

★ COMMANDANT'S
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★ **Bulletin**

The United States Coast Guard

June 1994



**Work-force
reductions
explained**



Aloha from the island of Maui, the "Valley Isle." Maui is the second largest and second most populous island of the Hawaiian Island chain. Station Maui is located in the southwestern portion of the island in Maalaea Harbor.

Sta Maui is relatively new to the Coast Guard; it was commissioned in September 1990, taking over the duties of the decommissioned *CGC Cape Corwin*. The station is under the operational control of Group Honolulu, 90 miles away on the island of Oahu. The 11-person crew responds year-round to

search and rescue, law enforcement, pollution response and marine-mammal enforcement.

The station's operating area covers approximately 500 square miles and includes the islands of Lanai, Molokini, Kahoolawe and half of Molokai.

The station's resources include two 24-foot rigid-hull inflatable boat on trailers which are towed to various launch ramps using four-wheel-drive trucks.

A chief boatswains mate is the officer in charge, and there are billets for five boatswains mates, two machinery technicians, three seamen and one fireman. The station conducts an average of 120 search-and-rescue cases a

year, mostly during the summer tourist season which occurs between December and April. Sta Maui, in conjunction with National Marine Fisheries Service agents, enforces the Endangered Species Act regarding whale harassment in the marine sanctuary for migrating Humpback whales that breed in Hawaiian waters.

In its first two-plus years of service, the station conducted 318 SAR cases, saved nine lives and \$332,000 in property, worked 60 pollution incidents, and established a close working relationship with two Coast Guard Auxiliary flotillas.

Maalaea Harbor has been listed in the *Guinness Book of World Records* as one of the consistently windiest places on earth and home to the world's fastest measured waves, known as "freight trains."

Maui is one of the premier vacation spots in the world, which is one of the reasons it is one of the most expensive areas to live.

If you're into water sports, this is the place to be. Maui is also one of the best places in the world to scuba dive and snorkel. Molokini Crater is the most popular spot for diving. It is a small island about nine miles south of Maalaea Harbor. Molokini Crater is an underwater reserve for all types of coral formations and reef fish that you can hand feed. Charter boats run from both Maalaea and Lahaina to the crater.

There are a variety of beaches to surf off ranging from beginner to advanced. The constant winds in Maalaea Bay make it one of the best windsurfing areas on the island; another is Hookipa Bay. Championship windsurfing contests are held throughout the year at Hookipa Bay, and people come from all over the world both to participate and to watch.

The island also has an abundance of beaches to choose from; some are complete with showers and picnic pavilions. There are also many isolated beaches if you would like to sun alone.

Shoreside, there are several tournament-level golf courses on the island but they tend to be expensive. Or, if you like biking, you can try riding from the 10,000-foot summit of the volcano Haleakala down to sea level. The shortest path down is 38 miles; a ride you'll never forget.

BM1 Daniel P. Comfort, Sta Maui

Hawaii

fantastic is the best way to describe the weather on the island of Maui. The temperature stays about 80 degrees all year-round with gentle trade winds and light rain showers.

The station's living accommodations include six government-owned three-bedroom houses located about 15 minutes away in Kahului on the north end of the island. For single members, there is a government-leased three-bedroom condo located east of the station in Kihei.

There are no government medical facilities available and there is only one limited exchange. Educational opportunities exist through Maui Community College which offers degrees in horticulture, accounting, office administration, food service and nursing. Most students are liberal-arts majors who transfer to the University of Hawaii Manoa to complete their major. Financial aid is available through the community college. The grounds are beautiful, with gentle winds and many rare and exotic plants.

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COMMANDANT'S
Bulletin

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Faced with a shrinking budget, the Coast Guard is reducing the size of its enlisted, officer and civilian work forces when retention is at an all-time high. The performance-based Reduction in Force, High Year Tenure, reduced Opportunity of Selection for officer advancement, and the recently approved Voluntary Separation Incentive Payments or "buyouts" for civilians, are some of the programs being used to do this.

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Front cover: The CGC *Thetis*, a 270-foot medium-endurance cutter homeported in Key West, Fla., practices night helicopter operations during a recent Caribbean patrol. PA1 Simone Adair

Back cover: The CGC *Mohawk*, a 270-foot medium-endurance cutter homeported in Key West, Fla., during a recent patrol. PA3 Robin Ressler

Reducing the work force

In an age of shrinking budgets the CG works to live within its means

During the past two years the Coast Guard has shrunk. These reductions have affected enlisted, officers and civilian work forces alike. This shrinking of the service is expected to continue in the near future.

