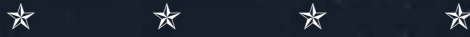


UNITED STATES COAST GUARD



# READY WORKFORCE 2030



APRIL 2022  
WASHINGTON, D.C.

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THE UNITED STATES  
COAST GUARD'S

VISION

TO BUILD THE  
READY WORKFORCE  
OF 2030

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# THE COMMANDANT

## OF THE UNITED STATES COAST GUARD



In a dynamic global environment shaped by emerging opportunities, it is the people of our Service who enable us to remain the world's best Coast Guard. The Coast Guard's ability to thrive is predicated on an agile and data-informed talent management enterprise that recruits and empowers the best talent the nation has to offer. The need for a resilient, skilled, proficient, and modern ready workforce with nimble technical skills is paramount. Talent management is the number one challenge facing our Service today.

As technological advances and global innovations rapidly alter the workplace environment, we must find ways to remain competitive. Our talented workforce comes from the same pool of candidates that other top organizations strive to employ. Our Service must evaluate and modernize our personnel processes, policies, and practices in order to compete for, and retain, a top-flight workforce reflective of the diverse nation we are privileged to serve.

This Outlook supports the 2018-2022 Coast Guard Strategic Plan to maximize readiness today and tomorrow by cultivating the workforce we will need marching towards 2030 and beyond. This document offers a vision to revolutionize our talent management system, modernize our current training platforms, and provide the best support systems in an effort to attract and retain the finest talent – active duty, reserve, civilian, and auxiliary – needed to best position the Coast Guard over the next decade.

While our time-honored traditions and personnel policies have served us well for decades, the changing demographics, expectations, and needs of our modern workforce warrant immediate review and retooling of our policies. We must intentionally design adaptability and options into our talent management system, as well as invest in both technical and interpersonal skill development for our members. This Outlook outlines generational change and commitment to providing career flexibility, modernized on-demand and tailored training opportunities, and holistic personnel readiness practices. Change must be revolutionary, pervasive, and transformative.

We have built an enduring connection with our workforce by continuously rising to meet operational challenges. We must now face the challenge of revolutionizing how we build, develop, and manage our tremendously talented force to ensure we remain an employer of choice.

*We will be inspiring, agile, adaptive, and efficient as we strive to maintain our competitive edge in an increasingly dynamic environment and changing labor market. We will value and invest in the development of our workforce through superb leadership – this is the business of all Service leaders!*

A handwritten signature in blue ink that reads "Karl L. Schultz".

*Semper Paratus.*

**Admiral Karl L. Schultz**





Tinker Environmental Laboratory Sample Status Logbook

Sample ID	Location	Depth	Parameter	Result	Unit	Notes
101	Station 1	0.5m	Temp	18.5	C	
102	Station 1	1.0m	Temp	17.8	C	
103	Station 1	1.5m	Temp	17.2	C	
104	Station 1	2.0m	Temp	16.5	C	
105	Station 1	2.5m	Temp	15.8	C	
106	Station 1	3.0m	Temp	15.1	C	
107	Station 1	3.5m	Temp	14.4	C	
108	Station 1	4.0m	Temp	13.7	C	
109	Station 1	4.5m	Temp	13.0	C	
110	Station 1	5.0m	Temp	12.3	C	
111	Station 1	5.5m	Temp	11.6	C	
112	Station 1	6.0m	Temp	10.9	C	
113	Station 1	6.5m	Temp	10.2	C	
114	Station 1	7.0m	Temp	9.5	C	
115	Station 1	7.5m	Temp	8.8	C	
116	Station 1	8.0m	Temp	8.1	C	
117	Station 1	8.5m	Temp	7.4	C	
118	Station 1	9.0m	Temp	6.7	C	
119	Station 1	9.5m	Temp	6.0	C	
120	Station 1	10.0m	Temp	5.3	C	

# I.

## Executive Summary

The resiliency, flexibility, and adaptability of our workforce is at the heart of what has made the Coast Guard successful for well over 200 years, and it remains our greatest strength. However, the environment the Coast Guard must navigate to build its force has changed dramatically since 2000 and increasingly since the start of 2020. This rate of change will only continue to accelerate. The Fourth Industrial Revolution is well underway, with deep implications for Service missions, capabilities, and challenges. Continuing demographic and social trends are fundamentally altering the American population from which the Service recruits and serves.

