



**THE NATIONAL COMMODORE
OF THE UNITED STATES COAST GUARD AUXILIARY**

Gene M. Seibert

P.O. Box 19, 13 Brooklyn Avenue
Wachapreague, VA 23480-0019
H: 757.787.3650 Fax: 757.787.8790
e-mail: gmseibert@intercom.net



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From: Gene M. Seibert, National Commodore
To: All hands
Subject: NACO's Second Report on Strategic Business Plan's Tasks and Milestones for the Second 100 Days

The Coast Guard Auxiliary Strategic Business Plan provided a list of the key tasks (and associated schedule) necessary for the successful implementation of the plan.

As with any useful plan, the Auxiliary's Business Plan is evolutionary and to be successful, it must not become "shelf-ware." Rather, it has to be dynamic and continually changing, so as to meet the current and ever evolving challenges facing the Coast Guard Auxiliary's transformation.

This is my report on the defined tasks and milestones for the second 100 days of our Business Plan (listed below). Many of these tasks and milestones in themselves have evolved from the time they were first listed in the plan. They are persistently being worked so as not to become stagnate but rather to adapt to the change around us.

Therefore, as you review or compare this second set of tasks and milestones, please be aware that some have been deleted, changed, expanded, etc. in our attempt to remain dynamic and to address the evolving challenges facing the Coast Guard Auxiliary.

In essence, our Business Plan with its tasks and milestones is our continued attempt to become more effective and to address barriers. It is designed as a method to help the Coast Guard Auxiliary alter strategies, reengineer processes and improve quality. Through this Strategic Business Plan, we are attempting to create better performance through customer and productivity oriented behavior, better-quality of leadership and more effective management. Likewise, it is an approach to articulate the connection between new behaviors and organizational success, as well as to ensure leadership development and succession.

Throughout the term as National Commodore, I will keep you updated on our process as

it pertains to the successful implementation of our Business Plan and its benchmarked tasks and milestones with reports such as this.

Business Plan Key Tasks and Milestones for Second 100 Days

Operations and Marine Safety:

- Assist in execution of tactical programs at District and Unit level.

RESULT: ON-GOING - The support and monitoring of tactical program at the District and Unit levels is an on-going initiative and continues to be actively supported.

- We will establish MTSA support guidelines

RESULT: COMPLETED/PENDING - The support guidelines study has been completed through the interim report stage. The discovery of an interpretation of a USCG classified document which, under a narrow construct, has the potential to adversely affect the Auxiliary participation in MTSA support is being actively investigated by G-MO and G-MP. (Meeting with G-MO 16 August 2005 for resolution)

- We will employ within our Districts and regions, both Operation Patriot Readiness Phase III and MARSEC 2 & 3 support and preparedness planning exercises.

RESULT: COMPLETED - Marine Safety Department, with the support of the Operations Department completed the study and resulting training exercises.

- We will continue our District Mapping of Auxiliary Assets by type and location.

RESULT: ON-GOING - Technical difficulties with standardized geographic mapping software prohibited the full scale actualization of this initiative. However, the addition of latitude/longitude coordinates the “acceptance of use form” for Auxiliary facilities allows unit leaders to identify the location of assets when and if needed to provide targeted support to the Coast Guard.

- We will further our strategic alignment of our Operations and Marine Safety departments.

RESULT: ON-GOING - The Marine Safety and Operations Departments are monitoring the development of the Sector Program and the Coast Guard Headquarters alignment process. Both departments are collaborating on joint projects, leveraging the strengths of each discipline. This close partnership will

give the departments a “shared mental model” their responsibilities which will facilitate transition to the next level of alignment. (Ongoing process, next level of alignment to commence January 2006)

- We will review and rewrite MARSEC 2 & 3 support guidelines, publish sector guidelines, and implement our Waterway Management Security pilot program.

RESULT: COMPLETED/ON-GOING - The MARSEC 2&3 were combined with the OPR Phase III and MARSEC 2&3 support guidelines and are complete. The Sector Program Guidelines and Best Practices are a joint Marine Safety (Leader) and Operations Department project in progress. (Completion 30 September 2005). The Waterway Management Security Pilot Program is going through the final evaluation process which should be completed 15 August 2005.