The reduction is forcing the Coast Guard to change the way enlisted, officer and civilian work forces are managed. These changes are being designed to cause the least disruption as possible to the people of the Coast Guard.

Enlisted

On Dec. 10, ADM J. William Kime, commandant, issued an ALCOAST that announced an involuntary performance-based reduction-in-force of the active-duty enlisted work force. Many members are asking, "Why?" Others want to know if this RIF will improve enlisted advancement opportunities and "A"-School quotas or if another RIF is just around the corner.

For the past two years the enlisted work force has been reenlisting and extending at record rates. More people are choosing to make the Coast Guard a career. The annual percentage of enlisted people leaving the Coast Guard has dropped almost four percent since fiscal 1991, which means approximately 1,200 more people in the ranks than expected.

In fiscal 1991, 14.5 percent of the enlisted members in the Coast Guard departed the service and had to be replaced if the service was to remain at the same enlisted strength in fiscal 1992.

In fiscal 1992, 12.5 percent of the enlisted work force left the service. This sudden change was offset by reducing the number of people enlisting in the Coast Guard.

In fiscal 1993, separations fell to only 10.6 percent. That year, a further reduction in recruiting and a voluntary

early-out program kept the service within budgetary limits, even though the year still ended with more enlisted people than billets.

Projections for fiscal 1994 showed that, without intervention, the enlisted separation rate was expected to drop to 10.4 percent. The recent performance-based RIF was necessary to stay within the fiscal 1994 budgetary constraints and preserve a reasonable enlisted recruiting flow. Voluntary early-outs and reduced recruiting alone would have failed to reduce the enlisted work force to the required size.

The performance-based RIF, and the voluntary early-out that followed, met the requirements for fiscal 1994. This is a temporary solution, however. It will not return advancements and "A"-School flows back to normal levels.

In fact, this year there will be fewer "A"-School graduates than ever. "A"-School quotas are driven by projected petty officer billet vacancies. As the number of vacancies decreases, so do "A"-School quotas. With all ratings at strength, the need for "A"-School graduates diminishes and so do the opportunities for non-rates.

The upward mobility of the non-rate population is very important because these people are the future chiefs and petty officers of the Coast Guard. If non-rates cannot advance they will leave the service. If too many leave the service, there could be another non-rate shortage similar to what happened during the summer of 1991, which, in turn, could mandate a large increase in recruiting. As the number of people leaving the service returns to a stable condition, the "A"-School lists should start moving. In the meantime, non-rates should consider their op-

tions and look at second-, third- and fourth-choice schools.

One of the reasons the effects of this sudden surge in retention have been so severe is that it came when the Coast Guard was reducing the size of its enlisted work force significantly.

This reduction was driven by the disestablishment of the sonar technician rating; loss of the E2C aircraft; loss of the aerostats; reserve training reductions; loran closures; disestablishment of the presidential security detail in Maine; efficiency savings from the HH-3F to HH-60 helicopter conversion; decommissioning of the surface-effect ships, and others.

Because billets and attrition have been decreasing, the enlisted work force is experiencing a general slowdown in advancements. Someone cannot advance to E-6 if there are already more people than billets in that particular rating's paygrade. Currently, all 23 enlisted ratings are at or above authorized billet levels. In the past, the

CWO outlook

The management of the chief warrant officer work force is comparatively very straightforward. CWO work force size is controlled by adjustments in accessions and attrition.

Attrition adjustments are limited to adjustments in opportunities of selection, both for temporary CWO4/permanent CWO3 and for permanent CWO4. Promotions to temporary CWO3/permanent CWO2 follow a "fully qualified" criteria.

CWO management is even more restrictive because, by law, Title 10, U.S. Code 560 states that CWO promotion OOS cannot fall below 80 percent.

Commencing in fiscal 1995, the Warrant Officer Management Act will impact CWO promotions. WOMA provides tools necessary to manage the warrant corps and make CWO promotions more consistent with officer promotions and enlisted advancements.

Sometime in fiscal '95, a cut in the CWO work force of 2 to 3 percent is anticipated. A clearer picture will be seen when the fiscal '95 budget approaches its final stages.

Coast Guard has adjusted the recruiting flow to compensate for changes in enlisted separations. In a steady state or growing environment, that works. But even then, there are limits to how far recruiting could or should be cut back or increased in any one year.

