education Procedures Guide.
5. Develop a C-School prioritization methodology.

DESIRED OUTCOMES:

1. FORCECOM Headquarters structure that optimizes available resources to better meet our mission to “Prepare the Workforce.”
2. More efficient use by funds by better understanding funding base, objectives, cost estimating and monitoring, budgeting that will allow us to maximize use of all funds to highest Coast Guard priorities.
3. A FORCECOM Resources Board that provides rapid decision process to validate alignment, efficiency, and effectiveness of all resource expenditures in a dynamic resources environment.
4. Advanced Education TABs are allocated to the highest Coast Guard priorities. Advanced Education Tactics, Techniques and Procedures that cover payment processing, prioritize and allocate Training Allowance Billets (TABs).
5. C-Schools are prioritized to highest Coast Guard needs to maximize workforce proficiency.



Preparing the Workforce...

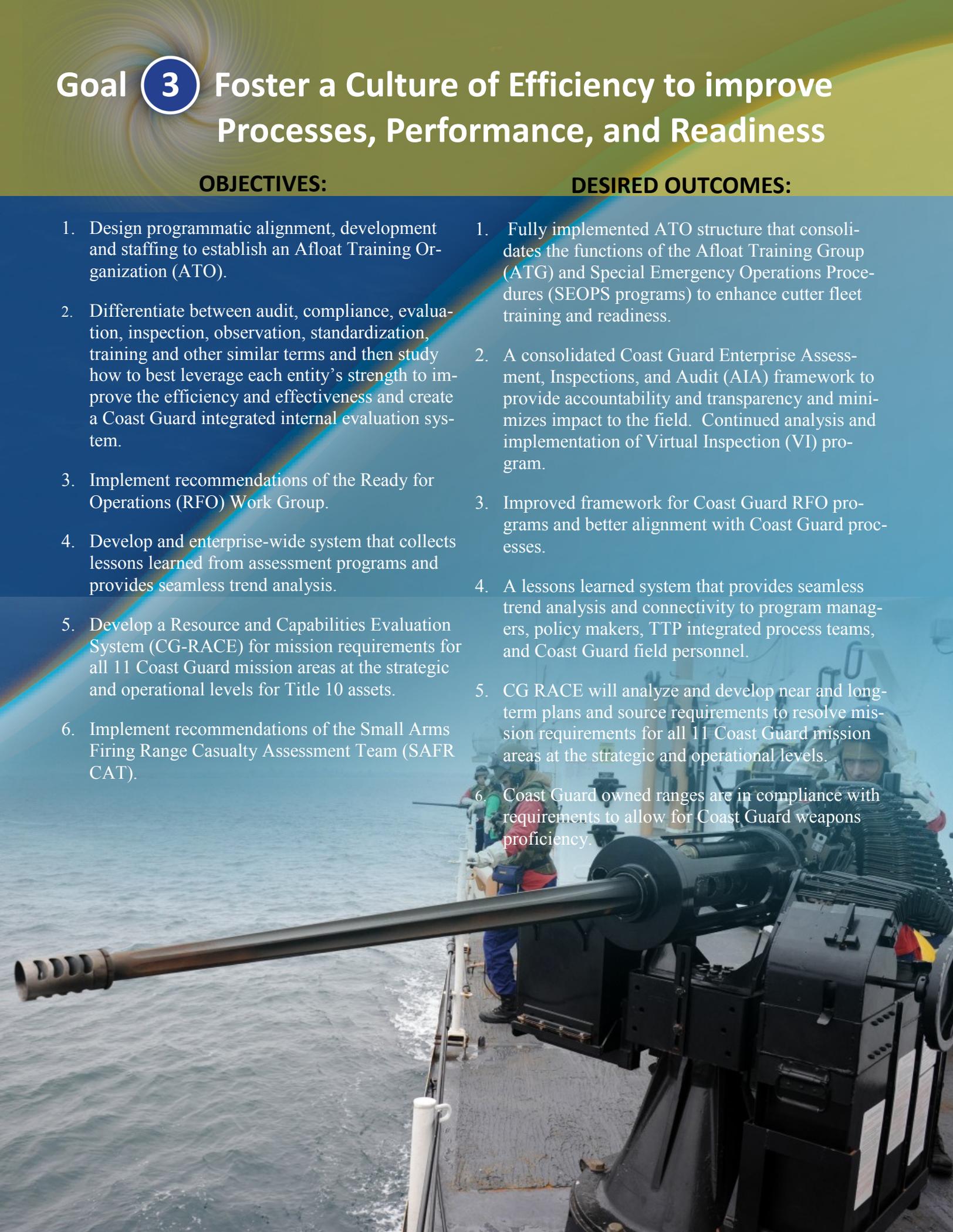
Goal 3 Foster a Culture of Efficiency to improve Processes, Performance, and Readiness

OBJECTIVES:

1. Design programmatic alignment, development and staffing to establish an Afloat Training Organization (ATO).
2. Differentiate between audit, compliance, evaluation, inspection, observation, standardization, training and other similar terms and then study how to best leverage each entity's strength to improve the efficiency and effectiveness and create a Coast Guard integrated internal evaluation system.
3. Implement recommendations of the Ready for Operations (RFO) Work Group.
4. Develop an enterprise-wide system that collects lessons learned from assessment programs and provides seamless trend analysis.
5. Develop a Resource and Capabilities Evaluation System (CG-RACE) for mission requirements for all 11 Coast Guard mission areas at the strategic and operational levels for Title 10 assets.
6. Implement recommendations of the Small Arms Firing Range Casualty Assessment Team (SAFR CAT).

DESIRED OUTCOMES:

1. Fully implemented ATO structure that consolidates the functions of the Afloat Training Group (ATG) and Special Emergency Operations Procedures (SEOPS programs) to enhance cutter fleet training and readiness.
2. A consolidated Coast Guard Enterprise Assessment, Inspections, and Audit (AIA) framework to provide accountability and transparency and minimizes impact to the field. Continued analysis and implementation of Virtual Inspection (VI) program.
3. Improved framework for Coast Guard RFO programs and better alignment with Coast Guard processes.
4. A lessons learned system that provides seamless trend analysis and connectivity to program managers, policy makers, TTP integrated process teams, and Coast Guard field personnel.
5. CG RACE will analyze and develop near and long-term plans and source requirements to resolve mission requirements for all 11 Coast Guard mission areas at the strategic and operational levels.
6. Coast Guard owned ranges are in compliance with requirements to allow for Coast Guard weapons proficiency.



Goal 4 Support and Develop our Workforce

OBJECTIVES:

1. Develop a process to recognize our military and civilian workforces.
2. Ensure a culture of respect and inclusion throughout the FORCECOM enterprise.
3. Serve as leaders in the Coast Guard's commitment to eliminate sexual assault from our ranks.
4. Develop a FORCECOM Career Guide.

DESIRED OUTCOMES:

1. An approved enlisted of the quarter/year and civilian awards instructions.
2. A professional environment where discrimination, harassment and assault do not occur and all members are aware of available resources if incidents occur.
3. The Culture of Respect Integrated Process Team completes its work and implements recommendations throughout our accession points and leadership training schools.
4. A guide that provides an overview of the expected qualifications/designations/certifications that can and should be earned during a tour in FORCECOM to promote success in current assignments and guidance on follow-on assignments.



Preparing the Workforce...





Learn more about FORCECOM:
<http://www.uscg.mil/forcecom/>
<https://cgportal2.uscg.mil/units/forcecom/SitePages/Home.aspx>