The Service is trying to retain its top talent in an increasingly competitive job market shaped by exceptional growth in emerging technology and science. Specialists and generalists alike will increasingly be in high demand, and top performers will want to jump in quickly wherever they are needed. **Ready Workforce 2030 focuses on creating a system with the ability to generate the force we need, when and where we need it**, moving away from our current predictive workforce modeling.

The Coast Guard must create a transparent talent management system that allows members more options and flexibility in their careers while meeting the needs of the Service. Ensuring that the “talent” in the talent management system has the right skills at the point of need will require a change in the way the Service thinks about and delivers our training. We will prepare our members for a future of continuous learning -- we “win” when we have a workforce full of lifelong learners. In addition, by providing exceptional support to each member, the Coast Guard will continue to demonstrate our commitment to the force and, in turn, maximize our collective readiness. The success of these endeavors rests on the establishment of a data culture, enabled by robust, flexible, and interconnected information technology (IT) and data management systems. Moreover, these initiatives must be more than aspirational; they must be actionable and begin immediately.

**We cannot use past thinking to resolve current and future challenges.** We cannot default to doing something because it has always been done a certain way. We must be forward thinking, innovative, adaptive, and willing to accept prudent risk.









# II.

## Today's Realities

The choice to focus on our workforce is a deliberate and necessary one. Today's realities have only further reinforced the criticality of moving beyond dated personnel practices in order to attract and retain top talent. The pressure to compete for the world's best and brightest workers in a very tight job market is real, and it is only going to get harder. Organizations that fail to accelerate their adoption of modern policies and processes will fail in garnering the talent, innovation, creativity, and performance necessary to meet the challenges of an increasingly complex operating environment.

One of the biggest challenges facing each of the U.S. military services today is the difficulty in attracting enough qualified young women and men to serve from the roughly 25 percent of Americans aged 17-24 whom are eligible. Today, less than 1 percent of all Americans are currently serving in the military, and fewer Americans have a personal connection to someone who serves. While the armed forces remain one of the most valued and respected institutions in the country, trust in the U.S. military has decreased in recent years. It will only get harder to recruit and retain bright, talented, and motivated young people with a desire to serve their country.

The Fourth Industrial Revolution is here. Data is entering our lives at an incredible pace, revolutionizing how and where employees access, analyze, and interact with information and each other. Changing societal norms and technological advances in our ability to utilize virtual meeting and learning platforms now mean that future generations will seek similar flexibility and innovation to support their career decisions.

Additionally, new workforce entrants will increasingly desire employers led by courageous and culturally fluent leaders who are committed to hiring and training a diverse workforce and fostering inclusion where all people are respected, empowered, and enjoy a strong sense of belonging. Diversity and inclusion are no longer an afterthought in organizational culture; employers must actively demonstrate how diversity and inclusion are ingrained not only into their mission sets but also their recruiting strategies. It is expected that employers accommodate different styles of thinking and create work environments that enable and empower all types of workers to connect and collaborate.

In response to these realities, companies across the country are overhauling their personnel and talent management practices and systems. Our military services must press forward to acknowledge and reduce rigidities in our current personnel management methodologies and adapt to meet the needs of a modern workforce.





# III.

## United States Coast Guard as an Employer of Choice

As the only military service operating in the Department of Homeland Security (DHS), the Coast Guard proudly enables the Nation's economic prosperity, enforces our laws at sea, protects the marine environment, and performs vital lifesaving missions to ensure the safety, security, and resiliency of America's far-reaching maritime interests. In partnership with other DHS components, we prevent terrorism, secure our borders, and reduce the physical and cyber security risks faced by our Nation. While our mission and organizational positioning among the U.S. Armed Forces is unique, we are not immune to the challenges of recruiting willing and eligible young Americans with a propensity to serve.





As a service that is *Always Ready*, the Coast Guard operates in an increasingly complex and dynamic security and maritime environment. These domains will only become more complicated over the coming decade as a result of profound and swift technology-driven changes. During this same time, the Coast Guard is replacing our aging cutters, helicopters, and planes with technologically-superior platforms at a rapid pace, requiring not only workforce growth but also enhanced member skill and capability to operate and maintain these new assets for the next 50 years.

