

U.S. Department of
Homeland Security

United States
Coast Guard



Commandant
United States Coast Guard

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MEMORANDUM

From: C. E. Fosse, RADM
COMDT (DCP)

Reply to CAPT Ramassini
Attn of: (517) 608-0700

To: Distribution

Subj: DEPUTY COMMANDANT FOR PERSONNEL COMMANDER'S INTENT

Ref: (a) Force Design 2028 Executive Report
(b) Force Design 2028 Executive Plan Summary

1. **Intent.** As the Deputy Commandant for Personnel (DCP) enterprise transitions from Initial Operating Capability (IOC) to Full Operating Capability (FOC) under its restructured framework, this document outlines our shared commitment to a generational workforce transformation. Our people – the dedicated active duty, reserve, civilian, and auxiliary workforce, and their families – remain the Coast Guard's most valuable asset. I acknowledge that historically, limited resources have challenged our ability to fully deliver on our personnel commitments, yet through your dedication and innovation, we have consistently endeavored to meet the mission despite these constraints. This transition is not simply an organizational restructuring; it's an opportunity to design a workforce enterprise equipped with the resources necessary to deliver, ensuring we can consistently deploy the right people, with the right skills, in the right place, with the right support, at the right time. This is our opportunity to build a system that empowers our people to effectively execute the Coast Guard mission with sustained professionalism, skill, and support.

2. **Initial Operating Capability.** The establishment of DCP as outlined in enclosure (1) marks a milestone in the Force Design 2028 Organization Campaign, equipping us to advance the People Campaign. At IOC, we implemented deliberate and foundational changes to consolidate and align our personnel readiness enterprise while intentionally decoupling programmatic responsibilities from service execution:

- a. Workforce Program Management. The new Assistant Commandant for Workforce Management (CG-WM) was established as a flag-level authority by consolidating the former Assistant Commandants for Human Resources (CG-1C) and Military Personnel (CG-1M), incorporating the oversight functions of DPR-1 and DPR-2, and realigning the Personnel Service Center (PSC) as an O-6 Service Center. CG-WM now serves as the Coast Guard's enterprise-level authority for workforce policy, requirements determination, and resource alignment across both military and civilian personnel. This

includes managing workforce requirements and analytics, ensuring specialty and rating oversight through the Rating Force Master Chiefs and Warrant Officer Specialty Managers, and providing unified governance of policies that drive execution through PSC. This structure positions CG-WM to deliver a coherent, data-informed, and future-focused approach to workforce management, ensuring decisions directly enable mission readiness and long-term sustainability.

- b. Civilian Workforce Process Integration. IOC facilitated alignment of execution functions with the new enterprise design. Building on the Personnel Service Center's (PSC) established management of officer, enlisted, and reserve personnel processes, this model is extended to the civilian workforce by establishing Civilian Personnel Management (PSC-CPM) as the execution counterpart to the Director for Civilian Personnel (CG-WMC). This arrangement establishes a common model across all workforce segments: program management at the Assistant Commandant level, and service execution through the PSC. This approach provides consistency, clarity, and parity across the total workforce, positioning us to adapt to future demands more responsively and less reactively.
- c. Health, Safety and Work-Life Transformation. The former Assistant Commandant for Health, Safety & Work-Life (CG-1K) is reorganized into three distinct directorates: the Chief Medical Officer (CG-CMO), the Assistant Commandant for Workforce & Family Services (CG-WFS), and the Office of Safety and Environmental Health (CG-SEH). This realignment is accompanied by the division of the legacy Health, Safety & Work-Life (HSWL) Service Center into three new service centers in parallel with the new directorates: the Health Care Service Center (HCSC), the Workforce & Family Services Center (WFSC), and the Safety Center (SafeCen). This structure ensures focused expertise and dedicated support within each functional area, enhancing service delivery across the Coast Guard and improving operational results.
- d. Security Enterprise. The former DCMS-34/Office of Security Policy and Management has been incorporated into DCP as the Office of Security Policy and Management (CG-SPM) to strengthen the Coast Guard's force protection and personnel readiness. To reinforce the security enterprise, CG-SPM will leverage relevant risk management, develop effective and efficient programs, initiatives, and processes, and oversee the following divisions: the Mission Assurance Division (SPM-1), the Coast Guard's Central Adjudication Facility (CAF) – renamed Security Center (SPM-SC) – and the Training, Resources, and Compliance Division (SPM-2).
- e. Accessions Realignment. The recruiting and accession training enterprise has been restructured. Coast Guard Recruiting Command (CGRC) has been renamed the Accession Service Center (ASC) and now reports to Force Readiness Command (FORCECOM). Simultaneously, Training Center Cape May is realigned as a direct report to ASC. These actions establish a continuous unity of effort from recruiting through accession training.

These changes establish the baseline for the DCP enterprise. Our responsibility now is to refine,

integrate, and mature these building blocks into a sustainable, fully capable, and highly effective organization by FOC.

3. **Vision at FOC.** *Deliver a mission ready workforce that is sustainable, resilient, and aligned with the evolving demands of our Nation, Service and Workforce.* By FOC, DCP will:

- a. Provide an **enduring personnel readiness system** that delivers superior service through structured support and balanced resourcing, reducing reliance on unsustainable workforce demands.
- b. Enable **defensible scalability** by linking resourcing to workforce outcomes (e.g., with X resources, we deliver Y level of readiness and support.)
- c. Ensure a **seamless personnel lifecycle** for military members and civilian employees, supported by modern HRIT systems, competency-based training, and agile talent management.
- d. Restore **balance and functional distribution across the workforce**, growing by at least 15,000 service members by FY28 while reinvigorating and innovating support across all aspects of our personnel domain (active, reserve, civilian, and auxiliary).