Due to the nature of a military work force, swings in recruiting will cause organizational flow problems for years to come. For example, if the Coast Guard stopped recruiting for one year to reduce the size of the work force, the effects of that decision would be felt for the next 20 years or more, most

noticeably at four-year increments — the term of original enlisted contracts. Four years down the road there would be no first-term losses to replace, so recruiting for that year would have to be reduced. The same theory applies to a significant increase in recruiting, since the total number of losses would be expected to increase four years down the road; so more people would have to be recruited.

The ideal way to manage a military work force is to hold recruiting relatively constant and manage separations. The problem is, without being

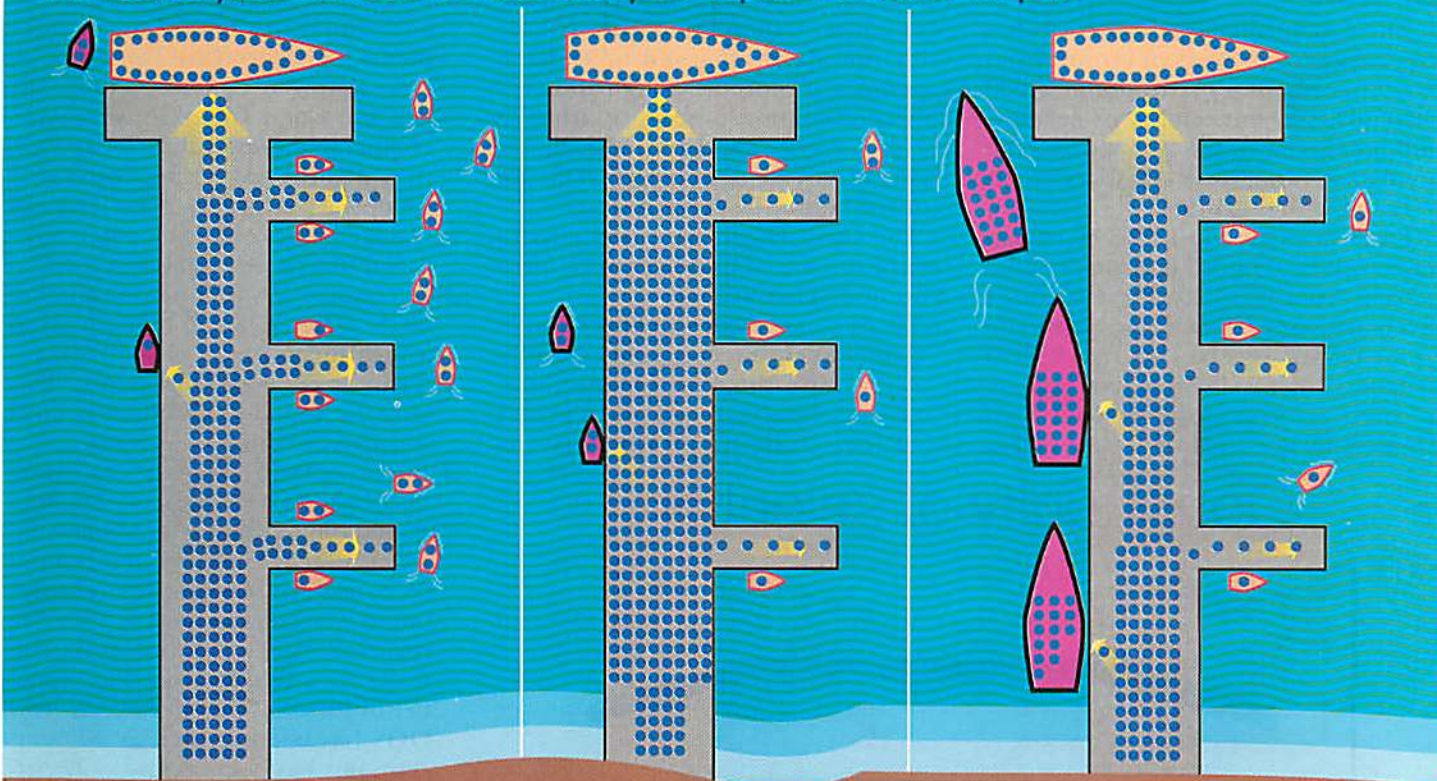
able to control how people leave the service, recruiting becomes the only adjustment tool.

This is how the Coast Guard managed its enlisted work force for years. This worked when budgets and work forces were growing, but in a declining budget environment it does not.