In the face of these complexities, we must deliberately cultivate talent. The Coast Guard must continue to recruit, train, and retain a diverse pool of top tier members. Our talent management system must be centered on flexibility and adaptability to increasingly meet the changing needs of members throughout their careers. The Coast Guard currently enjoys the highest retention rate of all the military services, and we will need to retain our future workforce at a rate as high, or even higher, to meet the increasing demand for Coast Guard services, both at home and abroad.

We have already embarked on Service-wide efforts to improve retention by analyzing, evaluating, and mitigating the causes that may lead members to leave early. We have contracted with outside agencies for several studies to provide the Coast Guard with recommendations to remove entry and retention barriers to provide a better quality of life for all our members. We are eagerly implementing initiatives as a result of these study recommendations to ensure all members can thrive at all ranks.

The Coast Guard is in the midst of a Service-wide technology revolution to empower all personnel with upgraded information systems (including hardware, software, and processes) that are reliable, mobile, and integrated. As we approach 2030, we will need an increasingly tech fluent workforce - one that leverages and applies analytics, artificial



# FOUNDATIONS OF A MODERN TALENT MANAGEMENT SYSTEM

A modern talent management approach requires new ideas—ones that aren't based on outdated assumptions of how we manage people. Generational change is not only an operational requirement, it is a fundamental tenet of our successful transformation. We must alter the foundational principles and expectations of our system—they served us well in the past, but they obstruct our ability to move forward.

**1. People First, Mission Always.** Individuals are the fabric of our Service, and we must ensure they are valued, respected, and rewarded. Our people are not cogs or inventory; their diverse talents, skills, and interests are the reasons we are able to succeed in our missions. We need to move toward a business model that accepts and rewards this individuality and away from one that places all members on like paths and timelines. Mission excellence is only possible through an empowered workforce.

**2. Representative of the Nation We Serve.** We must continue to press forward with efforts to analyze and remove barriers for recruitment, retention, and progression. We will take decisive action to think differently, challenge the status quo, and create an environment that attracts the best of America's population and, through unparalleled inclusivity, encourages them to stay.

**3. Tailored Pacing.** We must acknowledge that everyone has personal career goals. The policies and practices that shaped successful careers in our past might constrain our workforce of today and that of tomorrow. Exploring flexibility for member advancements to occur on an individualized pace, and for assignments to incorporate member needs and desires at unique moments in their lives, will better serve us moving forward.

**4. Flexible Conditions of Employment.** Talent will be onboarded laterally at multiple levels; no longer will the bottom always be the starting point. The traditional up-or-out system may not serve all segments of our workforce.

**5. Always Room for Talent.** We must have a system that identifies talented members, as well as one that allows us to actively retain them (regardless of their specialty or unique circumstance) and to match them with positions best suited to their talents. We will rethink our conditions of employment when it comes to traditional assignment policies and priorities and instead find the flexibility to place talented individuals in a wide variety of positions and locations where they can apply their skills and strengths.

**6. Rewarding Hard Work, Wherever it Occurs.** We must move away from unspoken rules that certain experiences and requirements are necessary to successfully promote. Instead, we will embrace a more informed and agile system where members are evaluated and advanced as a result of exceptional work.





intelligence, and decision science for Service gain. The Coast Guard's need for personnel with Science, Technology, Engineering, and Math (STEM) skills will continue to grow; as well as the need for human-centered skills, such as partnership building, creativity, and judgment. To account for the expected pace of these technological and environmental changes, members joining the Coast Guard today will be expected to embrace the concepts of continuous learning and reskilling at multiple points in their career.

But we must do more—the traditional up-or-out system no longer serves to create and retain the workforce we need. With the introduction of the Blended Retirement System (BRS), the paradigm has shifted even further, as the legacy retirement system that could “hook” talented individuals into 20-plus years of service has been replaced by a system which provides





members with options and opportunities to exit the organization earlier with some monetary benefits in hand. Members, particularly those who see increased financial opportunities in the civilian sector and those that are challenged in balancing family and military obligations, may be more inclined to depart the Service for outside opportunities while still in their peak level of marketable qualifications. To overcome this, the Coast Guard will be open to exploring new options that include geostability without penalty, modifying career trajectories by considering options to allow members to remain in certain paygrades (whether temporarily or permanently), and exploring options for lateral career moves within different specialties or between active duty, reserve, and civilian service. Considering both the needs of the Service and the needs of the individual, we will be mindful of options that allow us to focus on retaining the best talent and skill sets.