To guide our progress and ensure timely resource request submissions, we will track two key milestones:

- **By 09 January 2026:** Complete comprehensive assessment of personnel, funding, and detailed definition of FOC to support FY2028 budget submission.
- **By Q3FY28:** Achieve FOC for the DCP Enterprise (as resources support). Although this timeline is dictated by the FY28 budget cycle, we will achieve significant milestones much earlier than the final FOC date.

4. **Priorities and the Path to FOC.** As we navigate from IOC to FOC, I charge the DCP leadership team and enterprise to:

- a. Streamline and Adapt. Identify and implement opportunities to streamline processes across the enterprise. This may necessitate resource reallocation to support new priorities, accepting calculated risks in other areas. Risk acceptance should be directly linked to potential gains and growth; outcomes must be regularly assessed and adjusted accordingly. Achieving significant improvements may also require challenging existing functional and cultural norms within workforce support.
- b. Operate with the Five “Rights”. Conduct operations under this paradigm: a mission ready workforce is paramount, comprised of the right people, with the right skills, in the right place, with the right support, at the right time. These five “rights” must underpin every decision and investment we make.
- c. Build Trust and Empowerment. Establish clear expectations for decision-making.

Intentionally build trust up and down the chain, empowering decisions at the lowest appropriate level while ensuring transparency across the enterprise.

- d. Own the Workforce of Tomorrow. Our collective responsibility is to deliver the capable and ready workforce of tomorrow, today. Collaboration across DCP is integral to our success, and thus non-negotiable. Leverage technology and data to drive decisions. Establish meaningful metrics – favor leading indicators and rely on lagging indicators if necessary – while continuously refining them to ensure we are delivering measurable improvement. Anticipate and prepare for the evolving expectations of the workforce, ensuring the Coast Guard remains responsive, supportive, and future-focused.

5. **Guiding Principles.** Our transformation will succeed if we ground our daily actions and decisions in clear, shared principles. These principles are not slogans; they are operating disciplines:

- a. *Outcome Driven, Force Focused*. We will align all efforts and services to measurably advance the requirements outlined in the Force Design 2028 Outcome Tables.
- b. *Flexibility, Responsiveness, Resilience, Affordability, Transparency, and Integration* will guide every decision and interaction.
- c. *Think Big, Start Small, Move Fast*. Design boldly for the future, pilot incrementally, and scale quickly once results are proven. Momentum matters.
- d. *Run, Fix, Change, Grow*. We will stabilize essential operations (Run), correct inefficiencies (Fix), deliberately introduce new approaches (Change), and expand our capacity for the future (Grow).
- e. *Now, Next, Later*. We will prioritize work in a sequenced, transparent way so the workforce knows what we are delivering today, what we are preparing for tomorrow, and what is on the horizon.
- f. *Data-Informed, People First*. We will embrace meaningful metrics to guide DCP's evolution but will not lose sight that mission readiness starts and ends with our people.

6. **Charge to the Workforce.** The path from IOC to FOC will require steady hands, courageous leadership, and a collaborative / innovative spirit. Every member of the DCP enterprise has a role in carrying these principles forward. To ensure we capture all details and maintain alignment throughout this complex period, I have designated CAPT Steven Ramassini to serve as the Transition Officer, working across the enterprise. His primary focus is IOC to FOC transition but will remain closely aligned to the Force Design 2028 People Table efforts – maximizing efficiency and synergy across initiatives. I charge us all to:

- a. Embrace change with a growth mindset. See the transformation not as valueless effort, but as a genuine opportunity to deliver better outcomes for the Service and one another.

- b. Operate in continuous cycles toward growth. Run what must be sustained, fix what is broken, change what needs to evolve, and grow what postures us for the future.
- c. Prioritize impact. Focus on the “Now” – deliver quick, meaningful wins. Prepare for the “Next” – build capacity and alignment. Keep an eye on the “Later” – ensure long-term sustainability.
- d. Move with purpose. Think Big about the workforce we need, Start Small by piloting solutions, and Move Fast to integrate and scale what works.
- e. Take Ownership. Your leadership, transparency, and accountability at every level will ensure we deliver a personnel enterprise worthy of the Coast Guard's missions and people.

The path from IOC to FOC is our collective responsibility. Each of us has a role in shaping a personnel enterprise that is sustainable today and prepared for tomorrow. I ask every member of this workforce to lead with integrity, act with purpose, and remain grounded in our Core Values of Honor, Respect, Devotion to Duty, and the Moral Courage to Act. Together, we will deliver the ready and resilient force our Service requires and deserves.

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Enclosure: (1) [DCP Organizational Charts](#) [select link]

Dist: Chief Medical Officer (CMO)
Assistant Commandant for Workforce Management (CG-WM)
Commander, Force Readiness Command (FORCECOM)
Assistant Commandant for Workforce and Family Services (CG-WFS)
Office of Security Policy and Management (CG-SPM)
Office of Safety and Environmental Health (CG-SEH)
Office of Strategy and Resources (CG-DCP-SR)
Director of Military Personnel (CG-WMM)
Director of Civilian Personnel (CG-WMC)
U.S. Coast Guard Academy
DCP Command Master Chief

Copy: Chief of Staff (COS)
Deputy Commandant for Operations (DCO)
Atlantic Area Commander
Pacific Area Commander
Deputy Commandant for Systems (DCS)
Force Design 2028 (FD28) Implementation Team