

U.S. Department
of Transportation

**United States
Coast Guard**



Commandant
United States Coast Guard

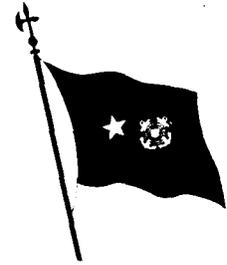
Washington, DC 20593
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STATEMENT BY
REAR ADMIRAL JOHN N. FAIGLE
CHIEF, OFFICE OF READINESS AND RESERVE
U. S. COAST GUARD

BEFORE THE
SENATE COMMITTEE ON ARMED SERVICES
SUBCOMMITTEE ON MANPOWER AND PERSONNEL

FOR
THE RESERVE AND NATIONAL GUARD
AUTHORIZATION HEARING

24 APRIL 1991



Rear Admiral John N. Faigle Chief, Office of Readiness and Reserve United States Coast Guard

Rear Admiral John N. Faigle assumed duties as Chief, Office of Readiness and Reserve, United States Coast Guard Headquarters, Washington, D.C., in July 1989.

A native of Portsmouth, Virginia, Admiral Faigle graduated from the United States Coast Guard Academy in 1960 with a Bachelor of Science degree in Engineering. He holds a Masters degree in international affairs from George Washington University, is a Distinguished Graduate of the Naval War College, Newport, Rhode Island, and a 1981 graduate of the Industrial College of the Armed Forces, National Defense University, Washington, DC.

Admiral Faigle commenced his military career by joining the U.S. Naval Reserve as an Electrician's Mate Third Class in 1954. Since graduation from the Coast Guard Academy, he has served in a wide variety of staff and operational assignments including command of the Coast Guard Cutters YEATON and SASSAFRAS, and command of Coast Guard LORAN Station Tarumpitao, Philippine Islands.



From 1969 to 1972 he served as aide to the Commandant of the Coast Guard. He was assigned to United States Mission to the United Nations as an advisor for Political and Security Affairs, serving on various Ambassadorial Staffs and as a member of the United States Delegation to the Law of the Sea Conference from 1975 to 1978.

In 1978, as a Commander, he assumed the duties of Assistant Chief, International Affairs Division, Coast Guard Headquarters, Washington D.C. He was promoted to the rank of captain in December 1979. Admiral Faigle was Commanding Officer of United States Coast Guard Reserve Training Center, Yorktown, Virginia, from 1981 to 1984. In the summer of 1984, he was assigned as Chief, Intelligence and Law Enforcement, Seventh Coast Guard District, Miami, and the following year became Chief of Operations of that district. Upon completion of two years as Chief of Staff, First Coast Guard District (1986-1988), Admiral Faigle became the Chief of Staff, Atlantic Area and Maritime Defense Zone Atlantic in August of 1988. He was promoted to the rank of Rear Admiral (LH) on April 19, 1989.

Admiral Faigle's awards include six Meritorious Service Medals, two Coast Guard Commendation Medals, a Coast Guard Achievement Medal and several lesser decorations.

Admiral Faigle is married to the former Susan Bohman of Northport, New York. They have two sons, John Jr. and Richard.

GOOD MORNING MISTER CHAIRMAN AND MEMBERS OF THE SUBCOMMITTEE.

I AM REAR ADMIRAL JOHN N. FAIGLE, U.S. COAST GUARD, CHIEF OF THE OFFICE OF READINESS AND RESERVE. I AM PLEASED TO HAVE THIS OPPORTUNITY TO PRESENT YOU WITH A BRIEF OVERVIEW OF THE COAST GUARD RESERVE. IT IS WITH SOME REGRET, DUE TO MY PENDING REASSIGNMENT, THAT I MUST TELL YOU THIS WILL BE MY LAST OPPORTUNITY TO COME BEFORE YOU IN MY CAPACITY AS CHIEF OF THE COAST GUARD RESERVE. I WOULD BE REMISS IF I DID NOT EXPRESS THE SIGNIFICANT IMPACT THIS ASSIGNMENT HAS MADE ON ME. NOT ONLY HAVE I HAD THE OPPORTUNITY TO WORK CLOSELY WITH OUR RESERVISTS, BUT I AM ESPECIALLY APPRECIATIVE OF THE MANNER IN WHICH THIS COMMITTEE HAS SUPPORTED OUR "CITIZEN SAILORS" IN THE WORK THEY PERFORM, BOTH FOR THEIR COMMUNITIES AND FOR THE NATION. I AM HONORED TO HAVE BEEN A PART OF THIS GREAT TEAM EFFORT.

