



COMDTINST 5320.2

FEB 8 2000

COMMANDANT INSTRUCTION 5320.2

Subj: **RESERVE WORKFORCE STRUCTURE BOARD**

- Ref:
- (a) Reserve Personnel Allowance List, COMDTINST 5320.1 (series)
 - (b) Personnel Resources (Civilian and Military) and Civilian Employment Ceiling Manual, COMDTINST M5312.13 (series)
 - (c) Planning and Programming Manual, COMDTINST 16010.1B (series)
 - (d) Government Performance and Results Act, Public Law 103-62
 - (e) Commandant's Direction (1998-2001)

1. **PURPOSE.** This Instruction establishes a recurring process to convene a Reserve Workforce Structure Board (RWSB). The RWSB will facilitate communication and coordination among stakeholders in the reserve resource allocation process as defined in references (a), (b) and (c). The Board will meet at least annually to address Reserve Personnel Allowance List (RPAL) billet programming issues. The Board deliverable shall be a list of programming recommendations to Commandant (G-CCS) as directed by precept.
2. **ACTION.** Area and district commanders, commanders of maintenance and logistics commands, commanding officers of headquarters units, assistant commandants for directorates, Chief Counsel, and special staff offices at Headquarters shall ensure compliance with the provisions of this directive.
3. **DIRECTIVES AFFECTED.** None.
4. **BACKGROUND.** Reference (a) ushered in a new era of managing reserve billets. In the RPAL Instruction, the Chief of Staff of the Coast Guard delegated RPAL decision authority and processes down the chain of command to the maximum extent practicable.

5. **DISCUSSION.**

- a. The RPAL Instruction has proven to be an effective and efficient mechanism for actions limited to existing resources, and within one of the three major chains of command (Atlantic Area, Pacific Area, Headquarters units). The RPAL Instruction applies equally to macro-level (involving whole missions or spanning geographic areas of responsibility) transactions. However, Coast Guard organizational structure makes these macro transactions cumbersome and difficult to execute. Examples of initiatives that cross major chains of command that require extensive coordination and clearance include:
 - (1) Establishment or disestablishment of a rating.
 - (2) Establishment of a servicewide billet attribute (such as a qualification code)
 - (3) Major resource re-leveling efforts.
 - (4)
- b. An essential element for success in any macro-level resource programming effort is strong internal communication and an environment conducive to negotiation and consensus building, especially in an environment where separate entities set outcomes (HQ Program Managers) and align resources (Area Commanders). Achieving this environment between geographically disparate entities has proven difficult within traditional review and clearance methods.
- c. A formal Board is hereby established to bring together key personnel in the Reserve workforce programming process. The Board will consist of the area commanders to align resources, and program managers to convey desired mission outcomes and provide subject matter expertise. The Board deliverable shall be resource programming recommendations for approval by Commandant (G-CCS).
- d. The majority of Reserve resource decisions can be made within the framework of existing programming directives. The Board established by this Instruction is intended to facilitate the application of those directives, it is not meant to replace them.
- e. Complementary fit with existing programming systems, efficiency and flexibility are desired attributes in the RWSB process. To attain these attributes the RWSB shall be a precept-based process. Precepts are desirable to focus the Board on the highest priority workforce structure issues in a dynamic resource programming environment.
- f. The Board will convene as directed by Commandant (G-CCS). The target convening schedule anticipates the Board meeting at least annually. However special sessions may be convened by request of any voting member, as needed.
- g. The annual Board will generally be one to three days in duration, and will be convened at Coast Guard Headquarters in Washington, DC. Boards may recess in their deliberations as needed to allow members to return to parent commands for consultation.
- h. Boards shall be conducted in the most cost effective means possible. Electronic conference media may be utilized if the issue at hand can be effectively deliberated in that environment.

6. **PROCEDURES.**

- a. Board membership is flexible and is specified by precept. Precepts will typically compose Board memberships as follows:
 - (1) Voting members:
 - (a) Atlantic Area representative
 - (b) Pacific Area representative
 - (c) Headquarters Units representative (appointed by G-CCS)
 - (2) Non-voting members:
 - (a) G-O representative
 - (b) G-M representative
 - (c) G-S representative
 - (d) G-W representative
 - (3) Any program or interest not represented by (a) through (d) above may also be provided nonvoting "session" membership as required if they have an issue before the Board (e.g., G-A, G-H, G-L, etc.).
- b. The Office of Reserve Affairs (G-WTR) shall provide administrative support to the RWSB. Commandant (G-WTR) also provides subject matter expertise in Reserve resource use issues.
- c. Recommendations will be by majority vote.
- d. The RWSB cycle for the annual Board is detailed in figure (1):

