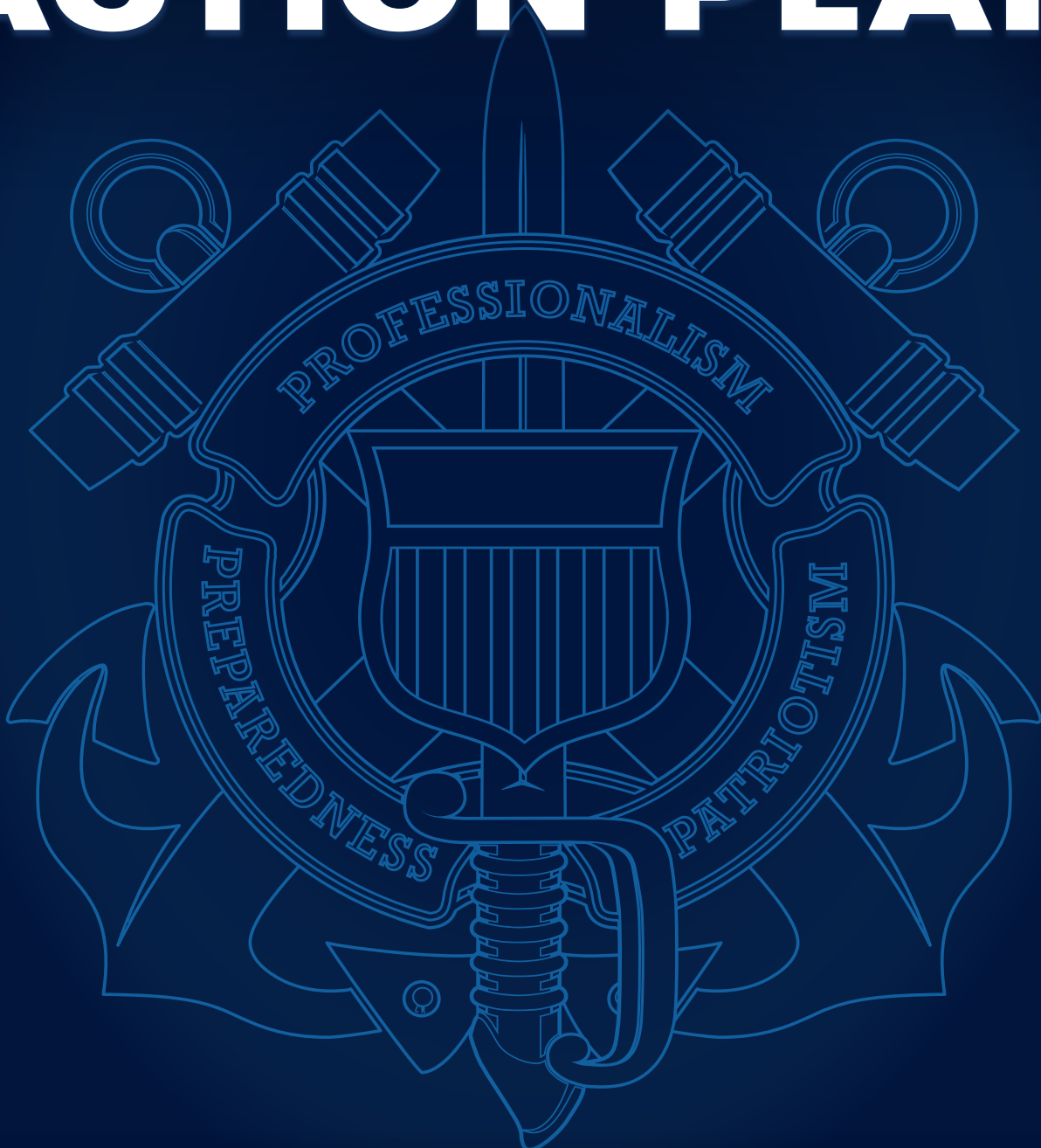


UNITED STATES COAST GUARD



**RESERVE COMPONENT
ACTION PLAN**



MARCH 2023

WASHINGTON D.C.