DURING 1990, THE COAST GUARD SUCCESSFULLY COMPLETED 200 YEARS OF SERVICE TO THIS COUNTRY. COINCIDENTALLY, THE COAST GUARD RESERVE, WHICH HAD ITS BIRTH IN THE HOSTILE ENVIRONS OF THE SECOND WORLD WAR, ENJOYS ITS FIFTIETH ANNIVERSARY IN 1991. TOGETHER WE COMPRISE THIS NATION'S MOST DIVERSE SEA SERVICE ORGANIZATION PERFORMING A BROAD SPECTRUM OF DEFENSE MISSIONS AND IMPORTANT STATUTORY PEACETIME FUNCTIONS, AS WELL AS A SIGNIFICANT ROLE IN OUR COUNTRY'S NATIONAL SECURITY. THIS DUALITY ENABLES US TO FULFILL OUR PEACETIME MISSIONS WHILE SIMULTANEOUSLY MAINTAINING OUR SPECIALIZED MILITARY CAPABILITIES.

THE COAST GUARD USES THE CONCEPT OF AUGMENTATION TO TRAIN ITS RESERVISTS. WHAT IS AUGMENTATION? IT IS A PROCESS WHEREBY OUR RESERVISTS RECEIVE THE PREDOMINANT AMOUNT OF THEIR TRAINING DIRECTLY FROM THE ACTIVE DUTY COAST GUARD.

THERE ARE FOUR BENEFITS OF NOTE THAT FLOW FROM AUGMENTATION. FIRST, BY USING CURRENT OPERATIONAL DOCTRINE AND METHODOLOGIES, AND BY WORKING WITH STANDARD EQUIPMENT, TRAINING IS ALWAYS COMPATIBLE WITH THAT OF OUR ACTIVE DUTY COUNTERPARTS. SECOND, THE RATIO OF BENEFIT TO COST IS SIGNIFICANTLY HIGH SINCE THE OPERATIONAL TOOLS USED DAILY BY THE COAST GUARD ALSO DOUBLE AS A PLATFORM FOR RESERVE TRAINING. MOREOVER, SINCE RESERVISTS ARE COLLOCATED WITH THEIR ACTIVE DUTY COUNTERPARTS, THE COAST GUARD IS ABLE TO SUBSTANTIALLY REDUCE OVERHEAD COSTS AND CAPITAL OUTLAY. THE THIRD BENEFIT THAT ACCRUES FROM OUR AUGMENTATION TRAINING PROGRAM IS THE ACHIEVEMENT OF A GREATER OPERATIONAL COHESIVENESS AS A TOTAL FORCE AND A MORE UNIFIED SERVICE. LASTLY, OUR AUGMENTATION TRAINING PROGRAM PROVIDES THE SKILLS NECESSARY FOR COAST GUARD RESERVISTS TO FULFILL THEIR MOBILIZATION RESPONSIBILITIES AND, IN THE PROCESS, PROVIDES VALUABLE SUPPORT AND A SURGE CAPACITY IN TIMES OF MAN-MADE OR NATURAL DISASTER.

SINCE THE INCEPTION OF AUGMENTATION TRAINING SOME 20 YEARS AGO -- AND TO AN EVEN GREATER DEGREE DURING THE LAST HALF DECADE -- THE RESULTS HAVE CONSISTENTLY BEEN POSITIVE. OUR MEN AND WOMEN HAVE DEMONSTRATED THEIR READINESS AND PROFICIENCY NOT ONLY IN THE

RECENT MIDDLE EAST CRISIS BUT IN NUMEROUS JOINT OPERATIONS WITH OUR ACTIVE DUTY COMPONENT. I AM FIRMLY CONVINCED THIS MODE OF TRAINING IS A PRIMARY CONTRIBUTOR IN ENABLING THE COAST GUARD TO MEET ITS VARIED MISSION OBJECTIVES.

