



The US Coast Guard Auxiliary's M Department A Strategic View April 15, 2007

The M Department, formed in 1997, is the newest of the ten Auxiliary Departments, and is charged with directing the Auxiliary's programs to support the USCG Prevention (CG-3P) Directorate's field units, typically the Prevention Departments, Marine Safety Units (MSUs), and their Sector Commands.

The Department is an organizational unit that is dedicated to its two principal customers: the US Coast Guard Prevention (CG-3P) Directorate, with which it maintains a close and active working relationship and the membership of the Auxiliary, whose service and volunteerism is so vital to the USCG.

Vision

The M Department will plan, develop, and assess new programs to guide Auxiliarists in supporting the new Sector Command based organization, where Auxiliary Coast Guard augmentation activities are brought into balance with traditional recreational boating safety missions. The department will continue to proactively engage in the process of migrating the Auxiliary M (Prevention) and O (Response) functional departments to the new Coast Guard organizational paradigm based upon an integrated cross-functional team based organization.

Strategic Goals of the M Department

1. Develop plans and sponsor programs to better address the new demands placed upon the Coast Guard and the Prevention Sections and Sector Commands in the post 9/11 environment.
 - Tactical Elements:
 - a. Proactively address the new requirements with the offer to assist – as in the case of the Maritime Transportation Security Act (MTSA) and the Regional Examination Center Surge Support program in 2006.
 - b. Continue to use our position to assist in migrating the Auxiliary organizational structure and nomenclature to operate in cross-functional teams, more tightly integrated with the Coast Guard, in support of the new Coast Guard Sector organization.

2. Assist in Integrating the Auxiliary into Coast Guard Forces in a real and meaningful way and to ensure that we are **Ready, Responsive and Resolute** in our actions.
 - Tactical Elements:
 - a. Align and rename the Auxiliary Marine Safety and Environmental Protection Department to the Auxiliary Prevention Department mirroring the Prevention Directorate and Departments on the Coast Guard headquarters and Sector side.
 - b. Leverage the elements of the Trident Program to parallel the active duty's M-Pro pin, providing the membership with a visible incentive to serve.
 - c. Shift the mutually-accepted role of the Auxiliary from principally RBS to a more balanced approach with direct augmentation.
 - d. Ensure that we participate in the USCG Planning Process in order to be included and identified as an active contributor.
 - e. Act as the nexus between the USCG's G-P Directorate and the Auxiliary to assist the Auxiliary's leaders at all levels in organizing effective support for the USCG.
3. Provide Prevention missions training the entire Auxiliary membership can utilize
 - Tactical Elements:
 - a. Continue to utilize web-based training as the preferred method of offering user-friendly training of all types to the membership.
 - b. Implement an aggressive plan to market our training capability, by marketing to the membership the Trident Program's training courses that are applicable to all members – not just those in the Prevention field.
 - c. Continue to encourage joint training of active duty, civilian, reserve and Auxiliary members to ensure sufficient mass to warrant doing the training now. As the USCG adds new people who need to be trained, we need to be seen as part of that trainee stock.
 - d. Continually add PQSs as national needs are defined and agreed upon with the USCG's G-P Directorate and its field units.
4. Establish aggressive growth targets for the next two years to bring the Department to maturity as rapidly as possible and to position it as a role model for the Auxiliary's new organizational stance.

5.
 - Tactical Elements:
 - a. Triple M's 2% of all Auxiliary 2003's hours to 4% (\pm 300,000 hours).
 - b. Maintain the number of courses taken and passed annually at 2006's level.
 - c. Actively report to all constituents how we are performing in our missions. "If you can't measure it, you can't manage it".
6. Act as a catalyst for selective recruiting for the Auxiliary.
 - Tactical Elements:
 - a. Embrace AUXPAL as the vehicle for selective recruiting.
 - b. Utilize the Environmental Protection mission to attract "green"-motivated new members.
 - c. Target those CG members who don't plan to RELAD or who retire to offer an opportunity to continue to serve.
7. In all our roles, maintain close and active contacts on behalf of the Auxiliary with one of our principal constituencies, the US Coast Guard, striving to meet the USCG's needs while simultaneously making the act of volunteering more rewarding and satisfying to the Auxiliarists.
 - Tactical Elements:
 - a. Ensure the alignment of our efforts to the needs of the USCG by conducting a biannual review and up-dating of our policies by utilizing a new Sector Prevention Augmentation Survey as the vehicle.
 - b. Ensure close daily contact with the USCG (Prevention Department, Sector Commands, HQ Staff, Program Managers, Sector staff, etc.) by all our Divisions which will cause us to be considered a real member of "Coast Guard Forces" and cement the relationship between the two organizations.
 - c. Promote the concept of "We Only See Blue" by identifying and working more closely with those USCG commanders who are most active in incorporating the Auxiliary and promote that activity by aggressive communication and dissemination of Best Practices.

