U.S. Coast Guard...

...Change-Centric Learning Organization

Moderator:
RDML Sandra Stosz
Director of Enterprise Strategic Management and Doctrine
Panel Members

- DCO - RDML Kevin Cook
- Future DCMS - Mr. Jeffery Orner
- Future OPCOM – RDML James Watson
- Financial Transformation - Mr. Martin Rajk
- FORCECOM – RADM Timothy Sullivan
- NAPA – Mr. Jaime Zamora
Modernization Panel Agenda

- Introductions
- Modernization Overview (10 minutes)
- Modernization Effort Summaries (25 minutes)
  - Deputy Commandant for Operations (DCO)
  - Future Deputy Commandant for Mission Support (DCMS)
  - Future Operations Command (OPCOM)
  - Financial Transformation
  - Force Readiness Command (FORCECOM)
- Panel Q & A (50 minutes)
- Closing Remarks (5 minutes)
• Demand for an organization that is responsive to 21st century threats & hazards.

• Demand for an operational structure that is more agile, flexible, and responsive.

• Demand for improved business and support processes.

• Lessons learned from internal/external studies, GAO & Congressional reports.
Outcomes of a Change-Centric Organization

- Make our support systems *more responsive* to our operators.
- Make our force structure *more responsive* to mission execution.
- Make our Coast Guard *more responsive* to our Nation.
Path to a Change-Centric Coast Guard

- Visioning and Design
  Phase 1
- Functional Alignment
  Phase 2
- Process Engineering
  Phase 3
- Change-Centric Organization
  Phase 4
Foundations of Modernization

1986 - 1988: Gilbert Studies I & II

1999: Longview strategy exercise

1998: Integrated Operations Command (IOC) evaluation

2002 - 2005 Evergreen I

9/11

2003 - 2005

2004: Logistics Management Transformation Office (LMTO)

2004-2006: Sector Transformation

2004 - 2006:

2005: National Strategy for Maritime Security

2005: National Strategy for Maritime Security

Jan 2006: Project 126 Quick Studies report

Aug / Sep 2005: Hurricanes Katrina & Rita

Aug 2005: Logistics Transformation Program Integration Office (LTPIO)

2006 – 2009:

2006: Logistics Organizational Alignment Team (LOAT) report

2006 - 2009:

2006 – 2009:

Evergreen II
Modernization Major Milestones

Authorization Bill Enacted (TBD)

- Disestablish LANT/ PAC Areas
- Appoint FORCCEOM as 3-star Command
- Establish OPCOM as a 3-star Command
- Establish DCMS as a 3-star position
- Appoint DCO as a 3-star position
- Appoint VCG as 4-star position
- Transfer Major Cutters to FORCCEOM
- Transfer PAC Districts, MIFC PAC, CAMSPAC, to OPCOM
- Establish DEFOR East and West
- Establish CGOCC
- Transition COCOM relationships

2006

- Command and Control Organization (C2) Study Group final report published
- CG HQ reaches Initial Operating Capability; reorganizes into numbered staff
- Commandant issues 10 Commandant Intent Action Orders (CIAOs)
- Command and Control Organization (C2) Study Group final report published

2007

- CG-ACO established
- CG-9 Acquisition Directorate established
- Deployable Operations Group (DOG) established
- Jun 2007: CG-9 Acquisition Directorate established
- Jul 2007: Deployable Operations Group (DOG) established
- Jul 2007: Command and Control Organization (C2) Study Group final report published

2008

- ACO Transitioned to DCO
- APO & four Logistics / Service Centers stood up
- APO & four Logistics / Service Centers stood up
- APO & four Logistics / Service Centers stood up
- APO & four Logistics / Service Centers stood up

2009

- 2 Star FORCECOM established
- Training Centers & Compliance Teams transferred
- MLS & ISC transferred to Chief of Staff
- LSC command cadre stood up
- CGOCC w/ national capabilities established
- CGOCC w/ national capabilities established
- CGOCC w/ national capabilities established
- CGOCC w/ national capabilities established

2010

- PAC & LANT Area Numbered Staffs established
- Oct 2009: ISCs & MLCs disestablished; LC/ SC/ BSU/ HSWL fully implemented

2011

- Aug 2009: PAC & LANT Area Numbered Staffs established

2012

- Jan 2009: MLS & ISC transferred to Chief of Staff

2013

- Apr 2009: LSC command cadre stood up
- CGOCC w/ national capabilities established
- CGOCC w/ national capabilities established
Fundamental Design of Pre-Modernized Coast Guard

Atlantic Area
- Districts
- Maintenance & Logistics Commands
- Mission Execution Units
- Mission Support Units