THE REASONS FOR MY CONVICTION ARE READILY APPARENT WHEN ONE REVIEWS THE ROLE OF COAST GUARD RESERVISTS IN MANY SIGNIFICANT OPERATIONS THROUGHOUT THE WORLD. EACH INSTANCE SERVES AS AN EXAMPLE OF HOW THE NATION BENEFITS DIRECTLY FROM THIS AUGMENTATION TRAINING PROGRAM.

THE COAST GUARD RESERVE PROVIDES SURGE CAPACITY IN A BROAD RANGE OF CONTINGENCY RESPONSES, AS EVIDENCED BY:

- PARTICIPATION IN NARRAGANSETT BAY AND HUNTINGTON BEACH OIL SPILLS
- CONTINUED INVOLVEMENT WITH THE EXXON VALDEZ SPILL IN ALASKA
- ASSISTANCE TO STATE AND LOCAL GOVERNMENTS FOLLOWING THE SAN FRANCISCO EARTHQUAKE AND HURRICANE HUGO
- SUPPORT TO SPECIAL COAST GUARD OPERATIONS SUCH AS WATERSIDE SECURITY FOR SPACE SHUTTLE LAUNCHES, AND
- WORK WITH FOREIGN GOVERNMENTS IN SUPPORT OF U.S. NATION-BUILDING (PORT SECURITY TRAINING)

NEARLY 15 PERCENT OF THE COAST GUARD SELECTED RESERVE HAS PARTICIPATED IN OPERATIONS DESERT SHIELD AND DESERT STORM, AND THAT SUPPORT CONTINUES TODAY. IN EARLY AUGUST 1990, WITHIN HOURS OF THE INITIAL CALL, 82 PERCENT OF THE RESERVE POSITIONS NEEDED IN THE CONTINENTAL UNITED STATES FOR LOADING OF CRITICAL WAR MATERIAL FOR OPERATION DESERT SHIELD WERE FILLED WITH FULLY-QUALIFIED COAST GUARD RESERVE VOLUNTEERS. ALL OF THE POSITIONS WERE ACTIVATED IN LESS THAN 24 HOURS. THIS SAME SPIRITED RESPONSE WAS NOTED IN NUMEROUS SIMULTANEOUS CALL-UPS FOR MILITARY EQUIPMENT LOADOUTS IN 11 DIFFERENT PORTS ENCOMPASSING ALL THREE COASTS. RESERVISTS, WORKING WITH THEIR ACTIVE COUNTERPARTS, PROVIDED OVERSIGHT FOR THE SAFE MOVEMENT OF OVER 4 MILLION TONS OF MILITARY EQUIPMENT NECESSARY TO CONDUCT JOINT OPERATIONS IN THE MIDDLE EAST.

IN EACH OF THESE EVOLUTIONS, RESERVISTS PROVIDED ADDITIONAL HARBOR AND SHORESIDE PORT SECURITY PERSONNEL, EXPLOSIVES HANDLING SUPERVISORS, AND VARIED SUPPORT PERSONNEL REQUIRED FOR ROUND-THE-CLOCK OPERATIONS. WITH RESPONSES FROM OVER 1,600 QUALIFIED RESERVISTS AS PART OF THE COAST GUARD TOTAL FORCE, WE WERE ABLE TO SUCCESSFULLY SUPPORT OPERATION DESERT SHIELD LOADOUTS WITH NO DEGRADATION OF NORMAL PEACETIME MISSIONS.

COAST GUARD PARTICIPATION IN OPERATIONS DESERT SHIELD AND DESERT STORM OUTSIDE THE CONTINENTAL UNITED STATES OCCURRED IN THREE

DIFFERENT VENUES. FIRST, ACTIVE DUTY LAW ENFORCEMENT TEAMS WERE PROVIDED FOR IN-THEATER MARITIME INTERDICTION ENFORCEMENT OF UNITED NATIONS SANCTIONS IN THE RED SEA AND PERSIAN GULF. OF 1,148 TOTAL MULTI-NATIONAL BOARDINGS IN THESE INTERDICTION OPERATIONS, COAST GUARD LAW ENFORCEMENT DETACHMENT (LEDET) PERSONNEL, OPERATING FROM U.S. NAVY VESSELS, LED 551, AND PARTICIPATED IN MANY MORE.