- We will survey and analyze all present Land Patrol Activities and integrate MDA activities into a proposed Land Patrol Guide Lines.

RESULT: COMPLETED - An Operations and Marine Safety “Tiger Team” has completed the investigative process and submitted a final report with recommendations. A final review and joint implementation proposal meeting at CGHQ is scheduled for 17 August 2005. (Completion of guidelines 30 September 2005)

- We have completed the new Operational Policy Manual and are working on field training material to review major items and changes.

RESULT: ON-GOING - The Auxiliary Operations Policy Manual provides updated policy guidance for the Operations and Marine Safety Programs. All qualified members have been provided with the manual as a CD by this date. Analyses of the major “take home points” for the member are being developed for distribution for use in member training efforts. (This is a third hundred days project)

- We are preparing an Evaluation Syllabus for all levels of Pilot Check ride.

RESULT: COMPLETED - The Aviation Division of the Department of Operations submitted a syllabus for the conduct of the check ride and evaluation of Auxiliary Pilots. This syllabus provides guidance for both evaluator and the candidate, defines the parameters for the check ride and sets a threshold for successful completion of the qualification process. This syllabus has been approved by the Aviation Standardization Team and the NEXCOM. It has been deployed for the use in the field. (Completed)

- We are completing the Air Crew Training Manual to enhance the competency of Air Crews and safety of Air Operations.

RESULT: COMPLETED - The Auxiliary Air Crew Manual has completed concurrent clearance and is in the final stages of CG HQ review. This manual, nearly entirely rewritten, integrates the latest thinking in Crew Resource Management, ditching and survival, search and rescue, communications and mission profiles in the aviation program. This effort represents a major advance in our ability to train capable, effective and safe aviators on the CG Auxiliary Program. It is anticipated that this manual can be signed by NACON.

Recreational Boating Safety:

- Continue to monitor and assist execution of RBS tactical programs.

RESULT: ON-GOING - The support and monitoring of tactical program at the District and Unit levels is an on-going initiative and continues to be actively supported.

- We will update our strategies and course materials for youth courses.

RESULT: IN-PROCESS – Development of strategies to determine the type of youth course and course materials is still in process with a completion date targeted for 30 September 2005. This will be reported out in the Next 100 Days (Third Report sometime in December 2005).

- We will develop RBS performance goals for 2006 and beyond.

RESULT: COMPLETED – Performance measures have been developed but will be internal to the Education and Vessel Examination Departments. The departments are operating against a set of objectives/goals.

- We will continue to explore and initiate new RBS partnership agreements; seek new grants for the initiation and maintenance of RBS programs; and develop RBS budget model and funding for continued support for the RBS programs.

RESULT: ON-GOING – A RBS Budget Model was discussed with the Coast Guard but due to limited funding, there is no interest in working RBS into Coast Guard Headquarter Budgets. Therefore we continue to work on various partnerships (AuxA) agreements to include US Army Corps of Engineers, Skier's Choice, Boater's World, etc. Likewise we have several in process to include: Brunswick, Boating World Magazine, and West Marine to name a few. We will continue to find source of revenue in which to fund our RBS missions.

- We will develop and communicate new strategies on State and Power Squadron involvement in the VSC program; execute an Army Corp of Engineers MOU to provide public education, multi-mission patrols and America's Waterway Watch services in their areas of responsibility and finally determine the feasibility of

creating a Recreational Boating Specialist designations.

RESULT: IN PROCESS – We have reached a point where the Auxiliary needs to reassess the States involvement in the VSC Program. We are looking to adopt a less proactive approach at bring States on board as providers. (No change to the USPS). Likewise, if we are successful at getting the Coast Guard to sign the US Army Corps of Engineers Memorandum of Understanding, we will have a large task to defining implementation steps. As for creating a Recreational Boating Safety Specialist designation, this is still undergoing analysis and consideration at the Auxiliary's Senior Leadership level. We anticipate a forthcoming determination by 30 September 2005.

Member Services:

Member Services will continue to monitor and > assist in the execution of tactical programs at the district and unit level.