Understanding the reasons why our workforce chooses to stay affiliated with the Coast Guard or depart for other employment is also crucial to our long-term ability to both attract and retain the talent we need to serve the Nation. The modern workforce





seeks an environment where they can achieve a common purpose while applying their knowledge to a mission set that is meaningful and found within a positive organizational culture. By evaluating our employees' experience and applying the right mix of tools, we can strengthen the Coast Guard and, in turn, sustain a mission ready total workforce.

While workers desire purpose and value in their work, many also want increased flexibility and mobility. Many Coast Guard jobs – and almost all Coast Guard operations – cannot be conducted remotely or through telework. Recognizing this reality, we will continuously seek opportunities to leverage emerging technology to enhance our workforce's job performance and workplace flexibility.

Our people are the Service's most valuable resource, and we will develop new strategies that sustain the Coast Guard as an employer of choice that can attract the talent we need to ensure organizational success in an increasingly complex and rapidly changing future.







# IV.

## Line of Effort 1: Transform Talent Management

To attract the best talent, we must stand out. To stand out, we will better leverage our mission and organizational values – our brand – to attract a world class workforce. In a competitive recruiting environment, our brand will clearly demonstrate our value to the Nation. Our workforce executes challenging and rewarding operational missions that provide exciting opportunities unlike any other agency or branch of the military. Future members need to be able to understand what it's like to be on our team and a part of the Coast Guard family, recognizing that serving their country will have a positive impact on both their career development and their life. We will view our missions and day-to-day operations as recruiting opportunities to tell our stories and connect with Americans who desire mission-driven and purposeful work. These stories highlight the uniqueness of our Service, illustrating the sense of camaraderie and teamwork we offer – being part of something bigger than oneself. These stories will be captured, marketed, and delivered in new and novel ways. Social media and marketing plans need to be innovative and adaptive, leveraging modern and progressive interfaces.



We will transform how our recruiting practices identify who we need, and when and where we need them. Policies will be agile and allow recruiters the flexibility to target individuals with the right skill sets at the right time and quickly onboard them at a grade level commensurate with their specialized skills in order to meet emerging missions. Our recruiting efforts will have to include active pursuit of potential employees where they are. This requires a shift from recruiting from storefronts to connecting with prospective members on their homefronts. We have already begun to equip our cadre of recruiters with mobile platforms, allowing them to connect not only to potential members, but also to establish relationships with key influencers in diverse communities so that they might amplify our brand, and hence, our recruiting efforts.

Once members are on Team Coast Guard, we must ensure they are prepared for a rapidly evolving technical and operational environment. By fully harnessing the best collaboration tools and technology available, we will ensure our workforce is where they are needed, when they are needed. In addition to enhancing collaboration while on the job – and ensuring workforce resilience when work flows and workspaces are disrupted – this increased mobility will provide members with workplace flexibility.

Carrying this theme further, our ability to increase member flexibility and choice in multiple areas – including fostering the ability to achieve a full career across different elements and specialties – will be an integral component of our ability







CGB 68016



## *“Emphasis will be placed on selecting leaders who have honed their*

to retain talent. We will maximize career permeability by providing members the ability to transition through different organizational components or different specialty communities. Options like bracketed billets that allow multiple ranks or rates – or a blend of civilians and military members – to apply for job vacancies without hindering their advancement will be explored. As certain worlds of work become even more specialized, it may also become necessary to fill some enlisted billets based on required skills rather than a simple rate and rank match as exercised in the past. Our current system allows this in a few instances, including Officer in Charge, Executive Petty Officer, and Senior Enlisted Advisors. Expanding this option will inject needed flexibility for positions to be sourced from a larger pool of candidates with the right skill sets, while also directly improving our ability to retain top talent from across the Nation we serve.

To retain the best and brightest, we will similarly embrace and enable lateral moves as members navigate their careers. Options include an interlinked civilian and active duty assignment process, where candidates apply for roles that match with their skills, experience, and interest. By exploring possibilities that allow fluidity between civilian and military roles, including increased lateral mobility across our reserve, auxiliary, and retired workforce segments, we can ensure we place the right person in the right job, supporting both the Service and the member.