SECOND, THE SAUDI GOVERNMENT REQUESTED U.S. ASSISTANCE WITH THE MASSIVE OIL SPILL OFF THE COASTS OF KUWAIT AND SAUDI ARABIA. AT PRESIDENTIAL DIRECTION, AND THROUGH OUR MARITIME ENVIRONMENTAL RESPONSE PROGRAM, THE COAST GUARD HEADED AN INTER-AGENCY OIL POLLUTION RESPONSE ADVISORY TEAM. IN FURTHER SUPPORT, WE HAVE DISPATCHED COAST GUARD AIRCRAFT WITH OIL SPILL SURVEILLANCE/MAPPING CAPABILITIES TO THE AFFECTED AREA.

LAST, AND CERTAINLY NOT LEAST, THE COAST GUARD RESERVE DEPLOYED THREE PORT SECURITY UNITS (PSUs) TO THE GULF TO ASSIST THE NAVY HARBOR DEFENSE COMMAND. THESE UNITS PROVIDED WATERSIDE PROTECTION FOR SHIPS OFFLOADING ESSENTIAL MILITARY CARGO IN-THEATER, AS WELL AS OVERALL SECURITY OF THE PORT COMPLEX AND ADJACENT NAVIGABLE WATERS. A SPECIAL TRAINING DETACHMENT WAS ESTABLISHED TO PREPARE RELIEF PERSONNEL FOR THE DEPLOYED PSUs. THREE COMPLETE RELIEF UNITS HAVE BEEN TRAINED AND OUTFITTED; TWO HAVE ALREADY BEEN SENT TO THE PERSIAN GULF IN RELIEF OF ORIGINALLY DEPLOYED PSUs.

RESERVE RECRUITING IS INEXTRICABLY TIED TO OUR ACTIVE DUTY PROGRAM AND IS THE RESPONSIBILITY OF OUR CHIEF, OFFICE OF PERSONNEL AND TRAINING. PERHAPS THE BEST INTRODUCTION TO OUR RECRUITING PROGRAM IS A PARAGRAPH FROM THE COAST GUARD'S VISION STATEMENT BY ADMIRAL KIME.

"WE STRIVE TO BE THE ARMED FORCE OFFERING THE MOST CHALLENGING AND REWARDING CAREER FOR THE YOUNG MEN AND WOMEN OF OUR NATION WHILE PRESERVING AND HONORING THOSE CUSTOMS AND TRADITIONS THAT HAVE SERVED THE COUNTRY SO WELL IN PEACE AND WAR."

AS A SERVICE, WE HAVE BEEN ABLE TO MAINTAIN 1990 RECRUITING LEVELS, AND HAVE SEEN A CONTINUED INTRODUCTION OF HIGHLY QUALIFIED AND MOTIVATED YOUNG MEN AND WOMEN INTO OUR SERVICE. PARTICULAR EMPHASIS HAS BEEN PLACED ON THE RECRUITMENT OF WOMEN AND MINORITIES, AND I AM PLEASED TO SAY, MR. CHAIRMAN, THAT OVER THE PAST YEAR THE COAST GUARD RESERVE HAS ACHIEVED SOME NOTABLE SUCCESS IN THIS AREA. OUR ANNUAL RECRUITMENT OF MINORITIES FOR 1989 AND 1990 WAS 11 AND 18 PERCENT, RESPECTIVELY, OF THE TOTAL RESERVE ACCESSIONS FOR THOSE YEARS. THE PERCENTAGE OF WOMEN RECRUITED, FOR THE SAME PERIOD, STAYED STEADY AT 12 PERCENT. THIS IS DURING A TIME OF MARKEDLY INCREASED COMPETITION AMONG INDUSTRY, GOVERNMENT AND DEFENSE FOR QUALIFIED RECRUITING PROSPECTS. WE WILL CONTINUE TO BE AGGRESSIVE IN ENSURING DIVERSITY IN THE WORKFORCE.

SINCE THE PRESIDENTIAL CALL-UP FOR OPERATION DESERT SHIELD, THE COAST GUARD RESERVE HAS NOT OBSERVED ANY SIGNIFICANT DECREASES IN RECRUITING. QUITE TO THE CONTRARY, IN RECENT MONTHS WE HAVE NOTED A SUBSTANTIAL INCREASE IN APPLICANTS. HOWEVER, DUE TO DESERT SHIELD AND DESERT STORM MOBILIZATION, FAMILY AND EMPLOYER CONSIDERATIONS MAY IMPACT ON RETENTION. THUS FAR, WE HAVE NOT OBSERVED ANY NEGATIVE TRENDS. THE NEXT SIX TO NINE MONTHS WILL PROVIDE A BETTER INDICATION OF POSSIBLE RETENTION PROBLEMS.