To better manage the enlisted work force, more ways to control the composition of the work force were needed. High Year Tenure was the first program put into place to do this.

The service is also pursuing Centralized First Term Re-Enlistment Review

Enlisted downsizing. The current crowding of the enlisted ranks has been caused by fewer members voluntarily leaving the service during the last few years. In the graphic below, Coast Guardsmen (blue dots), move down the pier as they advance in their career. People who voluntarily leave the service are shown on the spar-colored boats on the right side of each pier. Members involuntarily separated are shown on the purple boats on the left side of each pier, and voluntary retirements are indicated by the ship at the end of the pier.



Pre-1993 management

The Coast Guard used managed the size of the enlisted work force by adjusting recruiting and hoping that enough people left the service each year to maintain the upward mobility of the work force. This caused large swings in recruiting, which further complicated work-force management.

The current problem

Beginning in 1991, fewer people left the service than were required to in order to maintain the personnel flow. Promotions soon slowed to a crawl and orders to "A" School became almost non-existent. The pier had become too crowded for anyone to move forward.

The solution

New Involuntary-separation programs, including High-Year-Tenure, the performance-based RIF, and proposed legislation, will help the Coast Guard clear the pier and maintain personnel flow even if voluntary separations do not increase. Promotions and "A"-School orders should return to normal.

Boards and Enlisted Selected Early Retirement Boards. In addition, the service has asked for legislative authority to offer, at the Coast Guard's option, Voluntary Separation Incentive/Special Separation Benefits (VSI/SSB) and 15-year retirements.

The goal is to produce work-force management controls that will enable the service to shape the enlisted work force while holding recruiting relatively constant. In the interim, the enlisted work force will face some tough times.

The fiscal 1995 budget looks as if it will include more reductions. The Coast Guard is doing its best to try to manage the situation to minimize the damage to the service and pain to its members. The cold fact is, the Coast Guard cannot afford to keep people it does not have jobs for.

Officers

The commissioned-officer corps has experienced four years of growth from 5,600 people in 1991 to about 5,900 currently. Recent budget projections indicate this trend has stopped and the number of commissioned-officer billets will decline in fiscal 1995.

Projections for fiscal 1995 show that billets will be reduced between 2 and 3 percent from fiscal 1994 levels. Billet levels will not be decided until the Coast Guard receives its fiscal 1995 budget. Billet reductions may equate to further personnel reductions. These reductions will not occur immediately

after the billets are cut because the Coast Guard is required to provide sufficient notification to an officer who is involuntarily separated.

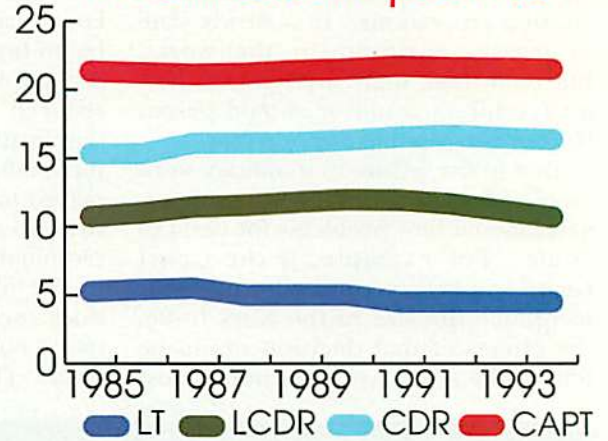
The Coast Guard has acted to position the reserve officer corps for the reductions in fiscal 1995. Reserve officer extension board opportunities of selection have been reduced from 100 percent in fiscal 1993 to 90 percent in July 1993, and to 75 percent in January 1994. Most retired recall officers have been released, and the lieutenant continuation program has not been used this fiscal year.

The Coast Guard separates officers through the promotion process and via laws or regulations designed to manage the size and composition of the officer corps. Officers who twice fail for selection are discharged or retired; captains are retired through the captain continuation process or after 30 years of service; and periodically reserve-officer extension board OOSs are reduced below 100 percent.