RESULT: ON-GOING – As with all Directorates and Departments, the support and monitoring of tactical program at the District and Unit levels is an on-going initiative and continues to be actively supported.

- We will further research and develop our e-Learning capabilities

RESULT: ON-GOING – While we have a few e-Learning courses under development, this will always be an ongoing process to fine better and more efficient ways of providing the Auxiliary membership with training.

- We will establish a communication strategy that addresses both our internal and external customers.

RESULT: ON-GOING – We continue to work on this concept of establishing both an internal and external communication strategy for the Auxiliary. This effort remains on-going and this task will move into the next 100 days as a continuing project.

- We will nationally, roll out the following new programs: The Ombudsman Family Programs; a National Auxiliary Chefs Program and a Videography Corps, modeled after the successful Photographic Corps, which will be stood up as a resources for local Auxiliary and Coast Guard units, helping capture important events and archived file footage for use by local media.

RESULT: COMPLETED/PENDING - The CG completed their initial draft of their Ombudsman program for our review. The Auxiliary is written into it. Since this is an augmentation program, we are following the Coast Guard's lead. Furthermore, the National Auxiliary Chefs Program has put on hold until such time as we have implemented our of the Recruiting and Retention plan,

which takes precedence over the Chef's Program at this time. Lastly, the Videography Corps, modeled after the successful Photographic Corps has been stood up and is functioning with several projects underway.

- The Personnel Department will develop a "RED Team" (Recruit, Educate, Develop) concept for districts to assist meeting recruiting and membership goals as a part of a recruiting drive. Along with this, we will formalize and execute a targeted recruitment strategy.

RESULT: COMPLETED - Currently the basic infrastructure of the recruiting and retention plan is completed and undergoing final approval by the National Executive Committee. Once approved we anticipate the final plan will be released by 1 September 2005.

- We will continue to support of the Academy Introduction Mission and AIM weeks.

RESULT: COMPLETED/PENDING APPROVAL – The planning and presentation package are completed. The actual announcement of the new program is set to be launch and briefing to the DCOs at NACON, then with the concurrent release to the membership. The P Department is currently working on developing a shadow division based on the new Academy Partners Program, the existing RAP program for Recruit Command and an AIM Weeks support group.

SOME MAJOR ACCOMPLISHMENTS WITHIN THE SECOND 100 DAYS

- Designed, populated and launched the National Commodore's web site.
- Designed and launched *On Course*, the National Commodore's newsletter
- Updated the *New Member Course* from the existing 2003 version
- Reestablished the infrastructure to support a recruiting program, stood up a Quality Action Team to look at current recruiting and retention practices and began writing a strategic recruiting plan.
- Stood up a video unit and secured funding for video equipment
- Stood up a Community Outreach Branch to engage in such projects as the Boy Scout Jamboree and the Veteran's Oral History Project.
- Launched an on line Public Affairs training course to augment the existing C-School for members who wish training but can't attend the C-School.
- Beta testing of the EZ Forms has begun.
- The AUXWeather course has been updated and distributed.
- A new special projects branch has been stood up in I/CS. Modeled on the PA photo and video corps, this branch will identify quality computer programmers and designers who, while they don't wish to be on staff full time, will take on special projects from anywhere in the Auxiliary. The first project, now underway, is designing and building the Auxiliary Association web site.
- The Auxiliary Senior Officer Course was substantially revised and presented to DCOs and VCOs at the Coast Guard Academy.
- The Unit Leadership Development Plan (ULDP) successfully stood up.

