

REPORT OF THE
U. S. COAST GUARD RESERVE POLICY BOARD

U. S. COAST GUARD HEADQUARTERS
WASHINGTON, DC

30 JULY - 31 DECEMBER 2019

TO CONSIDER, RECOMMEND, AND REPORT ON
U. S. COAST GUARD RESERVE POLICY MATTERS

Todd C. Wiemers
Rear Admiral, U.S. Coast Guard
Assistant Commandant for Reserve

REVIEWED:  _____

COMMENTS: _____

DATE: 1/23/2020

U. S. Coast Guard Reserve Policy Board Report - 2019

U. S. Coast Guard Headquarters
Washington, DC
30 July – 31 December 2019

PROCEEDINGS

1. The Coast Guard Reserve Policy Board conducted multiple meetings (on-site and/or by teleconference) to consider, recommend, and report to the Secretary, Department of Homeland Security on Coast Guard Reserve policy matters, in accordance with 14 U.S.C. §3703. The delegation of authority contained in Department of Homeland Security Delegation Number: 0170 delegates to the Commandant the duties assigned to the Service Secretary in 14 U.S.C. §3703. Board convenings included:

- Initial Meeting: 0900, 30 July 2019 to 1200, 01 August 2019
- Teleconference: 1300, 03 October 2019
- Teleconference: 1300, 21 October 2019

2. Participants: (Voting Members were duly sworn)

<u>Voting Members</u>	<u>Unit</u>
• RADM Andrew S. McKinley, USCGR – President	CG-DCO
• CAPT Miriam L. Lafferty, USCGR	CG-LANT
• CAPT Lisa H Schulz, USCGR	CG-DOL-1
• CAPT Samson C. Stevens, USCG	CG SEC Hampton Roads
• CDR Monica A. Hernandez, USCGR	CG-PAC-13
• MCPO Francis E. Gorman, USCGR	CG-DOL-1
• MCPO Janine M. Tschantz-Hahn, USCGR	CG D7
• SCPO Heather D. Sands, USCGR	CG SEC Columbia River
• CPO Adrien O. Cheval, USCGR	CG STA Washington

<u>Advisors/Speakers</u>	<u>Unit</u>
• LCDR Steven A. Frye, USCGR - Facilitator	CG-R55
• LT Theresa L. Brooks, USCGR - Recorder	CG-R82
• CDR Thomas V. Gwilliam, USCGR	CG-R55
• CAPT Michael W. Batchelder, USCG	CG-PSC-RPM
• CDR Troy E. Fryar, USCGR	CG-PSC-RPM
• Ms. Anastasia M. Devlin	CG-R55, Reservist Magazine
• CDR Omar A. Barajas, USCGR	CG-DCMS 81
• CAPT William F. Csisar, USCGR	CG-RD
• CAPT Alexander C. Foos, USCGR	CG-R5

U. S. Coast Guard Reserve Policy Board Report - 2019

3. The Coast Guard Reserve Policy Board (CG RPB) received a total of six field submissions. Four recommendations were made and two submissions were returned to the originators with comments/suggestions that could facilitate future Board submissions.

4. Board Findings and Recommendations:

- **Submission #1: Reserve Members Working Abroad**

Issue Closed

- Description/Issue Statement:

Current USCG policy states that Reserve members who reside overseas are generally assigned to the Individual Ready Reserve (IRR) and deemed unable to serve in a Selected Reserve (SELRES) status. Regarding other military branches, reservists who work and reside overseas are allowed to drill in SELRES status, and as such, any burden of travelling to the drill site falls on the member, if the member is willing to accept this burden. USCG reservists should be afforded this same opportunity.

- Board Recommendation:

Retain the current policy and the ability to request a waiver. Add/modify the language of the policy to clarify and elaborate the "why", or purpose, to waiver requirements. For example, "Reserve service" requires commitment to readiness and "anytime" deployment status. Factors such as speed-time-distance, reasonable commuting distance, and involuntary recall readiness are critical to maintaining a deployment ready Reserve workforce. Suggest spelling out the waiver options and the specific requirements needed to apply for the waiver.

- **Submission #2: Senior Reserve Leadership Tour Lengths**

Issue Closed

- Description/Issue Statement:

Senior Reserve members receive three year tour lengths when receiving a Permanent Change of Station (PCS) to certain leadership positions, while nearly all other Reserve members receive five year tour lengths. During major emergencies, Reserve members can help in unique ways because they are a part of the fabric of the community. They are able to assist active duty members during an event as well as after.

- Board Recommendation:

Retain the current policy for tour lengths: O6 at two years, O5 at three years, and O1-O4 at three years. These tour lengths optimize the balance between the number of billets/positions available and length of time needed to professionally develop and/or qualify in that position.

- **Submission #3: Officer Promotion Policy**

Issue Closed - Referred

- Description/Issue Statement:
Current policy mirrors the Active Duty Component of “forced up or out”. If an officer does not promote within the given timeframe, then they are forced to transfer to the IRR or retire. The Reserve Component’s mission set and functions are fundamentally different than the Active Duty. Explore the potential alternatives to the “up or out” system that could be employed by the Reserve Component, understanding that some level of flow and upward mobility is necessary for those seeking positions of greater responsibility and leadership.
- Board Recommendation:
The Board weighed both the merits and challenges of changing the military’s long-standing promotion system with the need to recognize the surge mission of the Reserve Component. While the topic is a policy issue, it is deeply intertwined with other human resource (HR) policies. The Board recommends convening a cross-programmatic integrated project team of Subject Matter Experts to address the foundations of a “Reserve Human Capital Strategy.” This team would define successful career paths and include the comprehensive interactions among high year tenure, workforce shaping, promotion and advancement models, retention, Reserve Component requirements for the total mission force, etc. Further, this project team would address potential changes in legislation and/or decoupling of Active Duty and Reserve officer promotions, i.e. dissolving the “running mate” system, which may be a cause for disproportional numbers of Reserve officers eligible for promotion. Lastly, retention of O4s should be qualification based to better mirror Active Duty precepts for promotion.