The Coast Guard has many ways to reduce the size of its officer work force if needed. They include:

- Decrease accessions. Officer candidate school, direct-commission officer, reserve program administrator, retired/reserve recall and warrant officer to lieutenant accessions

Promotion points

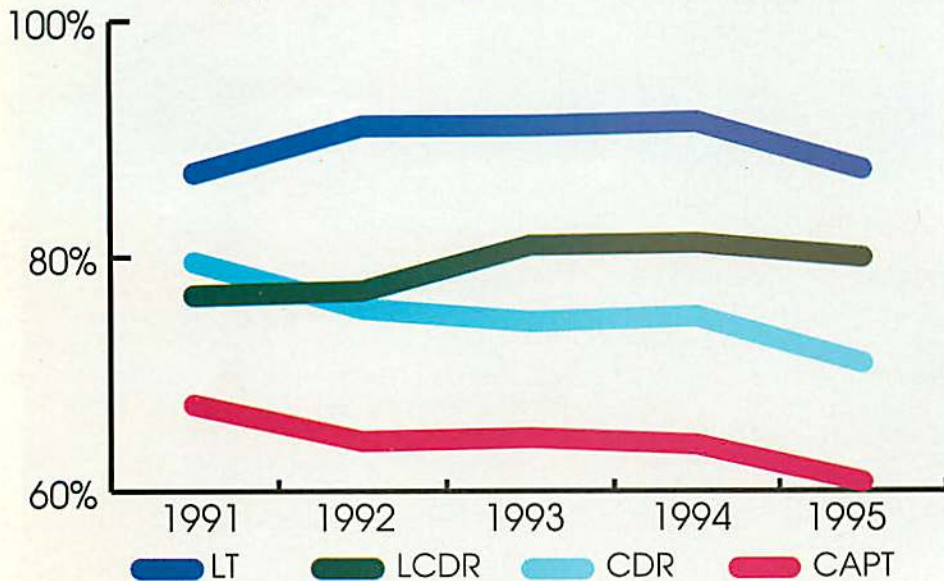


could all be reduced. Given an adequate five-year forecast, the size of the entering Coast Guard Academy classes could be reduced.

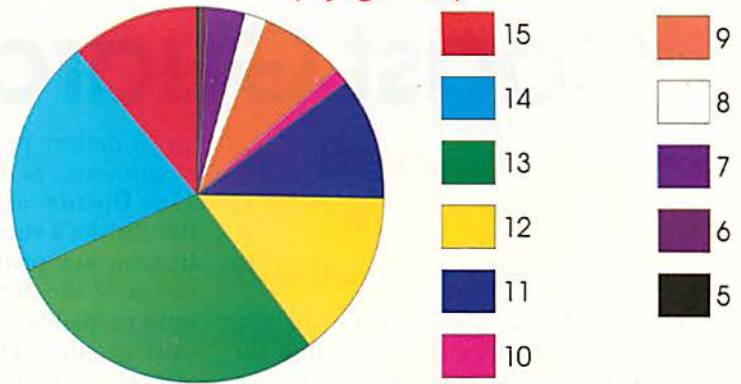
- Decrease Active-duty Promotion List OOS. Decreasing OOSs will create additional discharges and retirements. The decrease could not be large in the near term because, by law, the Coast Guard must provide comparable opportunity for promotion of officers in successive year groups. Historically, OOSs have not changed by more than 4 percent between successive promotion years.
- Decrease the captain continuation OOS. The OOS can be reduced to a minimum of 50 percent to increase mandatory retirements. This year the captain continuation OOS was approximately 60 percent.
- Decrease the reserve-officer extension board OOS. Reserve commissioned officers sign a three-year contract and may apply for an extension to complete integration requirements for commissioning into the regular Coast Guard. A board of officers then selects a specified number of these officers to extend. This OOS has been as high as 100 percent, but has been as low as 37 percent in the mid-1980s.
- Release retired-recall officers. The commandant has the authority to release recalled retired commissioned officers from active duty.
- Waive certain obligated service for training to induce voluntary separations. Obligated service time incurred from the academy, OCS, or advanced training can be waived.

Currently, the composition of the officer corps is not expected to drasti-

Opportunity of selection



Supervisor breakdown (by grade)



cally change in fiscal 1995. However, the picture will become clearer when Congress approves the fiscal 1995 budget. In the meantime, the service is examining every option available to strike the proper balance between organizational need and the needs of Coast Guard people.

Legislation has been requested that would allow the Coast Guard to execute an involuntary 15-year retirement for specified officer populations, and for an incentives package which could be used to induce voluntary separations.

The 15-year retirement program, if used, will not change the current time-in-service requirements for minimum voluntary retirement (20 years), but would allow the Coast Guard to retire an officer who has completed more than 15 but less than 20 years of successful service. That officer would retire at reduced benefits.