- Completed the 2005 version of the State Liaison Officer Handbook. The Handbook will help ensure that State, Coast Guard Auxiliary and Coast Guard personnel are calibrated as to performance expectations for the State Liaison Officer position.
- Established agreement with McGraw-Hill Publishers to be our supplier of public education text books. This will lessen the burden on members for creating new materials and enhance the quality of our books. In addition, McGraw-Hill will distribute our books to commercial outlets as part of a Coast Guard Auxiliary series or library on boating skills.
- America's Boating Course (ABC) The Department has successfully managed the transition of our one day public education course from the well worn Boating Safety Course to the much more advanced America's Boating Course. As today's customers demand shorter courses, ABC enables us to meet customer demand with a high quality product.
- Vessel Safety Checks Interactive Website was developed to improve communications with the field. It is a question and answer link that allows members to quickly get answers to technical and other issues as they come into play.
- In support of the Discover Boating Tour the Marketing Group worked with the National Marine Manufacturers Association to plan, coordinate and staff RBS exhibits throughout the country.
- The new CG Auxiliary Operations Policy Manual was completed in April 2005 and the anticipate publication of the new Auxiliary Aviation Training Manual will be forthcoming in August of 2005. These two volumes provide the foundation for safe, effective and professional Auxiliary operations in the post 9-11 era.
- The successful standing up of the Coast Guard & Coast Guard Auxiliary Standardization Teams for Surface Operations and Aviation. The team's tasking is to identify the gaps in Auxiliary policy or training guidance and provide suggested guidance for incorporation into the program. These two teams anchor the safety and program standardization initiatives in aviation and surface ops.

WHERE DO WE GO FROM HERE? THE NEXT 100 DAY'S TASKS AND MILESTONES

During the next hundred days (200 – 300), we will continue our efforts to move forward with our tactical actions in support of our strategic imperatives. We will continue to provide sound risk management, purposeful planning, diligent stewardship and operational excellence. We will collaboratively continue to work with you and our other professional stakeholders toward a common goal of improving safety, enhancing efficiency and increasing security.

NEXCOM TASKS AND MILESTONES

I request that the ARCOs continue to work with the District Commodores so as to develop an understanding of each district's business plan and work to determine those issues which are critical challenges to the strategic imperatives for their district, the

actions undertaken to address those concerns and determine what the National staff can do to assist the process.

THE NEXT 100 DAYS TASKS AND MILESTONES BY DIRECTORATE

Recreational Boating Safety Tasks and Milestones

1. Continue to monitor and assist execution of RBS tactical programs
2. Develop a firm approach to our strategies and course materials for youth courses
3. Publish RBS performance goals for 2006 and beyond.
4. Define and implement strategies as they pertain to our partnership with the US Army Corps of Engineers by N-Train 2006. Implement the Skiers' Choice Memorandum of Understanding in time for the spring boating season. Complete implementation of the West Marine Agreement by 31 December 2005. Complete discussions and develop proposal for PE materials with Brunswick.
5. Continue to seek outside assistance for RBS Funding of Auxiliary Programs.
6. Outline new or update plans for States involvement in the VSC Program by 1` December 2005.
7. Continue to develop the RBS Specialist Award with completion of the criteria by N-train 2006.

Member Services Tasks and Milestones

Many of the directorate's efforts in the next 100 days will to build on initiatives already underway. Among those included are:

1. Recruiting and retention plan development and implementation
2. Support the transition from the Career Counselor program to the Academy Admissions Partner Program; continue support for AIM weeks and the Recruit Augmentation Program for CG Recruit Command.
3. Implement Auxiliary participation in the CG Ombudsman Program.
4. Implement the Auxiliary Chef Program
5. Continue drafting an Internal Communications policy.
6. Complete beta testing the EZ Forms project, evaluate and make recommendations based of findings.

New directorate initiatives for the next 100 days include:

7. Review all department personnel and positions for effectiveness. Initiate organizational changes in job descriptions, positions and personnel to effect better program management if needed.
8. Recommend an Internet based communications program that can be used for on line training and conference facilities.
9. Research the possibility of establishing an Auxiliarist of the Year Award to join

existing active duty, reserve and civilian awards.

Operations and Marine Safety Tasks and Milestones

1. We will, as in all program areas, continue to monitor and assist execution of tactical programs at the district and unit level.
2. We will establish MTSA support guidelines
3. We will continue our District Mapping of Auxiliary Assets by type and location.
4. We will further our strategic alignment of our Operations and Marine Safety departments.
5. We will review and rewrite MARSEC 2 and 3 support guidelines, publish sector guidelines, and implement our Waterway Management Security pilot program.
6. We will survey and analyze all present Land Patrol Activities and integrate MDA activities into a proposed Land Patrol Guide Lines.
7. We have completed the new Operations Policy Manual and are working on field training material to review major items and changes.

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