

## **US Coast Guard Best Practices in Training/Performance Improvement**

### **People:**

- Very high quality people at all levels in the Training/Performance Improvement system
- Ingrained culture around training to improve workplace performance since the mid 1980s
- Many “Coasties” are active in ISPI and ASTD – both at the international and local levels
- Multiple experts in training/performance field are “fans” of and help the Coast Guard

### **Methodology:**

- Active use of “Performance Consulting” approach to solve or prevent performance problems with a mix of training and non-training solutions
- Performance-based training – only what’s required for successful job performance; provided in a contextual, applied manner. (no “spray and pray”)
- Clearly defined and published job performance requirements (enlisted qualifications and other functional requirements are based on job task analyses)
- Focus on developing and using job aids (when training to memory is not required)
- Training is evaluated with a healthy mix of Levels I, II, and III (including the graduate’s manager)
- All qualifications include a condition, performance, and standard
- Training requirements flow from the quals/job performance requirements
- Frequent use of CBT and other training technology delivery systems
- Systems for communication/assessment of knowledge and performance (correspondence courses, PQS – unit qualification programs, unit master training list)
- eLearning and webinars used primarily for knowledge-based and compliance training

### **Developing our Expertise:**

- Train the trainer courses (Instructor, Course Design, Training Manager)
- Several people sent to leading graduate programs (Florida State, San Diego State, Indiana) each year
- Specialized Training Teams (patrol boat, law enforcement, aviation) that visit field units
- Standardization Teams evaluate field performance against requirements; keep requirements current
- Applying lessons learned in the schoolhouse to informal, unit training programs
- Semi-annual meetings of leaders of the CG Training System
- Annual 3 day Human Performance Technology Symposium in Williamsburg

### **Infrastructure:**

- Clear set of policies and procedures (SOPs for all phases, policy for field use)
- Tight, descriptive, and fair employee evaluation systems (enlisted, officer, civilian)
- Coast Guard wide planning documents (Long range view, budget docs, annual reports)
- Clearly defined and respected chain of command
- Physically and organizationally set up to work with other elements of Human Capital team

### **Customer focus:**

- Clearly defined customers (Program Managers, Force/Rating Managers, Acquisition Managers)
- Training Managers teach their Program Managers to be “mini performance consultants”
- Proposals for new courses must have a Front End Analysis to see if there is a true training need
- The Master Training fund is well linked to (and only funds) proven needs and requirements
- Some progressive programs are creating their own Training Councils
- Training/Performance Managers participate at the start of all acquisition projects
- Training/Performance Managers participate on all major Coast Guard studies