



Human Resource Management HRM 11 Specialty Qualification Standards Booklet

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A Message from the Assistant Commandant of Human Resources

Fellow HRM Officers,

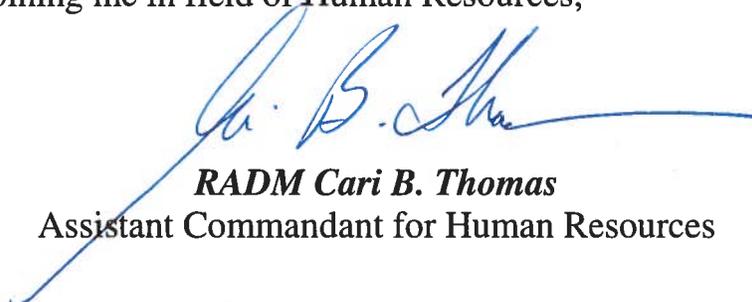
It is my privilege and honor to release the first Specialty Based Performance Qualification System (PQS). As Human Resource officers we should, and are, leading the way in clearly defining the technical skills required of our specialty.

Our Commandant has stated that one of his guiding principles is a Commitment to Excellence. This includes the priority of advancing our commitment to a more proficient workforce. We must clearly define what our measures of proficiency are in order to continue to advance toward *mastery*. This PQS establishes the minimum level of proficiency which I expect in order to complete our mission. I expect each of you to strive for more than this minimum standard and become experts in your policies, processes, and to understand the role which you fill in the greater Human Resource Structure.

I have tasked the HRM-11 Specialty Manager with keeping this booklet current and to continue to refine the tasks. This may require new competencies, clarifying the standards, or removing outdated tasks. I expect each HRM officer to assist by identifying areas for improvement.

I believe that each and every person who pursues Human Resource Competencies and ultimately designation as a Specialist in the field of HR is vital to the success of all CG missions. The CG needs your dedication to expertise. With your help we will continue to meet our mission of meeting the people needs of the CG and the needs of Coast Guard People.

Thank you for joining me in field of Human Resources,



RADM Cari B. Thomas
Assistant Commandant for Human Resources

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Human Resource Management Performance and Qualification Standards

This Performance and Qualification Standard (PQS) workbook is your On the Job Training (OJT) performance checklist for all certifications in Human Resource Competencies for the Coast Guard. It is your responsibility to document all completed unit training items. It is up to your discretion which competencies you obtain. Achieving all competencies within the booklet will help chart your development within the CG's HR program; however each section represents a unique competency and can be obtained in any order. The specific competencies required of HRM11 Apprentices, Journeymen, or Masters is specified in the [Officer Specialty Requirements form](#).

The HRM competencies are designed to record the proficiency of skills associated to HRM 11 subspecialty. Civilian and Enlisted employees are eligible to earn the certifications.

The following is a basic overview of how the PQS workbook is organized. On each task page you will find:

1. Job: The formal title of the Competency
2. Task: The action(s) performed to obtain the certification
3. Authentication: The signature of the Verifying Officer (VO) that validates tasks completed by trainee. The VO shall observe the successful performance of each task and document with authentication (signature). VOs must enter their title, name, and initials in the allotted places when making entries in your PQS workbook. In most instances only specific people are authorized as the verifying officer. For any competency which the position of the VO is not identified, any O-5 or above with the HRM11 Sub-Specialty may sign as the VO. However, for competencies where multiple VOs are identified, any one of those office chiefs may verify the proficiency level. Regardless if the member is an Officer, Enlisted, or Civilian, the VO must maintain the same proficiency standards.

This PQS will be maintained by the HRM-11 Specialty Manager and will be available electronically.

When a section of this book is completed and signed by the appropriate VO, the initialed and signed section shall serve as sufficient verification for the member's SPO to enter the appropriate competency code in the member's official record.

HR Personnel Assignment Support

Competency Code: HR-PAS

The competency holder is qualified to effectively develop shopping lists, monitor position vacancies, prepare messages, issue and complete personnel assignment permanent change of station orders all while communicating/considering command concerns vice needs of the service.

