

DEPARTMENT OF TRANSPORTATION
U. S. COAST GUARD
STATEMENT OF REAR ADMIRAL J. W. LOCKWOOD
ON THE COAST GUARD RESERVE
BEFORE THE
SENATE ARMED SERVICES COMMITTEE
SUBCOMMITTEE ON MANPOWER AND PERSONNEL
UNITED STATES SENATE
APRIL 8, 1992

Good morning Mr. Chairman. It is a pleasure to be with you here this morning to represent the Coast Guard Reserve and discuss the current and future role of this vital part of our service.

I have listened with interest to the statements of my colleagues from the Department of Defense. I commend their efforts as they realign and reshape the force in response to the dramatic events that continue to change the world.

From the Coast Guard viewpoint, we have some equally weighty challenges before us...to respond to change while anticipating no decrease in any of our broad mission responsibilities of maritime safety, maritime law enforcement, marine environmental protection, and national security. We expect that routine and extraordinary operations involving the Coast Guard will continue to keep the Coast Guard Reserve--as well as the regular forces--fully involved now and in the years to come.

To respond more effectively to change, we are revising our preparedness planning criteria. Where national defense once played a primary role in Coast Guard contingency planning, we

plan today for all types of contingencies or surge operations-- natural and man-made emergencies as well as military evolutions. We will, however, continue to train to respond to military contingencies, and will maintain strong links to our sister service - the Navy - and to the other services as we sharpen our ability to function with the unified and specified commanders in joint operations. Through Reserve augmentation of the active duty Coast Guard forces in all major mission areas, we will be assured of having trained people, ready to go; to respond to the full range of military and peacetime contingencies.

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The Coast Guard utilizes its Reserve (to achieve maximum ~~TRAINING~~ effectiveness in executing routine and surge operations in all its missions. This produces an increasingly efficient blend of active and Reserve forces. We are focusing on making the most effective use of scarce Coast Guard resources by emphasizing the strengths and abilities of each component.

In that connection, the Coast Guard appreciates the Senate's role in providing improved recall legislation. Your approval of changes to Title 14, U. S. Code, Section 712, Active Duty for Emergency Augmentation of Regular Forces has enhanced access to our reservists and will improve our ability to respond to domestic emergencies.

Augmentation/Mobilization

Augmentation of active duty Coast Guard operations by reservists is like a football team scrimmage. Mobilization or call-up is game day. Just as the football team displays in a game the skills developed during practice, the capabilities our Coast Guard Reservists develop during augmentation are immediately available during mobilization or any type of surge operation. When a Reserve boat crew augmenting a coastal search and rescue station gets a distress call, they respond just as their active duty counterparts would. The hands-on experience and training our reservists acquire while participating in actual search and rescue and other missions results in their enhanced readiness for mobilization or call-up.

People

Admiral Kime, our Commandant, has established "people" as one of his watchwords, as part of the Coast Guard's strategic vision. It follows then that the most critical element in the Coast Guard Reserve training program is people. Like all employers, we want to attract and retain the best people for the job. While more people are available in the current economic climate, competition for the best people is keener than ever. The Coast Guard has a tradition of attracting motivated and highly capable men and women. We strive to be an employer of choice. In administering

our people programs the reserve strives to parallel the active component whenever possible, using the same recruiting structure and complementary personnel policies. This approach has proven to be both effective and efficient.

Strength/Budget

While it is certainly reasonable to assume that the current review of the Coast Guard's mobilization manpower requirements will result in a Selected Reserve requirement that is less than the peak levels envisioned during the 1980's, that new requirement is not yet known. Therefore, until a new strength requirement is identified, it is appropriate to stay the course. For Fiscal year 1993, our appropriation requests supports a Selected Reserve of 10,850. Although this is a slight reduction from prior year levels, it is reasonable at this time. Our authorized strength has traditionally exceeded appropriated strength. The Fiscal Year 1992 National Defense Authorization Act authorized a Fiscal Year 1992 and Fiscal year 1993 Selected Reserve strength of 15,150. Again, the ongoing Coast Guard planning cycle will further refine Selected Reserve Strength level requirements and any necessary adjustments can be made accordingly in future years.

Recent Surge Operations

During this past year, our training program again paid dividends in many different mission areas. A number of surge operations attest to the continuing contribution of the Coast Guard Reserve. They included flooding in Texas (Brazos River), firestorm/mudslides in California (Oakland/Berkeley), storms off New England (Gloucester, MA), Alien Migrant Interdiction Operations (Haiti, Florida coast), and space launch security (Cape Canaveral, FL). We are also supporting the final stages of cleanup for the Exxon Valdez oil spill. Major Reserve involvement is currently ongoing in conjunction with the America's Cup trials off San Diego, and an even greater surge operation involving hundreds of reservist will take place this summer with the celebration of the Columbus quincentennial in San Juan, New York and Boston.

The Coast Guard Reserves role in preparing to operate alongside the Navy as part of the nation's fifth armed force, and a fundamental part of the maritime Defense zones, has kept us heavily involved in port safety as well as port and harbor security missions. Lessons learned from Operation Desert Storm indicate that we perform those jobs very well. The port security units, manned entirely by Coast Guard Reservists, were highly commended for their operations in the Persian Gulf.

Program Refinements

In looking to the future, the Coast Guard Reserve is implementing a total quality management program that emphasizes continuous improvement. In so doing, we have identified some areas that will allow an expansion of training opportunities. These include prototyping a new Reserve unit structure, developing an accompanying automated information systems and establishing a joint regular and Reserve pay program.

In the San Francisco Bay area, a pilot program is underway which employs full-time support personnel to perform routine administrative functions for Reserve units and enables Selected Reserve officers and enlisted to ^{TRAIN IN} pursue more operationally oriented activities. [Initial reports on the effectiveness of this Reserve management Support Activity (RMSA) are very encouraging] and may lead to expansion of this concept to other regions of the country. *we are following this project very closely to determine its applicability elsewhere.*

Another effort to assist in administration of the Reserve units is a prototype software package called Unit Management Information System (UMIS). UMIS automates administrative oversight functions unique to our small units. It has the potential to improve command, control and communications and result in savings of time and personnel.

This year, we have completed integration of Reserve Inactive Duty for Training (IDT) pay into the active duty pay system. Thus, reservists will be paid faster and will receive a monthly Leave and Earnings Statement identical to that used by their active duty components.

Summary

The Coast Guard Reserve is trained to function and respond across the breadth of all Coast Guard missions during time of war or national emergency. Our reservists stand ready to mobilize in support of surge requirements in such missions as defense readiness, search and rescue, aids to navigation, port security, and law enforcement--each of which has national security implications. As I travel around the country to visit, talk and listen to the men and women of the Coast Guard Reserve, I am continually impressed with their dedication and professionalism. I see firsthand the value the American public continues to receive from the Coast Guard Reserve.

Thank you, Mr. Chairman, for the opportunity to be here today. I would be happy to answer any questions.