Vice Commandant (G-CV)
- Asst Comdt for Response (CG-R)
- Asst Comdt for Engineering & Logistics (CG-4)
- Asst Comdt for Plans & Policy (CG-X)

Chief of Staff (G-CCS)
- Asst Comdt for Human Resources (CG-1)
- Asst Comdt for Intel & Criminal Investigations (CG-2)
- Asst Comdt for Prevention (CG-P)
- Asst Comdt for Engineering & Logistics (CG-4)

Commandant (G-C)
- Asst Comdt for C4IT (CG-6)
- Asst Comdt for Resources (CG-8)
- Asst Comdt for Acquisition (G-A)

Pacific Area
- Districts
- Maintenance & Logistics Commands
- Mission Execution Units
- Mission Support Units

Governmental & Public Affairs (G-I)
- Judge Advocate General & Chief Counsel (G-L)
2010, 2011, & Beyond

• Process Engineering
  ▪ Align Training Teams
  ▪ Assess & Align Districts Functions
  ▪ Assess & Align Sector Logistics
  ▪ Intelligence Integration
  ▪ Capabilities Management
  ▪ Operational Training, Tactics, Procedures Development
  ▪ Implement NAPA recommendations

• Stay on course: Change-Centric Coast Guard
A Modernized Coast Guard

- Regulatory Authority by DCO
- Logistics Support by DCMS
- Incident Command System Training by FORCECOM
- Mission Execution & Interagency Coordination by OPCOM
DEPUTY COMMANDANT FOR OPERATIONS
(CG-DCO)

Modernization Update

RDML Kevin Cook
Director of Prevention Policy
(CG-54)
**Mission**
DCO will develop and oversee the execution of Coast Guard’s strategic-level operational policy, planning, resource acquisition and international engagement.

**Vision**
DCO will align Coast Guard’s mission activities, outputs and outcomes to optimize mission execution and thus ensure that the Coast Guard remains the recognized international leader in Maritime Safety, Security and Stewardship.
Coast Guard Deputy Commandant for Operations (CG-DCO)

*Pends legislation to make this A three star (VADM) position

**BENEFITS**

- **Consolidates** all CG operating programs under single Deputy Commandant, increasing operational focus & unity of effort.

- **Integrates** all operational policy development under single Assistant Commandant for Marine Safety, Security and Stewardship, eliminating overlap and redundancy, and providing clear unambiguous guidance to the field.

- **Improves** capabilities requirements generation for all Coast Guard operating programs, centralizing these functions under a single Assistant Commandant for Capability.

- **Incorporates** the International Affairs Directorate and functions into the new CG-DCO organization, improving the link between operational policy and international engagement.

- **Enhances** Headquarters alignment with the new Sector field operations organizational structure, clarifying mission ownership and improving the flow of policy, plans and resources from Headquarters to the field.
Deputy Commandant for Operations (CG-DCO) Milestones

Independent Missions/Programs in HQ & Field
Pre 2004

Merged MSOs & Groups into Sectors
2004-2006

Transitioned G-O & G-M to Prevention & Response
2005

Established CG-3; 3P, 3R, 37 “Merger”
2006

Established CG-DCO Version 1.0;
“Integration”
CG-5 & CG-7 International Affairs
2007

DCO Version 1.2 “Divestment” 3000+ billets
2008-2009

Proposed DCO Version 2.0 “Alignment”
2010

Before
• Multiple field units in same AOR
• Separate O and M chains of command and HQ Programs
• Mission/Policy Overlap
• Multiple CG Spokespersons

Today
• One Senior Leader Directs All Operational Policy
• Integrated & Aligned Mission Execution
• Consistent Structure Throughout Entire Service
CG-5 aligns structurally with FC Doctrine and OC Mission Execution, clarifying ownership and improving the flow of policy, plans and resources to the field.
DCO Version 1.2

Consolidates all HQ Operating Programs under DCO, Improving Operational Focus and Unity of Effort

Centralizes Ops Resource Planning, Programming & Budgeting, Linking Strategy to Resources

Integrates all Ops Policy under CG-5, Eliminating overlap and Redundancy

Centralizes and Improves Capabilities Requirements under CG-7

Completes HQ Alignment with Field Operations Structure

Public Release Authorized
Future DEPUTY COMMANDANT FOR MISSION SUPPORT (CG-DCMS)

Modernization Update

Mr. Jeffery Orner

CG-4D
Mission
DCMS will enable Coast Guard Mission Execution and advance Coast Guard’s Maritime Strategy by fostering a professional workforce capable of delivering "Best In Class" capabilities that maximize Coast Guard readiness.