FOREWORD

We are a national asset.

The Reserve Component's mission is to meet operational demands to mitigate crises and to support the contingency requirements of our Service, the Department of Homeland Security, the Department of Defense, and the Nation. Reservists are willing sentinels who provide operational surge capabilities and critical staffing for the Coast Guard's total workforce. In doing so, we must be purposeful in our planning and direction to build the surge force the Nation depends on and to overcome any challenges that lie just over the horizon.

The Coast Guard Reserve Component Action Plan is a unifying and enduring plan to inspire and challenge our leaders, active duty and reservists, officers and enlisted, to recruit, organize, train, and employ our Reserve as a force-multiplier of capabilities across all Coast Guard support and operational mission programs. This plan establishes three lines of effort to strengthen the professionalism, proficiency, capabilities, and readiness of our Reserve Component:

- 1) Modernize Reserve Recruiting, Talent Management, and Benefits,***
- 2) Maximize Effect of Reserve Capabilities, and***
- 3) Enhance Reserve Deployability and Resilience.***


We must be versatile and agile in response to evolving mission demands and risks. These range from domestic contingency responses and global maritime security missions to data breaches and climate change impacts. As a component, we must question assumptions, establish equity, actively collaborate, and seek innovative solutions across our organization. Fortunately, the extraordinary people who comprise the Coast Guard Reserve are uniquely positioned to deliver these capabilities to strengthen the Coast Guard's global credibility and influence.

Alignment with the Coast Guard Strategy and Commandant's Intent will ensure Coast Guard leaders understand their key role in bolstering Reserve capabilities. Our resilient Reserve Component is postured to respond to the operational needs of the Coast Guard and of our Nation. We are excited to see the continued collaboration across the enterprise to attain the objectives of this action plan.

A READY Reserve = a READY Coast Guard



Miriam L. Lafferty
Rear Admiral,
Director of the
U.S. Coast Guard Reserve



Peter W. Gautier
Vice Admiral,
Deputy Commandant
for Operations



Paul F. Thomas
Vice Admiral,
Deputy Commandant
for Mission Support





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Coast Guard Reserve **PURPOSE, VISION, AND MISSION**

The Purpose of the U.S. Military Reserve Components:

“The purpose of each Reserve Component is to provide trained units and qualified persons available for active duty in the armed forces, in time of war or national emergency, and at such other times as the national security may require, to fill the needs of the armed forces whenever more units and persons are needed than are in the regular components.” (10 U.S. Code §10102)

The Vision of the U.S. Coast Guard Reserve:

The Coast Guard’s only dedicated surge force, the Reserve, is a contingency-based workforce, trained locally and deployed globally to meet Coast Guard mission requirements.

The Mission of the U.S. Coast Guard Reserve:

To provide operationally capable and ready personnel to support Coast Guard surge and mobilization requirements in the Homeland and abroad.



INTRODUCTION

The Coast Guard Reserve Component Action Plan (RCAP) provides a framework focused on three primary lines of effort to shape the Reserve of today and tomorrow. The RCAP is informed by and nests within the National Defense Strategy, the Department of Homeland Security Strategic Plan, and the Coast Guard Strategy. ***In partnership with the Deputy Commandant for Operations and Deputy Commandant for Mission Support enterprises***, we have set a proactive approach to recruit, organize, train, and employ the Coast Guard Reserve workforce.

