



# Deputy Commandant for Personnel Commander's Expectations

*Delivering a Ready Workforce for a Stronger Coast Guard!*

19 September 2025

To the Coast Guard Men and Women of the DCP Enterprise,

As your Deputy Commandant for Personnel, and your Gold Badge we are excited to be working alongside each of you. The DCP Enterprise truly touches every person in our workforce – past and present – their families, and the communities we serve, and that's a responsibility we take incredibly seriously. We are both eager to learn, work, and grow alongside you as we forge the future of Personnel Readiness today.

At less than 3-months old, we must accelerate the transformation of our Enterprise from Initial Operating Capability (IOC) to Full Operating Capability (FOC). This isn't simply a technical upgrade; it's a fundamental shift to a future-ready, people-first organization, and your leadership is critical to its success.

**Our Intent:** To forge a personnel enterprise where every member – military, civilian and auxiliarist – is empowered to excel, contributing to a stronger, more capable Coast Guard. This requires a proactive, strategic approach to change, and a commitment to delivering measurable results.

**How We'll Get There:** In short, [Force Design 2028 \(FD28\)](#). We will focus on three key imperatives:

- **Sustain Excellence:** Solidify our current operations, ensuring consistent, high-quality service delivery while we build for the future.
- **Modernize & Innovate:** Proactively adapt and implement modern solutions to meet future challenges and anticipate evolving needs as we achieve FOC for our organization.
- **Align for the Future:** FD28 provides increased investment and clear strategic direction and we will align all FD28 elements into our planning and execution cycles to meet future demands.

This transformation will involve a series of focused efforts, including streamlining processes, updating technology, refining our organizational structure, and investing in our people. We will prioritize projects that deliver tangible improvements and demonstrate clear value to our people and the Nation.

We encourage you to embrace a mindset of **Change and Growth** and take ownership of your areas of responsibility. Let's focus on strategic investments that move us forward, rather than only fixing existing problems. Let's **Think Big, Start Small, and Move Fast**. Prioritize initiatives that demonstrate quick, yet meaningful successes for our workforce and contribute to our overall transformation momentum.

These are truly exciting times, filled with a collective opportunity to level up in our mission to deliver a ready and capable total workforce. We all have a role and together we will build a personnel system that empowers our workforce and enables the Coast Guard to meet the challenges of the future.

With utmost respect,

Charles E. Fosse  
Rear Admiral, U.S. Coast Guard

Malia R. Chasteen  
Command Master Chief, U.S. Coast Guard