Vision
All people, all platforms, all systems, and all missions always supported.
Mission Support Organization: Version 1.0

Deputy Commandant for Mission Support*
(DCMS)

Asst Comdt for Human Resources
(CG-1)

Asst Comdt for Engineering & Logistics
(CG-4)

Asst Comdt for C4IT
(CG-6)

Asst. Comdt for Acquisition
(CG-9)

Office of Security Policy & Management
(DCMS* – 34)

Mission Support Resource Directorate
(DCMS*- 8)

Mission Support Integration Office
(DCMS*– 5)

Asset Project Office
(APO)

Deputy Commandant for Mission Support*
(DCMS)

Office of Security Policy & Management
(DCMS* – 34)

Mission Support Resource Directorate
(DCMS*- 8)

Mission Support Integration Office
(DCMS*– 5)

Asset Project Office
(APO)

Personnel Service Center
(PSC)

Aviation Logistics Center
(ALC)

Surface Forces Logistics Center
(SFLC)

Shore Infrastructure Logistics Center
(SILC)

C4IT Service Center
(C4IT SC)

R & D Center

PROs

Field Support Detachments:
• Major Asset Management
• Field Logistics Footprint

Detachments
HSLW FO
Clinics
SPO
PSSU

Detachments
NESU
MAT/WAT
ISA

Detachments
CEU
FDCC
BSU

Detachments
ESU
ESD
LSU

*Pre-Decisional: Pending Congressional Approval of Requested Title 14 USC Amendments.
Process transformation will deliver the following Four Cornerstones of the Logistics Business Model identified by the Commandant:
Everybody Owns Mission Support

**Surface Forces**
- Cutters, Boats, and all attached comms, sensors, and electronics

**Aviation**
- Airframes and all attached comms, sensors, and electronics

**Shore Infrastructure**
- All physical structures plus facility support and transportation infrastructure

**C4IT Service Center**
- All information infrastructure not physically attached to a moveable asset and Standard workstation

**Personnel Service Center**
- Military personnel recruitment through retirement support

Who do I call if my cutter, Helo, building, or computer isn’t working right or if I need to go to the clinic?
1. Call the old POC
2. Call the **Product Line Manager (PLM)** for the asset
3. Call the Primary Support Office in my District
Version 2.0
Evolving Mission Support Processes

**Strategy**
- DCMS Strategic Plan / Governance
- Mission Support Performance Goals
- Human Capital Strategy

**Organization**
- DCMS HQ Study
- DCMS-5 Study
- DCMS-8 Study
- DCMS-34 Study
- APO Study
- Field Level Logistics Footprint

**Processes**
- Coast Guard Business Model Implementation
- CFO Compliant Transformations
- Non-major Acquisition Management
- DCMS Resource Management

**Infrastructure and Tools**
- CG-LIMS Implementation
- DCMS Human Capital Management
- DCMS Communications / Messaging
- Mission Support User Guide Development
Evolving Mission Support
Version 2.0

Priority Issues
- I-Team: Field Mission Support Delivery Integration Team
- I-Team: HQ Modernization Study
- I-Team: APO Study
- I-Team: DCMS-34 Study
- I-Team: DCMS-5 Study
- I-Team: DCMS-8 Study

Business Model Implementation
Human Capital Planning
DCMS User Manual
DCMS Strategic Plan
Sustainable Mission Support

Geographically Distributed Work Force Policy

Business Process Analysis

Organizational Efficiency

Data Driven Decision-Making

Lean Six Sigma

Continuous Improvement
Future COAST GUARD OPERATIONS COMMAND (CG OPCOM)

Modernization Update

RDML James Watson
LANT-3, Operations Division Chief
Mission

OPCOM will be the Coast Guard’s Global Operational Commander responsible for executing the Coast Guard’s Strategy for Maritime Safety, Security, and Stewardship in order to safeguard the Nation against all threats, hazards, and challenges in the maritime domain.
Vision

OPCOM will attain and sustain superior mission execution across all Coast Guard missions by linking the strategic and tactical levels of maritime operations.
Pre-Authorization:

- Numbered LANT Construct (New Capabilities)
  - Established a Director of Operations and Director of Staff
  - Established a Requirements and Analysis Division
  - Established a Preparedness Division

- LANT Command Center
  - CIP/COP - CG NCC
  - 10 person Watch

- Increased Synergy
  - NAVCEN - ISPLO
Upon Congressional Approval:

– Disestablish Atlantic Area
– Divest:
  • Major Cutters
– Add
  • Maritime Intelligence Fusion Center Pacific
  • Communications Area Master Station Pacific
  • Pacific Area Districts
– Assume
  • Defense Forces West
  • Regional Combatant Commander’s Principal Planning Agent
The New Construct in Action