The Coast Guard Reserve trains locally and deploys globally to provide skilled personnel to meet operational requirements. Our extraordinary members accomplish this by training and augmenting the Service's day-to-day missions while standing ready for mobilization in times of crisis. As the landscape of our workforce transforms to keep pace with mission demands, the Service must ensure there is a focus on the technical proficiency of our reservists to support the Coast Guard's six operational mission programs:

- ***Defense Operations***
- ***Maritime Security Operations***
- ***Maritime Law Enforcement***
- ***Marine Transportation System Management***
- ***Maritime Response***
- ***Maritime Prevention***

However, we must overcome the shortfalls within the total workforce by acting now and prioritizing time, training, and funding to ensure this crucial force is robust, prepared, and resourced to buy-down risk for the Coast Guard at large. Today's supporting command is tomorrow's supported command; as such, it is the duty of every Commander, Commanding Officer, Officer-in-Charge, and Program Manager to ensure that the Reserve is ready with the competencies and proficiencies necessary for contingency response. As we prepare today's Coast Guard Reserve for tomorrow and beyond, Coast Guard leaders and Reserve supervisors must invest in their reservists. The Reserve must transform to be a global adaptive force and an operational asset that nimbly adjusts to changing operational domains, shifting uses of the maritime environment, and the evolving geopolitical landscape.

This RCAP will facilitate growth of the Reserve workforce by providing a path to improved recruitment, training, and retention of the right people with the right skill sets required for future operations. The Coast Guard's unique, integrated structure optimizes the professionalism, patriotism, and preparedness of the Reserve, so we are Always Ready to save, protect, and defend the American public.

We must ensure our Reserve is at full strength, armed with the right competencies, and resourced to respond.

Our culture must be one where reservists approach today's drill as if they will deploy tomorrow.



USCG

LINE OF EFFORT



PEOPLE

Modernize Reserve Recruiting, Talent Management, and Benefits

The Reserve is a national asset the Coast Guard employs to respond to contingencies and directly impacts the Coast Guard's ability to conduct day-to-day missions. It is imperative to restore the Reserve Component's end strength to 7,000 members, as set in law. Reservists are being relied on with increasing frequency to respond to a variety of contingency operations and provide a surge force to the Active Component. This demand can best be met with a total Reserve that is fully supported.

Objective 1.1: *Recruit and Retain to Authorized Strength*

Objective 1.2: *Optimize Talent Management*

Objective 1.3: *Advance Benefits Parity for the Total Workforce*

Objective 1.1: *Recruit and Retain to Authorized Strength*

As the Coast Guard works to address workforce gaps, the Coast Guard must maximize retention of existing reservists while also increasing awareness and interest in Reserve affiliation by military members and civilians with existing relevant military skills. We will:

- ***Develop policies to make it easier to join, affiliate, and transfer to the drilling Reserve.***
- ***Leverage partnership with Recruiting Command to establish a comprehensive plan for Reserve recruitment and retention, and develop critical skillset focused marketing.***
- ***Identify and reduce barriers for reservists to efficiently and effectively drill, advance, and execute orders.***

Objective 1.2: Optimize Talent Management

The skills of the Reserve workforce continue to advance to meet the needs of the Nation. The Coast Guard must foster varied mission skillsets that allow our members to find fulfillment in how they serve their country. Now, we must look to how we support reservists with opportunities for specialized skillsets, promote total workforce inclusion, and leverage their diverse perspectives and talent. We will:

- ***Offer opportunities that align talent and leverage active duty experience and civilian skillsets to support missions outside of rank or position assignments.***
- ***Create and develop career paths in high demand mission sets for members to hone their skills and expand their experience in the long-term.***
- ***Adjust Reserve assignment policies to advance member growth in specialized and emerging fields.***

Objective 1.3: Advance Benefits Parity for the Total Workforce

The Reserve workforce delivers on numerous fronts, both steady state missions and contingency response operations. There are, however, unique obstacles that limit the Reserve force's ability to fully support these missions. We expect a lot from our members, and it is vital that we address these challenges to ensure that they are getting the support they need. Parity in medical, administrative, and logistical support helps to provide equitable services regardless of component affiliation. We will:

- ***Provide opportunities for non-monetary incentives and paid benefits.***
- ***Advocate for duty status reform to ensure members who are doing the same job in the same location receive the same pay and benefits.***
- ***Champion reliable and consistent access to medical, dental, and healthcare services for reservists that prioritizes readiness.***



LINE OF EFFORT



Maximize Effect of Reserve Capabilities

Since 2001, demands on the Reserve have increased in frequency for domestic disasters and daily mission execution. The need for support now expands beyond traditional mission sets. Together, Active and Reserve leadership will align Reserve capabilities with prioritized missions to meet contingency response capability and capacity requirements. As demands on the Service shift and increase, the Coast Guard Reserve must pivot to mitigate risk.