Greater career fluidity will pay dividends beyond increased member opportunity. Developing ways to better match a member’s talents, abilities, potential, interests, and capacity to emerging workforce gaps and 2030 mission demands will enhance versatility for both the Service’s talent management and mission execution. Looking to 2030 and beyond, it is likely that the Coast Guard will need skills that don’t align with our existing positions, ratings, titles, and specialties. By embracing a culture of continuous learning and connection, we can reinforce the importance of skill diversity and promote opportunities to learn new skills that enhance a member’s job satisfaction and promotability in ways that were not previously possible. In turn, we will strengthen a workforce that is adaptable, resilient, and *Always Ready*.

As members learn new skills, we must have a system that ensures this reskilling is rewarded. Many of our current processes are founded on an industrial-era model of performance appraisal that is not responsive to current talent management and human resource practices and often doesn’t convey key information about our service members. To emphasize skill diversity, we need a more performance-focused personnel rating and advancement system. These processes should allow us to track top talent and reward risk taking in emerging fields or specialization in critical skill sets. Emphasis will be placed on selecting leaders who have honed their competencies, delivered results, and exemplified our core values.





*competencies, delivered results, and exemplified our core values.”*

In tandem, we will seek increased options to ensure the best talented individuals – including those identified as the most competent and capable leaders and not just those with the most expansive technical training – are rewarded. The blanket provision of bonuses across entire communities can no longer be our tool-of-choice. By focusing on retention incentives and career opportunities beyond the next assignment, we can utilize employee input to enable career growth and opportunity, providing stability and predictability for the member while also balancing the Service’s workforce needs. To support this flexibility, we must have a talent management system that is readily accessible and understandable, and one that leverages data analytics and machine learning as the bases for wise decisions and creative solutions.

**Transforming our talent management system will allow the Coast Guard to increase member opportunity while also improving recruitment and retention of those members with vital experience needed for mission success.** We will successfully accomplish this transformation by:

- Creating a comprehensive outreach strategy that leverages innovative and adaptive marketing plans to connect the recruiter to the recruit.
- Creating 24/7 presence through a virtual recruiting office and mobile recruiting, as well as increasing engagement with local communities where Coast Guard units are present but a physical recruiting office is not.
- Establishing assignment or billet-banding management processes that will increase career growth and flexibility.
- Creating and implementing programs to promote and reward talent development, including initiatives that focus on enabling members to attain new skills. Programs should be increasingly liberal in facilitating member breaks-in-service for training and skill development.
- Exploring a range of career flexibilities that leverage outside experience for active duty and civilian members, including a “no-penalty opt-out” for consideration by a promotion board for any members in the process of changing specialties or addressing acute work-life issues and exploring more routine use of lateral entry to bring in key skills.
- Exploring non-monetary, incentives-based reenlistment alternatives similar to those available in the private sector.
- Modernizing human resource information technology systems to ensure transparency for candidates, applicants, and program administrators, such as providing incumbent and candidate demographic data and historical data of each unit.



# V.

## Line of Effort 2: Modernize Training Systems and Delivery

Today's Coast Guard delivers "best-in-class" performance-based training experiences that grow our workforce into technically proficient leaders. **In order to maintain our competitive advantage, the Coast Guard must revamp our legacy approach to training and implement "Modern Ready Learning."** This means ensuring our training is increasingly tailored to the individual and delivered in new, novel, and different ways. We owe it to our workforce that made the choice to serve this Nation to develop their talents, skills, and knowledge through the most impactful and relevant training and/or education available. The investment is worth the return of an empowered workforce that is committed to staying in the Coast Guard for a career enriched by continuous learning. **We must train to retain.**

Rapid changes in technology, mission-related challenges, and societal factors will require even the most experienced operators to get regular skill upgrades over the course of a career. Tailored training programs will enable our workforce to rapidly reskill in order to keep pace with a fast-changing, increasingly-technological operational landscape. Tailored training means providing the correct, targeted training informed by evolving mission requirements and reflective of the skills, experience, and needs of each individual. Creating these opportunities will help us capitalize on our workforce's innate capabilities and channel them for organizational impact. Courses will exist on a spectrum from completely self-paced to fully interactive.

