

10 MARCH 1981

STATEMENT BY

REAR ADMIRAL SIDNEY B. VAUGHN

U. S. COAST GUARD

BEFORE THE

SUBCOMMITTEE ON MILITARY PERSONNEL

AND COMPENSATION

U. S. HOUSE OF REPRESENTATIVES

FIRST SESSION, 97th CONGRESS

ON

FISCAL YEAR 1982 MANPOWER AUTHORIZATION

NOT FOR PUBLICATION
UNTIL RELEASED
BY THE SUBCOMMITTEE

MR. CHAIRMAN AND MEMBERS OF THE COMMITTEE, I AM REAR ADMIRAL VAUGHN, CHIEF OF THE OFFICE OF RESERVE OF THE U. S. COAST GUARD.

IT IS MY PLEASURE TO APPEAR BEFORE YOU TODAY TO SPEAK IN BEHALF OF THE COAST GUARD'S SELECTED RESERVE STRENGTH AUTHORIZATION REQUEST.

THE PROPOSAL BEFORE YOU IS FOR AN AVERAGE ANNUAL STRENGTH OF 11,700 FOR THE COAST GUARD SELECTED RESERVE DURING FISCAL YEAR 1982. I WOULD POINT OUT THAT THIS IS THE SAME LEVEL AS THAT AUTHORIZED FOR THE PREVIOUS FISCAL YEARS OF 1975 THROUGH 1981.

THE OBJECTIVE OF THE COAST GUARD RESERVE IS TO MAINTAIN A TRAINED MANPOWER POOL CAPABLE OF MEETING ESTABLISHED PERSONNEL REQUIREMENTS UPON FULL MOBILIZATION.

THE COAST GUARD IS A UNIQUE ELEMENT IN OUR DEFENSE SYSTEM. DURING PEACETIME, IT OPERATES UNDER THE COGNIZANCE OF THE DEPARTMENT OF TRANSPORTATION, BUT IN TIME OF WAR OR WHEN DIRECTED BY THE PRESIDENT, IT COMES UNDER THE DEPARTMENT OF THE NAVY. AS WITH THE OTHER RESERVE COMPONENTS, THE COAST GUARD RESERVE MISSION IS TO PROVIDE TRAINED PERSONNEL FOR ACTIVE DUTY IN TIME OF WAR OR NATIONAL EMERGENCY.

COAST GUARD MISSION ASSIGNMENTS DURING THESE TIMES STEM FROM TWO MAJOR SOURCES. FIRST ARE THE STATUTORY MISSIONS ASSIGNED TO THE COAST GUARD BY LAW SUCH AS THE SAFETY OF THE NATION'S PORTS AND WATERWAYS, MARITIME LAW ENFORCEMENT, SEARCH AND RESCUE, COMMERCIAL VESSEL SAFETY, AND POLAR AND DOMESTIC ICEBREAKING. MOST OF THESE ACTIVITIES WOULD CONTINUE DURING

WAR AT AN INCREASED LEVEL. SOME, SUCH AS PORT SAFETY, WOULD EXPAND DRAMATICALLY BECAUSE OF THE NEED TO PROTECT THE NATION'S PORTS AND WATERWAYS. THE OTHER SOURCES OF MISSION ASSIGNMENTS ARE THE PLANS DEVELOPED BY THE JOINT CHIEFS OF STAFF AND ASSIGNED TO THE U. S. NAVY. THE NAVY, IN TURN, REASSIGNS SOME OF THESE MISSIONS TO THE COAST GUARD. THEY INCLUDE SUCH DUTIES AS INSHORE UNDERSEA WARFARE, ANTI-SUBMARINE WARFARE, MILITARY SEARCH AND RESCUE, AND PORT SECURITY INCLUDING CONTROLLING ACCESS TO CRITICAL WATERFRONT FACILITIES, HARBOR SECURITY, AND BRIDGE, LOCK AND DAM PROTECTION. THE TRAINING PROGRAM FOR THE COAST GUARD RESERVE IS INCREASINGLY DIRECTED AT DEVELOPING SKILLS WITH WHICH TO CARRY OUT THESE DUTIES. TRAINING TIME IS USED IN TWO DISTINCT MODES. APPROXIMATELY TWO-THIRDS IS DEVOTED TO AUGMENTATION TRAINING. IN THIS MODE, RESERVISTS TRAIN AT AN ACTIVE DUTY COAST GUARD UNIT, PERFORMING MANY OF THE SAME OR SIMILAR DUTIES, AND USING THE SAME OR SIMILAR EQUIPMENT, THAT THEY WOULD BE FACING UPON MOBILIZATION. THE OTHER THIRD OF TRAINING TIME IS SPENT IN FORMAL TRAINING. THIS INCLUDES SPECIFIC SKILL AND TECHNICAL TRAINING FOR MOBILIZATION THAT BOTH COMPLEMENTS AND SUPPLEMENTS THE AUGMENTATION TRAINING, HELPING TO BRIDGE THE GAP BETWEEN PEACETIME AND WARTIME MISSIONS.