Phase	Event	Time frame
Issue Submission	Issues are submitted to G-CCS (collected by G-CPA)	On a year round basis
Precept Preparation	G-WTR prepares precept. (coordinated with G-CPA)	Two months before convening date
Precept Approval	Precept promulgated by G-CCS	One month before convening date
Initial Meeting	RWSB has initial meeting at CG HQ	(1-3 days in duration)
Recess (optional)	Recess and return to consult with home command	Recess duration shall not exceed two weeks.
Final Deliberations	RWSB reconvenes for final deliberations. Final report submitted to G-CCS	Not to exceed three days
G-CCS Action	G-CCS takes action as desired by enacting or delegating programming tasks.	Approval is self- effecting, absent G-CCS non-concur within 60 days of receipt.

- e. Submission phase: As desired, Area Commanders and Headquarters Program Managers may submit issues for consideration by the Board to Commandant (G-CCS) as specified in enclosure (1).

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- f. Precept preparation phase: Commandant (G-WTR) shall prepare the RWSB precept for Commandant (G-CCS) signature. Precept preparation shall be coordinated with Commandant (G-CPA). The precept shall be based largely on the input received from issue submissions.
- g. Precept approval phase: The RWSB will commence approximately one month after Commandant (G-CCS) promulgates the precept. Background research and relevant statistical reviews may be conducted and shared by members or stakeholders during this phase.
- h. Initial Meeting phase: Program Managers and Board Members meet to discuss proposed resource changes. Formal and informal presentations could occur during this phase. Within precept guidelines, negotiation, alternative solutions and consensus building is encouraged during this phase.
- i. Recess phase (if needed): Voting members return to their home command. Negotiations may continue informally during this period. Integrated Support Command (ISC) and/or Maintenance and Logistics Commands (MLC) Force Optimization Branches are consulted (local knowledge) during this period.
- j. Findings Phase: Board reconvenes. Program Managers are re-engaged as needed. Board prepares recommendations in format specified by precept.
- k. Action Phase: Commandant (G-CCS) acts on recommendations (approves, disapproves, returns for further work, or modifies). Approval is self-effecting, absent Commandant (G-CCS) non-concur within 60 days of receipt.

/s/
T.W. Josiah
Chief of Staff

Encl: (1) Format and Content Requirements for issue submissions to the RWSB.

FORMAT AND CONTENT REQUIREMENTS FOR ISSUE SUBMISSIONS TO THE RESERVE WORKFORCE STRUCTURE BOARD (RWSB)

A. CONTENT

1. Area Commanders (or subordinate units via the Area Commander) or Headquarters Program Managers may submit issues to the Reserve Workforce Structure Board that address a wide variety of topics. Issues will typically address one or more of the following concerns:

- Optimizing alignment of limited billets to meet mission requirements.
- Geographic alignment of billets to assure high probability of billet fill.
- Programming billet attributes (i.e. rate, grade, qualifications etc.) to address workforce structure needs.

2. The issue submitted must clearly cross the area of responsibility, or require coordination of, two or more of the major chains of command (i.e: Commander Atlantic Area, Commander Pacific Area, or Headquarters Unit chain of command). The two Area Commanders may also jointly submit issues and recommendations if desired. Issues that can be addressed within one of the major chains of command should be resolved using the process of the Reserve Personnel Allowance List COMDTINST 5320.1.

3. At a minimum, the issue must include a problem statement that addresses mission requirements and/or workforce structure needs. However, it is highly recommended that issues be submitted with recommended solutions. Issue submissions should include the following elements of information:

- What work or mission requirement(s) is addressed?
- What workforce structural issue(s) is addressed?
- What is the proposed solution?
- What is the "*fill potential*" of the resultant billets?
- Is this a request for additional resources; or are offsets proposed (if so, list BCN)?
- If occupied billets are proposed as offsets, how will incumbent personnel be handled?

B. FORMAT

1. The submission shall be in the format of a Coast Guard business letter. Submissions with extensive text and supporting data should synopsise the issue and proposed solution in the body of the letter and use enclosures to convey supporting data.

2. Data suitable for inclusion as an enclosure in support of most issues includes:

- Billet Control Numbers (BCN) of billets to be changed
- Billet Control Numbers (BCN) of billets to be used as offsets
- The flavor of billet (Enlisted rating, Warrant Officer specialty, Commissioned Officer OBC code)
- Billet Titles
- ATU/OPFAC (and/or subunit OPFACS) of current and proposed billet locations

C. SUBMISSION

1. The submission shall be addressed To Commandant (G-CPA). Via addressees and endorsements are not required, but may be added at the option of the submitter if deemed to add value. Commandant (G-CPA) will staff the submission internally within Headquarters as required.