We must also modernize training delivery by continuing to innovate - and fundamentally adapt - our paradigm for







where and how learning occurs. Our current system delivers advanced technical training; however, it too often relies on inefficiently pulling personnel from their work locations. Traditional classroom training will remain invaluable, but will no longer be the default solution. The Service will embrace a “Next Generation” schoolhouse model that prioritizes and balances the skills members must obtain and the technology involved. These “NextGen” schoolhouses should enable the force to rapidly adopt new tactics, tools, and policies by making training available directly to the field in real-time, not just when a unit can get a coveted seat at a Training Center. Learning will increasingly occur at the point of performance, leveraging remote learning frameworks (in addition to more traditional Coast Guard-sponsored C-schools) to provide immersive, effective educational experiences. And, when members do leave their home units to travel to Training Centers for in-person learning, we will maximize their time by ensuring their health, wellness, and recurring mandatory training needs are part of the package. Training Centers will also serve as readiness centers, ensuring members depart mission ready.

Not only will the Coast Guard need to reconsider where and how it teaches members new skills, but also how it evaluates the results. NextGen schoolhouses will need not only to acknowledge, credit, and certify Coast Guard experiences that contribute to a member’s competency but also to translate those Coast Guard experiences and training into externally recognized qualifications. We will continue investment in voluntary credentialing programs to help our workforce acquire certifications and licenses, closing gaps between professional industries and our Service and ensuring members remain ready and on equal ground with their industry counterparts.

This degree of transformation presents deep implications for the Coast Guard training enterprise because continuous learning requires continuous connectivity and modernized training infrastructure. But changing how we deliver training





will reap rewards across every aspect of our Service. The Coast Guard should anticipate all members, even the most senior, spending more time on learning than they do now.

Transitioning to a system that empowers and rewards continuous learning could be one of the Coast Guard's biggest advantages in the competition for talent. The Coast Guard's workforce will have access to a modernized learning system before the end of this decade that includes:

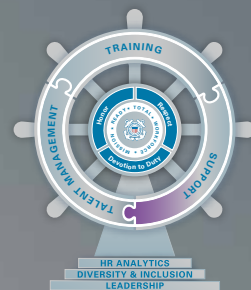
- Developing opportunities for members to participate in military rating apprenticeship programs as well as for new military accessions to head directly to "A" School after boot camp.
- Creating blended training opportunities where content is balanced between hands-on instruction and remote training.
- Enhancing virtual training tools and online learning systems that deliver accessible training beyond the traditional work day to accompany remote or hybrid work.
- Expanding access to training and professional development courses, particularly those that accommodate different learning styles, to empower personnel to better shape and steer their path.
- Increasing on-demand and modular learning options to tailor training to the individual.
- Tailoring cutter training to deliver critical training packages during underway deployments.
- Increasing access to professional development courses, fellowship opportunities, and once-in-a-lifetime educational experiences to spur retention in critical areas.

# VI.

## Line of Effort 3: Provide World Class Member Support

As an Armed Force of the United States, the Nation's lead maritime enforcement agency, and a maritime safety and regulatory agency, our dedicated Coast Guard members are on the front lines every day carrying out global operations and protecting our homeland from constantly evolving threats. **We must ensure they can focus each day on these difficult missions with the full knowledge that their health, families, and housing are cared for.**







## *“As we continue efforts to improve our workforce’s quality of life, we must*

Support programs provide a range of services to enable our workforce to be mission ready while sustaining individual and family well-being. Our ability to support our members and their families - whether it be through access to childcare, housing, or healthcare - is an absolutely vital part of recruiting and retaining the 2030 workforce. Our compelling missions, when combined with world class support, will serve as an exciting attractor to those looking to join our ranks. Appropriate investments in both our support service delivery and related technologies will ensure better support for our members at their point of need.

The Coast Guard has made progress in enhancing the quality of life for our members while maintaining high standards of readiness. We have adjusted assignment policies to facilitate the co-location of dual military families, our parental leave policy now allows for 120 days of leave for any primary caregiver, and we created a program where Coast Guard Reservists can join the Active Duty ranks to backfill members when they go on prenatal, maternity convalescent, and primary caregiver leave.

But we must do more, including pushing ourselves to ensure we provide support at the point of need. This means that members should be able to access on-demand and tailored support services to get help at any time. For example, by adopting proven efficiencies like easy online medical appointment scheduling, increased opportunities for telehealth, and member access to electronic records, we will improve the member experience - as well as performance and delivery of Coast Guard healthcare. We will also look to increase other areas of medical support, such as improved access to mental and behavioral health services, dental, and physical therapy.