The VSI/SSB program would offer individuals monetary incentives to leave the Coast Guard.

Best indications are that officer levels will continue to decrease beyond fiscal 1995. However, the personnel system must react to the budget, therefore future budgets will shape personnel flow.

Civilians

Like other federal agencies, the Coast Guard civilian work force faces administration-mandated personnel reductions through the 1990s. These reductions are designed to streamline the federal bureaucracy and reduce the federal deficit.

The Coast Guard's requirement is to reduce the civilian work force by 12 percent or 774 positions. These reductions are to be taken incrementally through 1999.

To meet fiscal 1993 reduction requirements, the Coast Guard imposed a hiring moratorium. By reducing the number of people hired, work-force levels declined as employees separated. By continuing the hiring moratorium into fiscal 1994, the Coast Guard has been able to eliminate more than 100 positions. As a result, the Coast Guard will meet the reduction requirements for fiscal 1993 and '94.

Reducing the work force by reducing hiring and cutting vacancies works only as long as enough employees naturally leave. However, few people are

leaving the government now, which means that other methods will have to be used to reduce the work force in future years.

One such method is voluntary early retirement. The Office of Personnel Management has granted authority for voluntary early retirement to the Department of Transportation through Feb. 11, 1995.

Early retirement, or "early out" as it is commonly called, is a time-limited option which allows employees to voluntarily retire before they would normally be eligible. To be eligible for early-out, an employee must have been on DOT's employment roll before Dec. 28, 1993, and be age 50 with at least 20 years of creditable service, or any age with at least 25 years of creditable service. Recently, a letter was mailed to eligible civilians at their home address to explain the early-out program.

"Buyouts" are another way to reduce the work force. Also known as Voluntary Separation Incentive Payments,

buyouts allow agencies to offer employees lump-sum cash to retire or separate from the federal government. The amount of money offered an employee is based on an employee's entitlement to severance pay not to exceed a maximum of \$25,000.

VSIP is a work-force management tool used to reach targeted reduction levels. Since the Coast Guard has already met the reduction goals for fiscal 1994, VSIPs will not be offered until fiscal 1995. At that time, VSIPs will be used selectively in reducing high-grade positions — GS-14 and above, supervisory positions, and positions in the organization affected by streamlining and re-engineering efforts.

Retirement is also an option. But, regardless of whether an employee is eligible for retirement, early-out or VSIP retirement, it is strictly a voluntary decision.

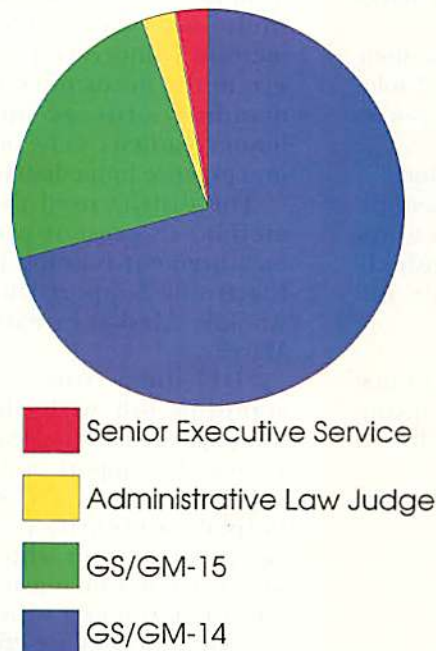
As a last resort, agencies sometimes have to use a RIF. A civilian RIF means the Coast Guard would lay off, reassign or demote some employees.

Under this system, employees compete for retention on the basis of four factors specified by law: type of appointment, veteran's preference, length of federal service, and performance ratings. From a Coast Guard perspective, this is the least desirable option because it displaces or lays off valued employees who are highly skilled and well trained to do their jobs. RIFs are costly, create disruption, and negatively impact morale and productivity of the work force.

In meeting the challenges of the future, the Coast Guard will carefully analyze mission requirements, organizational impact and efficiency of operations.

G-P

High-grade breakdown



Coast Guard quality—1994

Momentum builds in institutionalizing TQM concepts

Much has been written on why Coast Guard leaders value the service's organizational commitment to quality. But what does quality mean to members and what is their role in achieving it? The theme for the 1994 total quality management implementation plan is supported by four objectives.