Objective 2.1: *Align Capabilities to Prioritized Missions and Emerging Requirements*

Objective 2.2: *Accelerate Operational Readiness*

Objective 2.3: *Sharpen the Skills of the Mission-Ready Reserve*

Objective 2.1: *Align Capabilities to Prioritized Missions and Emerging Requirements*

The environment to which the Coast Guard Reserve is expected to respond continues to shift. We must ensure the Reserve Component is evolving to meet these changes by aligning existing capabilities to prioritized missions and future capabilities to emerging requirements. Being innovative and forward-thinking will help us forecast needed Reserve capabilities. We will:

- ***Facilitate evaluation of, and ability to, articulate acceptable levels of risk to determine mission prioritization.***
- ***Establish tools for input and analysis to measure Reserve effectiveness and align capabilities to mission areas.***
- ***Proactively engage in re-alignment of Reserve capabilities to support prioritized missions.***

Operational Capabilities

USCG Operational Mission Programs

Defense Operations
 Maritime Security Operations
 Maritime Law Enforcement
 Marine Transportation System Management
 Maritime Response
 Maritime Prevention

USCG Operational Requirements*

Expeditionary Warfare
 Boat Force Operations
 Law Enforcement
 CYBER
 Environmental Response
 Contingency Preparedness and Response
 Mission Support
 Port State Control
 Intelligence

USCG Reserve Capabilities

Port Security Units
 CCMDs, Joint Staffs
 Maritime Expeditionary Forces
 Security Forces
 Boat Force Operations
 Boarding Teams
 Investigative Service
 CYBER
 Maritime Environmental Response
 Incident Management Teams
 Aviation
 Public Affairs
 Mission Support Activities
 Port State Control/Inspections
 Facilities
 Intelligence

* Reservists MUST attain position-assigned competencies for these operational requirements

Objective 2.2: Accelerate Operational Readiness

Unplanned incidents along with impacts of climate change challenge and shape our Reserve Component. With each major response, we sharpen our resilience for future mission challenges. The Reserve's ability to meet operational demands depends on our people to facilitate the functions for which it's designed to perform. We will:

- **Align and prioritize attainment of billet assigned competencies with capabilities to meet mission activities.**
- **Spread operational opportunities across the Reserve workforce to provide even distribution of experience.**
- **Seek expansion of authority to involuntarily recall reservists for pre-planned missions.**

Objective 2.3: Sharpen the Skills of the Mission-Ready Reserve

Reservists who are trained, capable, and equipped for mobilization bolster unit readiness. The Coast Guard depends on its reservists to be ready to mobilize with critical competencies to support nine operational requirements: boat force operations, contingency preparedness and response, expeditionary warfare, law enforcement, environmental response, port security, intelligence, cyber, and mission support. Individual readiness is the building block of unit readiness. We will:

- **Increase the number of Fully Mission Capable (FMC) reservists.**
- **Expand modern ready learning opportunities, availability, and access specifically for competencies aligned with required capabilities.**
- **Explore processes to leverage additional civilian skills that reservists volunteer to make available to the Coast Guard.**

LINE OF EFFORT



PREPARATION

Enhance Reserve Deployability and Resilience

Leveraging geographic centers of mass will facilitate training, recruitment, and development while reducing burdens on individual members and their units. The Full-Time Support (FTS) management process and system must be enhanced and aligned with organizational support requirements to improve mobilization readiness, training, and execution. As demands on the contingency workforce increase, they must be prioritized and tempered within the capacity and constraints of our part-time workforce, to ensure time and resources are invested to best effect.