We must provide support systems that empower our workforce to thrive. As a recent example, the Coast Guard has already implemented a mentoring program that utilizes state of the art software to match mentors and mentees, providing our entire workforce the ability to connect. This industry-proven, app-based mentoring approach provides flexibility to people searching for a mentor. These connections and mentor/mentee relationships provide encouragement and coaching, empowering a workforce with the confidence, skills, and tools needed to be successful in their careers and on their personal leadership journey.

As we continue efforts to improve our workforce’s quality of life, we must also frequently evaluate and enhance access to broader social programs. We will advocate to increase options for child and family care services. We will leverage Depart-





*also frequently evaluate and enhance access to broader social programs.”*

ment of Defense as well as state and local resources to develop creative solutions to provide enhanced family support. Creative and forward-leaning efforts must enhance member satisfaction, and ultimately, retention. Along similar lines, we will strive to improve access to support services including those deployed by the Employee Assistance Program; CG Support; and the Morale, Well-Being, and Recreation accounts.

**People join and thrive in an organization that values and cares for them and their families—we will be that organization.** To support a ready workforce, we will focus on both our support service delivery and related technologies, including by:

- Providing childcare fee assistance in community-based programs (active duty), subsidized childcare for both the active duty and civilian workforce through modern child development centers, and resources for locating care in all living areas.
- Delivering proactive career support, such as Transitional Assistance Program support for members who are mid-career as well as those preparing for separation from the Service.
- Offering regional transition services for employees and families that relocate in, out, and within the Coast Guard to include spousal employment support and permanent change of station support.
- Equipping members and their families who experience life challenges, including domestic abuse or a dependent with special needs, with access to Work-Life Specialists who provide response, support services, and advocacy throughout their careers.
- Embedding the Personal Financial Management Program in the unit support network and at regional Work-Life Offices.
- Developing CG Care Anywhere capacity to capitalize on telemedicine and teletherapy capabilities and mobile support services.
- Making in-person healthcare more accessible through workplace and foot-of-the-pier pop-up clinics.
- Continuing the existing migration to electronic health records (eHR) to improve access and reliability.
- Actively advocating to ensure affordable housing is available for all members in Coast Guard communities and working with our Department of Defense partners to better determine basic allowance for housing rates.
- Reinvesting in family housing, prioritizing housing for E6 and below and housing in remote communities.

# VII.

## Mission Imperatives

In addition to the specific strategic objectives outlined in this Outlook, there are several foundational concepts that are critical for the Coast Guard to achieve long-term success. These concepts are more than just enablers; they are fundamental and crucial elements to the successful execution of each Line of Effort within this Outlook. All of these concepts unite around a cohesive purpose: to maximize our workforce's potential to succeed in service to the Nation and enhance mission readiness and resilience.







# 1. Human Resource Analytics

The Coast Guard stands at a crossroads: our continued relevance depends on our ability to intelligently employ data. The Coast Guard workforce must understand how to effectively interpret and apply data for decision-making. Not only must that data be accurate, but our workforce must also trust and use data-driven software. We will build our data-driven organization by enabling actionable information and insights that inform decisions at all levels of the organization. Accessible analytics distributed among the workforce, and integrated into operations and mission support, are hallmarks of the future data-driven Coast Guard.

The future demands flexible talent management. Creating a robust and flexible talent management system involves an investment in our Coast Guard human resource analytics. While isolated data solutions have served us up to this point, as we look to the future, we must invest in scaling data science across the organization.

A modern talent management system requires investment in data quality, sophisticated analytics, and decision-support tools. We also need skilled analysts who turn data into insight, and insight into action. Employing these tools will require major changes in culture and policy, as well as a focused effort to create and empower a data-literate workforce. Success is dependent on integration of human resource analytics across the Service so we can better understand the entirety of our workforce to efficiently deploy resources and plan for the future.

Many organizations have already paved a path forward. The Coast Guard can leverage best practices and lessons learned from entities in public and private industry to jump start our own progress. Supported by the Data Readiness Task Force, the Tech Revolution is currently underway and is propelling the Service in the right direction. If executed properly, these efforts will provide enhanced ability to leverage data, creating decision space that benefits the Service at large.