THE EFFECTIVENESS OF THE AUGMENTATION MODE OF TRAINING WAS GRAPHICALLY DEMONSTRATED IN 1980 WHEN OUR ACTIVE COAST GUARD RESOURCES WERE STRAINED BY THE DEMANDS OF THE CUBAN REFUGEE OPERATIONS IN THE FLORIDA STRAITS.

UNDER THE AUTHORITY OF SECTION 712, TITLE 14 UNITED STATES CODE, A LAW UNIQUE TO THE COAST GUARD, THE PRESIDENT

MAY CALL COAST GUARD RESERVISTS TO INVOLUNTARY DUTY TO AUGMENT REGULAR, ACTIVE DUTY COAST GUARD FORCES DURING A TIME OF SERIOUS NATURAL OR MANMADE DISASTER. BETWEEN JUNE 3, 1980, WHEN THE PRESIDENT APPROVED SUCH AN INVOLUNTARY RECALL OF COAST GUARD RESERVISTS, AND SEPTEMBER 30, 1980, WHEN RESERVE PARTICIPATION WAS OFFICIALLY TERMINATED, OVER 1800 INDIVIDUAL COAST GUARD RESERVISTS, VOLUNTARY AND INVOLUNTARY, AUGMENTED ACTIVE COAST GUARD FORCES IN MEETING THIS CRISIS. THE MAGNITUDE OF THE RESPONSE IN TERMS OF PERSONNEL AND MATERIAL, AND THE TACTICAL SUCCESS OF OUR MOBILIZATION PROCESS IN OUR COUNTRY'S HUMANITARIAN EFFORT ARE MOST GRATIFYING. THE UNIQUENESS OF OUR MISSION IN RELATION TO OTHER RESERVE COMPONENTS AFFORDED US AN OPPORTUNITY TO REACQUAINT THE AMERICAN PUBLIC WITH THE COAST GUARD AND COAST GUARD RESERVE; TO EXERCISE OUR MOBILIZATION "MACHINERY"; AND TO VISIBLY DEMONSTRATE OUR READINESS TO RESPOND TO A NATIONAL CRISIS IN A NON-COMBAT ENVIRONMENT. WE FEEL THAT THE RESPONSE OF OUR RESERVISTS TO THIS CALL AND THEIR OUTSTANDING PERFORMANCE OF DUTY HAS PROVEN THE EFFECTIVENESS OF OUR RESERVE TRAINING PROGRAM.

THE COAST GUARD RESERVE MAINTAINED AN AVERAGE END STRENGTH IN OUR SELECTED RESERVE OF 11,713 FOR FISCAL YEAR 1980. WE FEEL THIS WAS THE RESULT OF SEVERAL VARIABLES SUCH AS AN IMPROVED PERCEPTION OF THE MILITARY IN THE PRIVATE SECTOR AND, CERTAINLY, THE PROFESSIONAL AND MONETARY INCENTIVES PROVIDED BY THE CONGRESS IN THE PAST YEAR.

FROM ALL APPEARANCES THEN, OUR RESERVE PROGRAM WOULD SEEM TO BE AT A PROFESSIONAL PEAK; RECRUITING IN FISCAL YEAR 1980 MET NINETY-NINE PER CENT OF GOAL, RETENTION FOR THAT SAME PERIOD WAS

AT SIXTY-SIX PER CENT, AND OUR SELECTED RESERVE IS AT FULL STRENGTH. HOWEVER, TO ACCEPT THIS AT FACE VALUE WOULD BE SOMEWHAT MISLEADING.