Task	Initials / Date
Conduct on OPM/EPM/RPM Road Show	
Develop Shopping List for Assigned Account	
Verify and Fill Reprogrammed Billets	
Fill Vacancies	
Issue Orders	
Identify all Account Billets to be shopped for an Assignment Year (AY)	
Monitor Vacancies	
Prepare Assignment Year (AY) messages	
Prepare End of Assignment year (AY) Message	
Prepare End of Assignment Year (AY) Data Statistics	
Provide Advice to Programs for Organizational Changes	
Provide update Assignments via CGPortal/Internet Notes (<i>if applicable</i>)	
Provide Assignment Updates via Message Traffic	
Provide Assignment Updates via Reserve Personnel Management (RPM) Website (<i>if applicable</i>)	
Review Officer Specialty Code Applications (<i>if applicable</i>)	
Compile and Verify Command Concerns for an AY	
Complete Career Counseling for 15 Officers/Enlisted	
Complete a slate based on Service, Unit and Member's needs	
Brief completed Slate to OPM 2 or Assignment Panel (<i>if applicable</i>)	
Complete offseason Solicitation Message	
Fill offseason vacancy	

Verifying Officer: PSC-opm-2, PSC-epm-2, or PSC- rpm-2

(Name, Title, Rank)

HR Boards and Panels Support

Competency Code: HR-BPS

The competency holder is qualified to effectively coordinate officer and enlisted selection/educational panels and boards, conduct record reviews as well as serve as a member or recorder on panels and boards.

Task	Initials / Date
Conduct Panels (e.g. Gold/Silver Badge, Reserve Career Retention Screening Panel (RCRSP))	
Conduct Records Review	
Coordinate Officer or Enlisted Advanced Education Panels	
Coordinate Officer or Enlisted Selection Panels	
Coordinate Special Panels (e.g. Lateral panel, Chief Medical Officer panel, OinC panel)	
Coordinate the Officer Corps Planning Team (OCPT) (if applicable)	
Prepare Information for Screening Panels (Enlisted Assignments)	
Serve as a Member on Post Graduate Panels (<i>if applicable</i>)	
Serve as a Member or Recorder on Panels and Boards	

Verifying Officer: PSC-opm-1, PSC-epm-1, or PSC-rpm-1

(Name, Title, Rank)

HR Career Counseling Support

Competency Code: HR-CCS

The competency holder is qualified to effectively provide counsel on competitiveness for assignments, post graduation selection, advancement, failure of selection and overall career counseling.

Task	Initials / Date
Counsel Personnel on Competitiveness for Assignments	
Counsel Personnel on Competitiveness for Post Graduate Selection (if applicable)	
Counsel Personnel on Competitiveness for Promotion/ Advancement	
Counsel Personnel on Failure of Selection	
Provide Career Counseling	

Verifying Officer: PSC-opm-4, PSC-epm-2, or PSC- rpm-2

(Name, Title, Rank)

HR Data Analysis Support

Competency Code: HR-DAS

The competency holder is qualified to effectively provide input for Personnel Records Review Boards (PRRB), Board of Correction to Military Records (BCMR), Congressional inquiries and data calls.

Task	Initials / Date
Provide input for Board of Correction to Military Records (BCMR)	
Provide Input for Personnel records Review Board (PRRB) Applications	
Respond to Board of Correction to Military Records (BCMR)	
Respond to Congressional Inquiries	
Respond to Data Calls	

Verifying Officer: PSC-opm-1, PSC-opm-3, or PSC-rpm-1

(Name, Title, Rank)

HR Personnel Evaluation Support

Competency Code: HR-PES

The competency holder is qualified to effectively process Officer Evaluation Reports (OER), provide training and waivers to the Officer Evaluation System (OES), make improvements and updates to policies and procedures, and assist Commands with the special OER process.

Task	Initials / Date
Assist Commands with Special Officer Evaluation Reports (OER)	
Compile "Health of the Officer Evaluation System (OES)" Report (as applicable)	
Make Improvements to Officer Evaluation Report (OER) Process	
Process Active Duty Officer Evaluation Reports (OER)	
Provide Complete Officer Evaluation Report (OER) records for selection boards/panels	
Provide Officer Evaluation Report (OER) waivers (as applicable)	
Provide Officer Evaluation System (OES) Training	
Update Evaluation Policies and Procedures	

Verifying Officer: PSC-opm-3, or PSC-rpm-1

(Name, Title, Rank)

HR Human Systems Integration

Competency Code: HSIINTRO

The competency holder is qualified to effectively apply, define, determine and develop Human Systems Integration/Manpower/Personnel policy and requirements for new acquisitions.