As we build the systems needed to support the Ready Workforce of 2030, we will make commensurate investments in human resource analytics to:

- Enable forecasting of the recruiting mission for several years into the future, improving recruiters' ability to target the best candidates to fill anticipated Service needs.
- Allow for standardization and automation of recruiting and retention metrics.
- Leverage integration of medical, training, and personnel data at the individual and unit level to better inform readiness.
- Enable forecasting of accessions and A-school needs, better informing the training system, and related resourcing decisions.
- Leverage workforce retention curves across all segments of the workforce (active duty, reserves, and civilians) as well as by subgroups (race, ethnicity, and gender) to inform targeted interventions and programs to maximize retention.
- Anticipate the emerging needs of our workforce to provide solutions to problems before they arise.







## 2. Leadership

Leadership sets the tone of Coast Guard culture, a culture held and most influenced in day-to-day practice by our midgrade personnel. Our culture enables the Service to achieve our mission. Therefore, leadership is also one of the biggest influencers on our ability to retain talent.

As we cultivate the Ready Workforce of 2030, we must ensure our policies and systems develop and support leaders at all levels. The Coast Guard will continue to build and champion training, individual development, and mentoring opportunities that enable our members to take on roles of increased responsibility. As leaders are developed not only from a formal training environment but also from a culture that fosters growth, we will also continue to create opportunities to help members build and practice leadership skills - including empathy, courage, curiosity, risk-taking, and collaboration. Continual improvement of leadership skills will be reinforced by developing Coast Guard Leadership Competencies that are tailored to multiple levels and incorporating these competencies into all aspects of professional development (e.g., performance evaluations, promotions and advancements, and on-the-job professional development).

Leaders will be empowered to succeed through opportunity, trust, and confidence. The Service will continue to promote a culture that develops and empowers leaders, and in doing so, maximizes the potential of every member.

## 3. Diversity and Inclusion

In order to remain the world's best Coast Guard, we must be the world's most diverse and inclusive Coast Guard. Our culture should not only attract the best of America's diverse population, but create an environment where America's best feel valued, respected, and heard.

By embedding diversity and inclusion more fully into talent management, we will leverage the full range of our talent to meet mission execution in the emerging challenges of a fast-paced, ever changing world. Our future focus on recruiting and retaining a 2030 workforce will include systematically and intentionally integrating diversity and inclusion in our operating environments, processes, and talent management system. The successful execution of the Coast Guard Diversity and Inclusion Action Plan (DIAP) is a bedrock of our Service readiness.

Diversity and inclusion encompass an array of challenges and opportunities that need to be addressed holistically, and our Service will continue to maintain focus on efforts to ensure that we are a truly inclusive organization. **Every member of our workforce must own inclusion.**

# VIII.

## Conclusion

The readiness and resilience of our workforce is at the heart of what has made the Coast Guard successful since 1790. Our continued success is predicated on building a sustainable talent management enterprise that recruits and empowers the best talent the Nation has to offer. This Strategic Outlook lays the foundation for our Coast Guard as we march toward 2030 and beyond. To remain the world's best Coast Guard and an employer of choice in an increasingly competitive environment for talent, we must build a 2030 Ready Workforce that embraces every active duty, reserve, civilian, and auxiliary member's individual skills and contributions in a safe and supportive environment. We will do so by pursuing the following Lines of Effort:

- 1. Transform Talent Management,**
- 2. Modernize Training Systems and Delivery, and**
- 3. Provide World Class Member Support.**

While challenges abound, we have the culture that can adjust to change, the leadership to nurture our efforts, and most importantly – the people to own the course we set.













# IX.

## Way Forward

The Coast Guard will continue to operate in an increasingly dynamic environment, demanding the best of our highly-capable and adaptable workforce. Implementing this Strategic Outlook will require us to prioritize the allocation of finite resources. Our next steps will include developing a comprehensive Implementation Plan to delineate actions we will take to advance this critical readiness imperative.

We are committed to transformational change that questions our existing assumptions, doctrine, and policies and takes action. Success depends on deliberate execution of this Outlook, and workforce development is everyone's business. We remain *Semper Paratus – Always Ready* - to answer the call only when every Coast Guard leader prioritizes talent management and puts their shoulder into the development of our workforce.





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