The first objective is to improve key processes. These are repetitive steps tak-

en to deliver products and services to customers. Senior leadership at the 17th District, as an example, mapped the district's strategy for improvement, linking key processes upward to elements of the district's vision and downward to quality action teams and natural work groups. Then, they assigned project ownership to each process. This approach found a logical way to involve the district's most important operational processes in their quality initiative.

District leaders also discussed customer-service issues. They emphasized the importance of involving customers and suppliers in improving processes. This is best achieved by building partnerships through personal contact between people inside and outside the Coast Guard.

Focusing on internal customers, a district-wide effort is underway to develop the concept of quality-assist visits which have replaced traditional district inspections. Members of the district act as consultants instead of inspectors to help improve field activities rather than to find fault.

A related effort involves delivering training to units as needed and at their own pace. This method is more responsive to the needs of commanding officers and lessons learned can be put into practice immediately.

The district used this method to present pre-measurement training to Electronic Support Unit Kodiak, Alaska, in early March.

"D17 did a truly outstanding job with the training," said LTJG Dean Dardis, the support unit's executive officer. "They helped us identify processes at the unit which we owned and then assisted in determining which of these processes are crit-

ical in meeting ESU's mission objectives. The training outlined process definition and then turned into a workshop where we brainstormed tasks we do to meet our mission. Within the hour we came up with 68 processes that ESU does. D17's hands-on approach ensured we identified only those processes we had 100 percent control of. For example, we learned not to measure the time ESU spent to resolve an electronics casualty because we don't have 100 percent control over Alaska's weather, which dictates when we get our technicians and repair parts off the island. We would be much better off measuring those processes we control and set a goal of zero CASREPs (casualty reports)."

ATC Dan Canavan at Air Station Kodiak was equally impressed with the pre-measurement training.

"The district staff presented innovative ideas to help us identify and track areas for improvement," he said. "The training got us refreshed and back into the quality program."

These initiatives are a model for integrating TQM methods and practices into the work of a district staff.

The second objective is to continue providing awareness training. Awareness training helps people understand the quality principles they will apply on the job and in work groups.

Awareness training

Awareness training is currently being integrated into recruit training, the Coast Guard Academy, New London, Conn., and the Officer Candidate School, Yorktown, Va. At the district level, awareness training continues to reach for 100 percent involvement. A good example is the 8th District where 92 percent of its personnel have been trained in basic quality concepts. In September 1992, district leaders set a goal to reach 100 percent. Achieving this has been difficult with transfers and operational commitments, but the goal should be realized soon.

To further involve personnel, the district offers natural work group, team leader and measurement courses.

"We try to hit all ranks," said CDR Mike Powers, the 8th District's TQM coordinator. "The courses are de-

F.O.C.U.S. on quality

After becoming aware of the potential of Total Quality Management, people frequently ask, 'Where do I begin?'

The answer is **F.O.C.U.S.**

Servicemembers should start improvement efforts with those things they have control over. Be persistent. Be quality-conscious throughout each workday. Fine-tune what is done as much as possible while staying aware for those breakthrough improvements.

F — Facilitate: promote, make easy, simplify

The primary goal of a quality effort is to create a work environment that makes it easy for people to do their job.

O — Ownership: have rights to, enjoy, possess as one's own

Get front-line workers involved, increase their awareness of conditions affecting potential solutions and expose them to powerful problem-solving tools, skills and techniques.

C — Communication: passing of information

Timely passing of information is essential. Establish feedback processes that will allow members to become aware of, and quickly respond to our customers' needs, wants and expectations.

U — Understanding: listening

Real listening entails making an effort to first understand, then be understood. It is giving others a chance to vent, to express themselves in their language and on their terms.

S — Synergy: the whole is greater than the sum of its collective parts

The ability to work as an effective, efficient, creative team is crucial to any TQM effort.

CWO2 Jerry Linnins, TraCen Petaluma, Calif.

signed for members to work on things that are meaningful to them and to use actual work as teaching examples.”

According to the district’s YNC Wendy Barrera, they try to get participants completely immersed in activity by making the training fun.

It seems to be working.

SA Brandee Sawyer of the 8th District remembers a lot from the training, uses it more readily, and has a better attitude toward TQM because the training was fun.

“Our division had wanted to get things accomplished but nobody ever did anything about it,” Sawyer said. “Now we’re more focused. We’re currently working on developing hurricane preparedness plans, establishing an inventory system and improving efficiency of mailroom processes.”

The third objective is to develop natural work groups to drive process-improvement efforts. Coast Guard people have always been a part of natural work groups as members of boat crews, aircrews and at district staffs.