Task	Initials / Date
Advise KO Staff on Contractor Compliance for –Human System Integration/Manpower/Personnel Requirements for new Acquisitions	
Apply Human Systems Integration Doctrine to Manpower/Personnel for new Acquisitions	
Assess Risk Associated with Manpower/Personnel for new Acquisitions	
Collect Human Systems Integration for Manpower/Personnel requirements for new Acquisitions	
Define Human Systems Integration Standards for Manpower/Personnel requirements for new Acquisitions	
Determine Human Systems Integration/Manpower/Personnel requirements for new Acquisitions	
Develop Human Systems Integration/Manpower/ Personnel Policy and Procedures	
Develop Human Systems Integration budget for Manpower/Personnel Requirements for new Acquisitions	
Develop Human Systems Integration Metrics for Manpower/Personnel Requirements for new Acquisitions	
Develop Human Systems Integration Practices for Manpower/Personnel requirements for new Acquisitions	
Develop Measure of Effectiveness(MOE)/ Measures of Performance(MOP)/Critical Operational Issues (COI) for Human Systems Integration/Manpower/Personnel	
Prepare Human Systems Integration Reports for Manpower/Personnel Requirements for new Acquisitions	
Prepare Work Breakdown Structures for Human Systems Integration/Manpower/Personnel requirements for new Acquisitions	
Review Contract Deliverables for Human Systems Integration/Manpower/Personnel for new Acquisitions	

Verifying Officer: CG-1B3

(Name, Title, Rank)

HR Manpower Manager

Competency Code: HRMPMGR

The competency holder is qualified to effectively advise Command/Personnel on laws, regulations, policies, and procedures related to Human Resources policies and procedures, analyze/develop and provide feedback on HR policy changes and procedures.

Task	Initials / Date
Adjudicate manpower Requirements Analysis (MRA) Findings	
Determine Impact of new Policy on Manpower Requirements	
Develop Documentation to Support Manpower Requirements Determination (MRD) Analysis Results	
Develop Manpower Analysis Procedures	
Develop Manpower Requirements Analysis (MRA) Project Plan	
Develop Manpower Requirements Analysis (MRA) Proposals	
Develop Manpower Requirements Policy	
Develop Performance Work Statements for Manpower/Personnel Contract Support Requirements	
Educate Coast Guard Programs on Manpower Requirements Enterprise	
Educate External Agencies on Manpower Requirements Enterprise	
Establish Manpower Requirements Determination (MRD)	
Evaluate Impact of Manpower Requirements on Coast Guard Personnel System	
Manage Manpower Determination Process	
Oversee Contracted Manpower Analysis	
Review Manpower Requirements Analysis (MRA) Project Plan	
Review Manpower Requirements Analysis (MRA) Proposals	

Verifying Officer: CG-1B3 or CG-1B4

(Name, Title, Rank)

HR Manpower Analyst

Competency Code: MPANLYST

Manpower Analysts determine workload tasks required to directly/indirectly support and sustain people, assets, and mission. Work is categorized by output allowing determination of competencies and types of worker required. Members with this competency can participate in and support Manpower Requirements Analysis (MRA) projects; develop and review MRA proposals, performance work statements, documents, and reports; generate manpower options, and provide input to CG-9 staff on contractor compliance.

Task	Initials / Date
Codify Manpower Requirements Determination	
Conduct Manpower Analysis	
Provide Contractor Performance Feedback	
Review Deliverables for Manpower/Personnel Analysis	
Review Manpower Requirements Analysis (MRA) Findings	

Verifying Officer: CG-1B3 or CG-1B4

(Name, Title, Rank)

HR Policy and Standards Support

Competency Code: HR-PSS

The competency holder is qualified to effectively advise Command/Personnel on laws, regulations, policies, and procedures related to Human Resources policies and procedures, analyze/develop and provide feedback on HR policy changes and procedures.

Task	Initials / Date
Advise Command/Personnel on Laws, Regulations, Policies, and Procedures	
Advise Officers in Laws, Regulations, Policies, and Procedures	
Analyze Existing HR Policy	
Clarify Policy/Procedure Changes to Field	
Coordinate Human Resources Policy/Procedure issues between the Field and CG-1331/CG-1311	
Develop procedures to meet Policy and Standards	
Provide Feedback on Policy and Procedures	
Provide Interpretation/Clarification on Human Resources Policies	
Recommend Human Resources Policy Changes	
Develop key measures to evaluate policy	
Analyze existing HR Policy Measure and report on compliance	
Analyze Policy connection to HR Strategy	

Verifying Officer: CG-131 or CG-133

(Name, Title, Rank)

HR Promotion and Advancement Support

Competency Code: PROMOADV

The competency holder is qualified to effectively approve medical waivers, coordinate all accessions, effect enlisted and officer advancements, promotions, reductions and integrations, reserve/retired recalls and provide records review.