AS OF JANUARY 31 OF THIS YEAR, OUR COAST GUARD SELECTED RESERVE STRENGTH WAS 12,143. THE COAST GUARD RESERVE TRAINING APPROPRIATION FOR FISCAL YEAR 1991 IS \$74 MILLION. THIS APPROPRIATION SUPPORTS A STRENGTH LEVEL OF 12,000 PERSONNEL AND 711 RESERVE ADMINISTRATIVE AND TRAINING SUPPORT BILLETS. AS YOU ARE AWARE, IN 1988 A 10-YEAR GROWTH PLAN FOR THE COAST GUARD RESERVE WAS APPROVED BY THE DEPARTMENT OF TRANSPORTATION AND SUBMITTED TO CONGRESS. BASED ON THAT PLAN, THIS YEAR WOULD HAVE CALLED FOR A FORCE LEVEL OF 15,000 RESERVISTS. ALTHOUGH THE CURRENT LEVEL OF 12,000 SUGGESTS A SHORTAGE OF 3,000 PERSONNEL, I HASTEN TO ADD THAT WE ARE PRESENTLY ENGAGED IN THE PROCESS OF ASSESSING THE RESERVE STRENGTH LEVEL NEEDED TO SUPPORT MOBILIZATION REQUIREMENTS AS WELL AS OPERATIONAL AUGMENTATION TRAINING SUPPORT. THIS ONGOING ASSESSMENT CONSIDERS CHANGES IN GLOBAL GEOPOLITICAL CONDITIONS AND IS SUBSTANTIALLY DRIVEN BY DOD THREAT AND CAPABILITY STUDIES. IT SHOULD BE NOTED WE ARE PROGRESSIVE IN CONTINUING TO SIZE FORCE STRUCTURE AND TRAINING REQUIREMENTS PREDICATED ON CHANGING OPERATIONAL ENVIRONMENTS AS

WELL AS COMPREHENSIVE ANALYSIS OF LESSONS LEARNED FROM OPERATIONS DESERT SHIELD AND DESERT STORM.

DURING OPERATIONS DESERT SHIELD AND DESERT STORM, WE PROVIDED A SUBSTANTIAL LEVEL OF LEGAL, ADMINISTRATIVE AND FAMILY SUPPORT SERVICE TO OUR RESERVISTS AND THEIR FAMILIES. THIS CALLUP AFFORDED AN OPPORTUNITY TO VALIDATE THOSE TRADITIONAL SUPPORT SERVICES. THE COMMANDANT HAS CLEARLY IDENTIFIED SUPPORT OF OUR PERSONNEL AND THEIR FAMILIES AS ONE OF HIS MAJOR OBJECTIVES. SIGNIFICANT EFFORT HAS BEEN EXPENDED ACROSS THE BROAD SPECTRUM OF FAMILY SERVICES TO REDUCE THE TRAUMA RESULTING FROM MOBILIZATION OF OUR RESERVISTS. EVEN NOW, WE ARE EXAMINING MORE EXPEDITIOUS METHODS FOR DELIVERY OF EXISTING BENEFITS AND IDENTIFYING POTENTIAL NEW SERVICES AND ASSISTANCE THAT MAY BE REQUIRED BY OUR MEMBERS AND THEIR FAMILIES.

I AM QUITE CONFIDENT WE ARE PROVIDING OUR COAST GUARD FAMILY WITH A COMPREHENSIVE LEVEL OF SUPPORT THAT IS CONSISTENT WITH OUR TRADITION OF "TAKING CARE OF OUR OWN."

I HOPE THAT THIS HAS GIVEN YOU SOME INDICATION OF OUR SERVICE-WIDE EMPHASIS REGARDING SUPPORT OF OUR PEOPLE, BALANCE IN OUR MANY MISSION AREAS AND PURSUIT OF EXCELLENCE IN ALL THAT WE DO.

IN CLOSING, I THANK YOU FOR YOUR CONTINUED SUPPORT OF BOTH THE COAST GUARD AND COAST GUARD RESERVE. I WILL BE HAPPY TO TAKE ANY QUESTIONS YOU MAY HAVE.