- d. Continue our practice of conducting DVC planning meetings at USCG HQ to enhance contacts at all levels, to include briefings for senior CG-3P Directorate Officers and staff.
- e. Complete a bi-annual "Sector Prevention Augmentation Survey" to:
 - Determine what assistance the MSOs/COTPs currently need from the Auxiliary.
 - Train Auxiliarists to meet those needs, including the development of new relevant PQSs so that the members will derive maximum satisfaction from their service.
 - Determine what has been successful/unsuccessful from the original Augmentation Surveys and modify our actions accordingly.
8. Leverage our current level of performance to ensure that budgeted human and financial resources are pursued, understood by our constituencies and made available to the Department.
 - Tactical Elements:
 - a. Understand and foresee our needs and communicate them clearly, using the budget as the discussion medium.
 - b. Continually review the structure of the organization vs. the missions adopted and make necessary organizational changes as they are required.
9. Aggressively step up level of interaction with DSOs-MS to ensure maximum energetic cooperation and effectiveness of M (Prevention) activities across the Auxiliary.
 - Tactical elements:
 - a. Annually review and update the DSO-MS Position Description in collaboration with the DCOs/VCOs, focusing on the DSO's role as propagators of national, as well as local, programs within their District.
 - b. Re-cast the N-TRAIN syllabus to focus on the job's basics for the first year of their tenure and more advanced topics for the second year thus helping the DSOs-MS to do the best job possible and add time to include SWOT Analysis opportunities to enhance DSO collaboration
 - c. Continue the process of assigning a DVC to each DSO to reach out to them and to encourage regular and frequent two-way communications.

- d. Guide the Sector Prevention Sections into the role of generating Best Practices that will be shared with all Prevention constituencies.
10. Act as the focal point for the collection from, and distribution to, all interested USCG and Auxiliary M (Prevention) constituencies the knowledge needed to more effectively support the USCG's Prevention units.
- Tactical elements:
 - a. Encourage and develop better two-way communications to/from all Auxiliary/USCG Prevention constituencies, with focus on the DSOs-MS, in order to cement the relationships needed to do the best job possible.
 - b. Maximize use of the M Department List Server, and the subsidiary DSO-MS List Server to immediately communicate important Prevention material to all M officers in the Auxiliary, thus ensuring that everyone "gets the word" quickly and accurately.
 - c. Utilize all communications media to disseminate Prevention knowledge and information: newsletters, web site, links, list servers, etc. to our two principal constituencies: the Auxiliary and the USCG.
11. Intensify and institutionalize our collaboration with the O (Response) Department so as to be prepared and ready as the potential realignment of M (Prevention) and O (Response) progresses in the USCG and the Auxiliary.
- Tactical elements:
 - a. Ensure that all members of the M Department's staff fully understand that cooperation and collaboration with O in the pursuit of our collective missions is the watchword and the manner in which we expect us all to operate.
 - b. Ensure that all members of the M (P) and O (R) staff are properly prepared for any changes that may occur due to the realignment of the two departments and are prepared to step into any new rolls or assignments with little or no problems.
12. Continually up-grade the caliber of staff to improve effectiveness in meeting the demands on the Department and the Coast Guard customer.
- Tactical elements:
 - a. Carefully select leaders who are experienced or skillful in managing the efforts of large groups to a common end.
 - b. Select staff members who have the technical competence and the energetic and positive attitude needed to meet our mission

requirements.

13. Actively instill an atmosphere of collaboration with all Departments and elements of the Auxiliary in the pursuit of our mutual goals

- Tactical elements
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 - a. Assign a DVC as the Departmental POC for each Department with whom we regularly work and maintain frequent contacts.
 - b. Assign a DVC as the Department POC for each of the 16 DSOs-MS to ensure that we maintain frequent and open communications with the DSOs and, through them, with the Districts.

14. Actively pursue a combined vibrant Prevention Outreach program involving Marine Environmental issues and Maritime Domain Awareness.

- Tactical elements
 - a. Provide the Auxiliary membership the training and education in Sea Partners and Americas Waterways Watch.
 - b. Develop and implement an active public outreach program involving the Auxiliary and our Sea Partners and Americas Waterways Watch programs

15. Develop new initiatives and opportunities in the area of Waterways Management.