Now people are increasingly joining together not just to do the work but to improve the quality of their work. Fifty percent of the 1st District staff are members of work groups which meet twice monthly. Many others within the district are following suit. Groups identify processes they own along with customers and suppliers. They flowchart each process, look for unnecessary steps, make proposals for improvement, then establish measures to track improvements.

The district also provided team leader training to better guide the working groups.

The training has proved beneficial at Group New York, N.Y. Last September, the group’s RM1 James Schweikhardt noticed a high message traffic error rate of 18 percent. Rather than assign blame, he focused on prevention. His group identified the most common error — formatting — the source of the errors — drafters, developed a checklist, and publicized the problem and solution in the plan of the week. As of March, the error rate had dropped to about 2 percent.

Solving daily problems

YN1 Barbara Adamson, from the group’s administration section, credits her working group with solving a duty-driver scheduling problem.

“I owned the process before, but with everyone working on the same problem, determining how to fix it and sharing in the tasking, it worked out a lot better,” she said. “I didn’t get the full aspect of TQM until I sat down and actually went through the process.”

According to LCDR Doug Riggins, natural working groups have identified about 140 processes the 1st District is measuring for improvement.

The fourth objective is to deploy and act on process-measurement training. Measurement occurs at many levels of an organization from overall mission performance to individual work flow. Measures can help in goal-setting, making decisions and tracking improvements.

The service saw a need to train a large number of measurement-smart people. Since October, more than 6,000 people have received process-measurement training and have learned about the customer-supplier chain, cycle time, on-time delivery, waste, and customer satisfaction.

Group Moriches, East Moriches, N.Y., has used measures to meet a service-wide requirement to reduce administration and travel costs by 12 percent. They matched their existing travel needs, such as trips to medical appointments, electronic and boat maintenance support, and training units to their existing fleet of Government Services Administration vehicles.

Based on unit/user input, they reassigned vehicles, decreased the number and size of passenger vans which reduced monthly rental and mileage costs, pooled travel by combining or eliminating trips, put strict limits on local travel, and switched to more economical vehicles. Preliminary data suggest the group could save about \$18,000 annually.

These examples pay tribute to servicemembers’ willingness to take on new challenges and reinforce the Coast Guard Strategic Quality Goal. Efforts such as these should help move quality into the mainstream of Coast Guard business.

Elizabeth Neely,
G-CQ

CG stays the quality course

“Some ask ‘will the Coast Guard divert from its quality journey in the years ahead?’ Most business leaders recognize that the public expects better service. Coast Guard leaders are no exception. We know that our focus on quality service and products is an investment in our relationship with our customers and in our future. Further, we recognize the benefits of quality practices and ask in turn, ‘why jump ship now that we’re beginning to see the results?’

As an organization, we’re just beginning to receive recognition for our commitment to quality. The Coast Guard Yard was awarded the 1993 Secretary of Transportation’s Annual Quality Award, a service first. Our quality center at Training Center Petaluma, Calif., has set high standards for developing and delivering quality training. Since opening their doors in October 1992, the staff has trained more than 800 Coast Guard members, as well as students from the Navy, Customs and the Federal Aviation Administration. Many of our quality initiatives share common themes with the Clinton administration’s drive to reinvent government.

The theme for this year’s Total Quality Management implementation plan is “Building Momentum, Institutionalizing Quality and Learning Lessons from our Experience.”

This year, we’ll continue to act on improving the key processes which can do the most to improve our organization’s overall service to its customers. Establishing partnerships between people inside and outside the Coast Guard will take on increasing importance. Additionally, we want to increase the involvement of all of our people through natural work groups whose members work to improve their own work processes. To do this, we must complete awareness training so that all our people understand the principles they’ll apply in those working groups.

Lastly, we’ll measure the performance of our processes to document our results and to continually improve.

As you can see, the Coast Guard is on course in our TQM journey. Our quality journey is an all-hands effort — it provides an opportunity to lead from wherever you are in the organization. This year, as you do Coast Guard business, use the new tools and methods you are learning.”

ADM J. William Kime, G-C

Plastic to mold ATON future?

CG tests environmentally-friendly, less costly buoys

The Coast Guard is currently researching ways to reduce costs, protect the environment and provide

improved service to mariners who depend on the service's aids to navigation.

Today's buoys are made of steel, coated to prevent corrosion and painted to distinguish which side of the