A TRUE PERSPECTIVE OF THE COAST GUARD RESERVE PROGRAM MUST INCLUDE AN UNDERSTANDING OF THE RESPONSIBILITIES LEVIED UPON THE COAST GUARD RESERVE IN A FULL MOBILIZATION. OUR FULL MOBILIZATION REQUIREMENT STANDS AT TWENTY-TWO THOUSAND PERSONNEL, ABOUT THE SAME AS IT HAS BEEN FOR SOME TIME. THE SELECTED RESERVE STRENGTH OF 11,700, UNDER CONSIDERATION BY THIS COMMITTEE, REPRESENTS OVER HALF OF THIS LEVY. OF THE REMAINING 10,300 WE ANTICIPATE A POTENTIAL RESPONSE OF 5000 TO 6000 RESERVISTS FROM THE INDIVIDUAL READY RESERVE. THIS, THEN, LEAVES US WITH A PROJECTED SHORTFALL OF SOME 5000 TO 6000 PERSONNEL UPON FULL MOBILIZATION.

IN THE INTERIM, WE ARE PURSUING A NUMBER OF MANAGEMENT INITIATIVES THAT WILL ASSIST IN MAXIMIZING EFFECTIVE UTILIZATION OF OUR EXISTING PERSONNEL RESOURCES.

AUGMENTATION TRAINING WILL CONTINUE AS OUR PRIMARY MODE OF TRAINING. IT REMAINS OUR MOST EFFICIENT TRAINING PROGRAM, OFFERING THE BEST RETURN ON EACH DOLLAR INVESTED. WE WILL, HOWEVER, PLACE INCREASED EMPHASIS ON ENSURING THE RELEVANCE OF AUGMENTATION TRAINING TO MOBILIZATION READINESS.

WE ARE ALSO PURSUING IMPROVED STANDARDIZATION OF RATE AND SPECIALTY TRAINING CRITERIA. THIS WILL BENEFIT BOTH THE RESERVE PROGRAM AND THE RESERVIST: THE RESERVE PROGRAM BY IDENTIFYING SPECIFIC SKILL LEVELS AND QUALIFICATIONS WITHIN THE VARIOUS RATINGS; AND THE RESERVISTS BY ENSURING THAT WHEREVER OUR MOBILE SOCIETY TAKES THEM THEY WILL BE ASSURED OF CONTINUED AFFILIATION WITH FULL ACCEPTANCE OF DOCUMENTED TRAINING QUALIFICATIONS RE-

IN THE REALM OF OUR PRIMARY CONSIDERATION, MOBILIZATION READINESS, WE ARE PLANNING AN INCREASED TEMPO OF RESERVE MOBILIZATION EXERCISES IN EACH OF OUR COAST GUARD DISTRICTS THIS YEAR. THIS WILL FACILITATE BOTH A NATIONAL EVALUATION OF OUR MOBILIZATION PROCEDURES AND A LOCAL EVALUATION OF IMPLEMENTATION PLANNING.

IN THIS SAME AREA, WE ARE DISTRIBUTING A NEW DIRECTIVE TO THE FIELD THAT WILL REVITALIZE OUR MOBILIZATION BILLET MANNING PROCEDURES AND ENSURE THE ASSIGNMENT OF BEST QUALIFIED PERSONNEL TO THE BILLETS OF HIGHEST PRIORITY.

ULTIMATELY, OUR GOAL IN THE COAST GUARD REMAINS TOTAL MOBILIZATION PREPAREDNESS. TO THIS END, WE WILL CONTINUE IN OUR EFFORTS TO PROVIDE OUR RESERVISTS WITH THE BEST POSSIBLE TRAINING FOR THEIR TASKS AND TO PURSUE OPTIMUM UTILIZATION OF THESE RESERVISTS IN MEETING OUR MOBILIZATION REQUIREMENTS.

AGAIN, THANK YOU FOR THIS OPPORTUNITY TO ADDRESS YOU ON OUR COAST GUARD RESERVE PROGRAM. YOUR CONTINUED SUPPORT IS INVALUABLE TO REACHING OUR GOALS.

IF THERE ARE ANY QUESTIONS, I WILL BE PLEASED TO ANSWER THEM NOW.

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