Objective 3.1: *Leverage Geographic Centers of Mass*

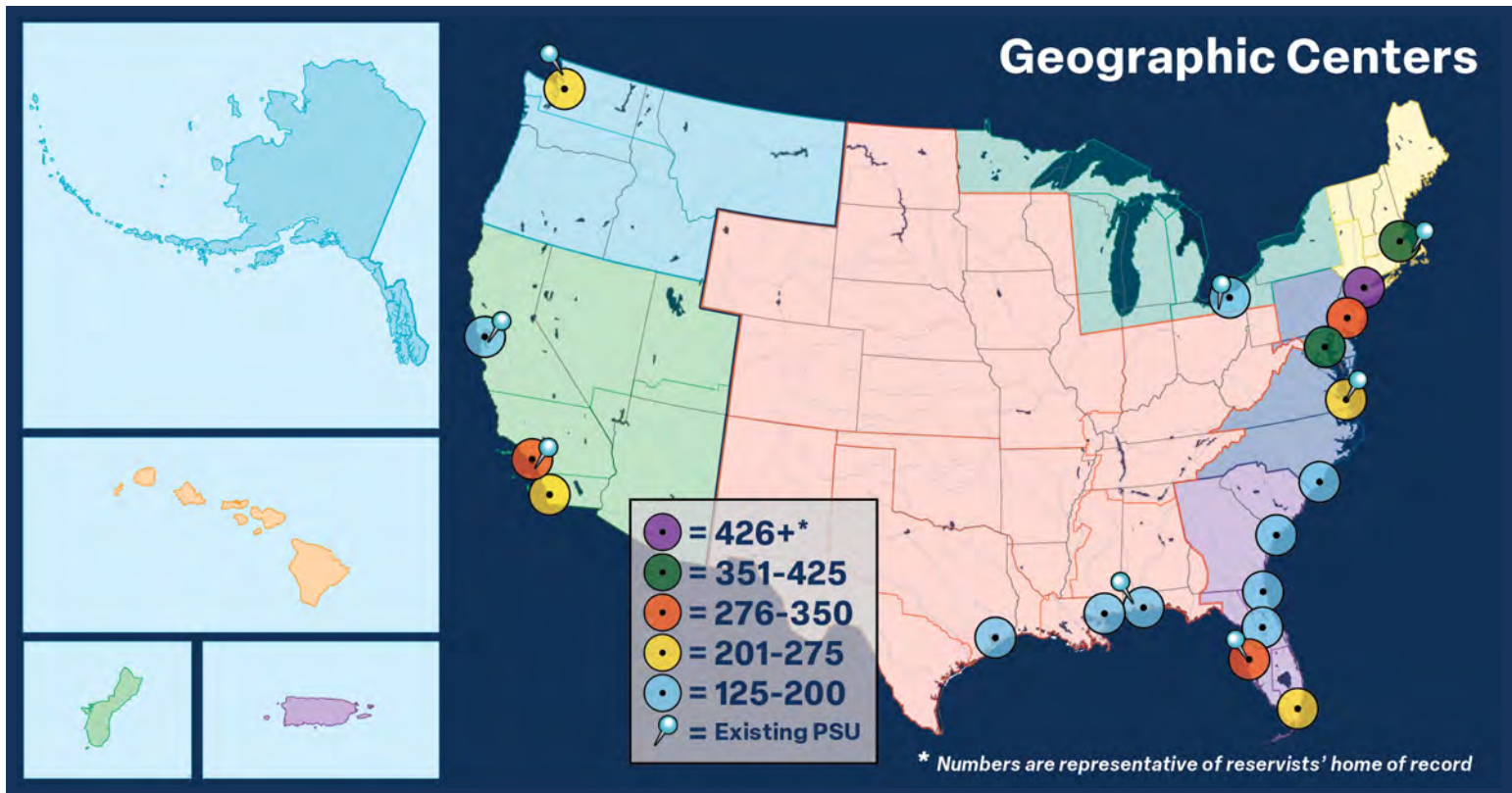
Objective 3.2: *Enhance Field-Level Service Delivery*