- **Submission #4: Reserve Component Category (RCC) Changes After Units Receive Warning Orders (WARNORD)**

Issue Closed

- Description/Issue Statement:
Current policy allows reservists who have completed their military service obligation (MSO) and who are satisfactory participants as described in Chapter 4, Section B of the Reserve Policy Manual, COMDTINST M1001.28(series) to request transfer to the IRR, Standby Reserve or Retired Reserve at any time. When reservists exercise this flexibility during a unit’s pre-deployment phase, after a Warning Order (WARNORD) is released, it disrupts unit readiness and cohesion at a critical juncture and places additional burden on units, the Reserve Component, and the Coast Guard, as all must rapidly adapt and overcome to identify additional volunteer reservists to fill these last minute critical vacancies, over and above those already filling existing Personnel Allowance List (PAL) vacancies.

U. S. Coast Guard Reserve Policy Board Report - 2019

- Board Recommendation:

Although this issue submission implied Port Security Unit (PSU) members, the Board recognizes that this applies to all types of involuntary deployment. The Board recommends a change in current policy to reflect the required consequences for any reservist that requests a change in RCC following issue of involuntary mobilization orders, regardless of unit type, as follows:

- Members who have attained 20 years of Total Qualifying Service (TQS) would submit a retirement request (2055A) within 6 months and be required to retire by 30 June of the following year (or as directed). Members whom have attained between 18 and 20 years of TQS would be transferred to the IRR until eligible for retirement and would submit a retirement request (2055A) when eligible, in accordance with 10 U.S.C. §12646 and §1176.
- Members whom have attained less than 18 years TQS and wish to remain affiliated with the Reserve Component would be transferred to the Inactive Status List (ISL) of the Standby Reserve for a minimum of 12 months. At the end of this period the member may request transfer to the IRR in accordance with Chapter 5.N of the Reserve Policy Manual.
- Members whom have met all service obligations and no longer wish to be affiliated with the Reserve Component would separate in accordance with Chapter 8 of the Reserve Policy Manual.

Widest dissemination of these policy changes is strongly encouraged and highly necessary for the entire Reserve Component.

- **Submission #5: Attrition Tools And The Enlisted Training and Accession Plan (ETAP)**

Issue Closed

- Description/Issue Statement:

Reserve End Strength has been an issue for some time. Statistics show that applying workforce shaping tools such as High Year Tenure (HYT)/Professional Growth Points (PGPs)/Reserve Career Retention and Screening Panel (RCRSP) as used for the Active Component may further exacerbate the end strength issue within the Reserve Component.

- Board Recommendation:

The Board recommends an update to policy to allow HYT to be strategically tailored by rate and rank and waivers be reviewed by the Rating Force Master Chiefs (RFMCs). In addition, the PGPs for an E4 should be updated from 10 to 16 years. The Board consulted the RFMCs regarding the impact of this change prior to this recommendation. Additionally, the Board recommends consultation with the RFMCs prior to any future changes.

- **Submission #6: Reserve Force Readiness System 2.0 (RFRS)**

Issue Closed - Referred

- **Description/Issue Statement:**

Organizationally, a strategic discussion and review of the current Reserve Force Readiness System (RFRS) is needed regarding the organizational placement and location, PAL size, and reporting chains of command of the RFRS elements. The intent of RFRS is to provide subject matter experience, expertise, guidance, and support directly to senior leadership. Changes in each of the aforementioned areas is clearly needed to align with the overall changes in the Commandant's strategic objectives, in order for RFRS to guide and support a ready, relevant, and responsive Reserve Component.

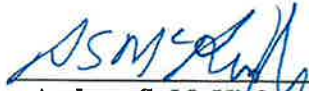
- **Board Recommendation:**

Recommendations would be better suited via the currently chartered RFRS 2.0 Integrated Project Team. The Board suggests the following topics be included as part of the team discussion:

- Clearly define the SRO-CMC/SERA-RFRS relationship and provide a graphical representation for the RFRS 2.0 instruction;
- Define, assess, review, and recommend the Full-time Support (FTS) and RFRS organizational footprint required to best service the Reserve Component;
- Include an Reserve Program Administrator (RPA) within the rating chain of each RPA;
- Define RFRS roles and responsibilities;
- Review Command Senior Enlisted Leadership (badge) positions at Combatant Commands (COCOMS);
- Review standardization of position titles for RFRS staff of LANT/PAC/DOL;
- Review competencies assigned to high level Reserve positions; and
- Standardize and align RFRS positions across units for LANT/PAC/DOL based on function and not billets assigned.

ADJOURNMENT

7. All board members acknowledge this annual report, 31 December 2019.



Andrew S. McKinley
Rear Admiral, U. S. Coast Guard Reserve
President



Miriam L. Lafferty
Captain, U.S. Coast Guard Reserve
Member



Lisa H. Schulz
Captain, U.S. Coast Guard Reserve
Member



Samson C. Stevens
Captain, U.S. Coast Guard
Member



Monica A. Hernandez
Commander, U.S. Coast Guard Reserve
Member



Francis E. Gorman
MCPO, U.S. Coast Guard Reserve
Member



Janine M. Tschantz-Hahn
MCPO, U.S. Coast Guard Reserve
Member



Heather D. Sands
SCPO, U.S. Coast Guard Reserve
Member



Adrien O. Cheval
CPO, U.S. Coast Guard
Member