- Mission Cognizance
  - Integrated Operations Command Center

- Analytic Studies and Decision Making
  - District Alignment Study
  - Boat Study
  - LORAM

- Better Coordination
  - LANT-51
  - LANT-53
  - LANT-8
Mr. Martin Rajk

CG-8D
The CFO serves as a trusted strategist and financial advisor to the Commandant and senior leadership. The CFO is the Service financial management technical authority to direct financial management activities, modernize financial management systems and strengthen reporting through integrated business processes and solutions.
A world-class financial management enterprise that enhances premier mission execution.
• Enhanced/expanded capacity and capability
• Alignment of asset, acquisition and financial management
• Extending audit readiness
COAST GUARD
FORCE READINESS COMMAND
(CG FORCECOM)

Modernization Update

RADM Timothy Sullivan
Commander, Force Readiness Command (FORCECOM);
Deputy Commander, Pacific Area
FORCECOM
Mission & Vision

Mission
FORCECOM provides ready forces to meet the supported commander’s current and future operational requirements.

Vision
FORCECOM will be the provider of preeminent mission-ready maritime safety, security and stewardship capabilities.
FORCECOM’s Integrated Processes

FC-3
Allocation

FC-5
Doctrine, TTP & Training

FC-7
Standardization
FORCECOM
“Making Progress…”

- TTP Innovation from the Field
- GMT Reduction
- Develop Doctrine Structure
- Readiness Dashboard
- Consolidated Assessment Visits
- Global Allocation of Forces
Final Remarks

http://uscg.mil/modernization
1) Gilbert Study – In August 1986, the Commandant concluded that consolidation of some common support functions on an area-wide basis might save resources.

2) 1998 – Integrated Operations Command (IOC) evaluation

3) 1999 – Longview strategy exercise completed. This was a Comprehensive strategy exercise which identified ten core strategies and a series of related initiatives

4) The terror attacks of September 11, 2001 prompted the Coast Guard to build upon the Long View ideas through the next generation of scenario-based planning

5) Evergreen I resulted in the development of four strategic imperatives and eleven core strategies

6) 2004 – Logistics Management Transformation Office (LMTO) established

7) Upon recommendation from the LMTO, the LTPIO was established in July 2005 to carry out the task of transitioning the Coast Guard to a common Logistics Business Model across all asset groups (Aviation, Naval, C4IT, Facilities, and Personnel).

8) President publishes strategy for Maritime Security in 2005

9) In the Summer/Fall 2005 - Hurricanes Katrina and Rita highlighted even more the need for a system that maximizes resources and response to minimize casualties during national disasters

10) Jan 2006 – Project 126 Quick Studies report provided core strategic, operational, and tactical functions for the C2 study

11) The CIAO #7 objective to develop a framework to complete the Operational Command and Control organization assessment IAW COMDT was addressed Command and Control Organization (C2) Study Group final report, published in Sep 2006

12) CIAO #4 Aug 2006 – Logistics Organizational Alignment Team (LOAT) report was a result of the issuance of CIAO #4 and the approval of the Commandant to transform CG Logistics into a bi-level, life cycle maintenance system and to develop the Mission Support Organization.

13) 2006-2009 Evergreen II began from CIAO #6 to ensure the CG renew the Evergreen Cycle and the CG strategic visions to bridge the strategic intent of COMDT Allen to the watch of the next COMDT

14) Summer 2006 – Commandant Issues 10 Commandant Intent Action Orders (CIAOs). The CIAOs were issued to direct service wide reorg and strategy development to enable more effective mission execution (language taken from signed memo)

15) CIAO #2 objectives achieved in Nov 2006 – CG HQ reaches initial operation capability; reorganizes into numbered staff

16) Jan 2007 – Coast Guard Maritime Strategy is published

17) Mar 2007 – CIAOs integrated into Modernization Efforts (MEs) (DCO, DCMS, FORCECOM, OPCOM)
Key Benefits of the Coast Guard Modernization

- *Transforms* the Coast Guard into a change-centric organization.
- *Stronger* focus on the needs of our workforce.
- *Unifies* overall operational Command and Control.
- *Standardizes* doctrine, tactics, techniques and procedures.
- *Enhances and unifies* Mission Support systems.
- *Reduces* layers of bureaucracy and operational friction.
- *Develops* life-cycle sustainment in Acquisitions.
- *Significantly elevates* support to the field and our operators.
- *Bolsters* Coast Guard/maritime stakeholder relations.

**Ultimately positions the Coast Guard for long-term successful mission execution**