Objective 3.3: *Strengthen the Agile and Resilient Force*

Objective 3.1: Leverage Geographic Centers of Mass

The Coast Guard Reserve organizes and trains reservists around an “ecosystem” concept in which training is focused on geographic centers of mass with a strong Coast Guard presence and high civilian population density. This approach facilitates recruiting, training, and career development while reducing the number of reservists assigned outside of Reasonable Commuting Distance. It also supports geographic stability for individual reservists. We will:

- ***Relocate underutilized training capacity to facilitate recruiting and retention and enhance training and competency attainment.***
- ***Improve infrastructure of key locations to increase training capacity within geographic centers of mass.***
- ***Cultivate a geographically stable workforce at units closer to where reservists live to increase return on the investment of training.***



Objective 3.2: Enhance Field-Level Service Delivery

The Reserve Component continues to review and optimize business rules for employment of FTS resources to best align with Reserve Component support requirements and improve mobilization readiness, training, and execution. As the Reserve moves towards geographic hubs and centers of mass to support training and mobilization expectations, FTS resources need to be optimized to support this movement. We will:

- **Enhance program FTS management processes, training, and systems to support data analysis to readily adapt to future Reserve Component changes.**
- **Refine and document business rules, procedures, and policy to optimize the resourcing and placement of current and future FTS personnel.**
- **Streamline activation, employment, force rotation, and demobilization plans and procedures.**

Objective 3.3: Strengthen the Agile and Resilient Force

The growing national demand for contingency response capability requires leaders to proactively adapt force posture to account for uncertainty that exists in the changing global strategic environment. The Reserve must be resourced to maintain a high level of readiness that provides the strategic mobility required to surge capability and capacity to protect the homeland and support armed conflict wherever and whenever necessary. As demands on the contingency workforce increase, they must be prioritized, resourced and tempered within the capacity and restrictions of our part-time workforce, to ensure time and resources are invested to best effect. We will:

- **Define realistically maintainable personnel management, training levels, and readiness standards to measure and improve deployability.**
- **Optimize data analytics to develop a Reserve risk register as a tool for planning, decision-making, resourcing, and communication.**
- **Maximize mobilizations by leveraging adaptive force packages tailored to actual operational requirements.**



THE WAY AHEAD

As an integrated total workforce, our value to the American people is to continue the tradition of mission excellence and uphold the legacy of service. Demands on the Coast Guard Reserve are dynamic and will continue to evolve. Our reservists must be effectively supported to maintain the highest degree of competence and preparedness to face the demands and unknown challenges that will assuredly come. Our leaders, both officers and enlisted, set the course to enable our reservists to execute assigned missions while also scanning the horizon for future opportunities and challenges. Using the three lines of effort contained within, which have equal weight and importance, we will improve the capacity and capability of our reservists to meet current and future demands on the Coast Guard Reserve.

The Coast Guard Reserve will continue to be a national asset, ready to deploy across the country and around the globe. Our strength comes from the diversity of experience brought from both civilian employment and proficiency in the competencies required for conducting operations in the Service's operational mission and mission support programs. Our next emergency may be an oil spill in the Pacific Northwest, a mass migration crisis in the Caribbean, or a cyber-attack on the marine transportation system—our reservists need to be trained to mobilize to support any location and meet the unique needs of a variety of missions.

TOMORROW LOOKS DIFFERENT. SO WILL WE.

- Admiral Linda Fagan
Commandant, U.S. Coast Guard



reserve.uscg.mil

U.S. Coast Guard Headquarters
COMMANDANT (CG-R)
Washington, D.C.