Task	Initials / Date
Approve Medical Waivers	
Coordinate Enlisted Accessions	
Coordinate Officer Accessions (Promotions)	
Effect Active Duty Agreements	
Effect Change in Rating	
Effect Enlisted Advancements	
Effect Enlisted Integrations	
Effect Enlisted Reductions (Enlisted Advancement Separations)	
Effect enlisted Restoration in Rate (Enlisted Advancement Separations)	
Effect Frockings (Promotions)	
Effect officer Appointments	
Effect Officer Integrations	
Effect Officer Promotions	
Effect Reserve/Retired Recalls	
Provide Records Review for Frocking	
Review Requests for Change to Enlisted Records	
Update Register of Officers	

Verifying Officer: PSC-opm-1, PSC-epm-1, or PSC- rpm-1

(Name, Title, Rank)

HR Personnel Separations Support

Competency Code: HR-SEPS

The competency holder is qualified to effectively adjudicate enlisted contract disputes, review reenlistment eligibility, effect retirements and separations and provide input for reserve component category actions/separations.

Task	Initials / Date
Adjudicate Enlisted Contract Disputes	
Approve Sick leave over 30 Days	
Effect Retirements	
Effect Separations	
Provide Input for Reserve Component Category Actions/ Separations	
Provide input for Separations/ Retirements	
Review Reenlistment Eligibility	

Verifying Officer: PSC-opm-1, PSC-epm-1, or PSC-rpm-1

(Name, Title, Rank)

HR Workforce Forecasting Support

Competency Code: FORECAST

Workforce forecasting is often completed in a dedicated team focusing on Officers, Enlisted, or Civilians. Complete the tasks below as related to one of those areas of emphasis. An understanding of the other teams' items is required as determined by the Chief, Workforce Forecasting and Analysis.

Task	Initials / Date
Coordinate Special Boards	
Determine Criteria for High Year Tenure	
Determine Critical Rate/Ratings	
Determine Enlisted Bonus needs	
Determine Officer Corps Management Plan(s)	
Determine Service wide Exam Cuts	
Evaluate Billet Reprogramming impacts on the Workforce	
Evaluate Health of Officer Specialties	
Forecast Accession needs	
Forecast Advancement/Promotion Requirements	
Forecast School Enrollment needs	
Monitor strength of Workforce	
Provide 2-year forecast for Military Pay Account	
Provide Diversity Statistics	
Review Resource Proposals involving Manpower	

Verifying Officer: CG-12A

(Name, Title, Rank)

HR Strategy

Competency Code: HR_STRAT

HR Strategy is a critical competency for senior Human Resource Managers. The competency holder is qualified to effectively analyze mission requirements, collect/analyze workforce data, identify workforce gaps, forecast/plan for future HR needs, and develop/execute HR strategy aligned with organizational strategy.

Complete one (1) of the two (2) training tasks and one (1) of the two (2) performance tasks.

Task	Initials / Date
<p><i>(Training)</i> Attend ONE of the following HR Strategy courses</p> <ul style="list-style-type: none"> a) Graduate School USA, Federal Workforce Analysis & Planning b) Strategic Human Capital Mgmt c) GW University, HR Strategy & Mgmt d) Other HR or Workforce strategy course pre-approved by CG-1B 	
<p><i>(Training)</i> Complete skillsoft course title: Business Management and Strategy Courses (4 courses)</p> <ul style="list-style-type: none"> a) Business Management and Strategy: The HR Function and Business Environment b) Business Management and Strategy: HR and the Strategic Planning Process c) Business Management and Strategy: HR Functions and Roles d) Final Exam: Business Management and Strategy 	
<p><i>(Performance)</i> Participate/complete one of the following</p> <ul style="list-style-type: none"> a) EVERGREEN Core Team for 1 year b) Strategic Planning Position (<i>Approved by CG-1B</i>) 	
<p><i>(Performance)</i> Submit answers and obtain approval to the following questions to CG-1B:</p> <ul style="list-style-type: none"> a) How have you tied HR strategies to tactical plans b) How have you counseled senior members using HR strategies c) How have you contributed to the development of HR strategy d) Define the linkage between HR strategy and CG strategies 	

Verifying Officer: CG-1B

(Name, Title, Rank)

Fundamentals of HR

Competency Code: HRMINTRO

Completion of any ONE (1) of the following tasks will suffice as demonstration of required knowledge, skills, and abilities.

Task	Initials / Date
Successful completion of (grade B or better) of an accredited Introduction to or Fundamentals of HRM (including CGA's HRM course)	
Selection to CWO (PERS)	
Conduct Review of CG HR processes including a) Recruitment b) Accessions c) Assignments/placement d) Separations e) Skill based requirements f) Culture assessment g) Compensations Submit for approval to Specialty Manager	
Complete SkillSoft Human Resources Core Knowledge courses a) Human Resource Core Knowledge: Skills, Concepts, and Tools b) Human Resources Core Knowledge: Functions and Activities c) Final Exam: Human Resource Core Knowledge	

Verifying Officer: HRM11 Officer

(Name, Title, Rank)

