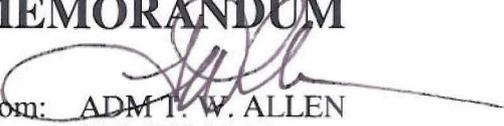




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AUG 31 2006

MEMORANDUM

From: 
ADM T. W. ALLEN
COMDT (G-C)

Reply to: C-10
Attn of: CAPT Coogan

To: CG-1

Thru: G-CCS

Subj: COMMANDANT'S INTENT ACTION ORDER #8 - HUMAN RESOURCE
STRATEGIES TO SUPPORT COAST GUARD MARITIME STRATEGY

1. **Purpose.** This memorandum directs certain strategic initiatives to enable my goal of maintaining a model workplace while ensuring that unit commanders and staff chiefs across the entire Coast Guard have the right mix of human capital to support mission execution.

2. Background.

a. Throughout the 216-year history of our service, the people, assets, and systems of the Coast Guard have protected the maritime domain of the United States. Often, Coast Guard men and women ensured the safety, security and sovereignty of the United States in remote areas, where the Coast Guard was the only means to enforce laws, uphold treaties, and secure the Nation's defense. To continue this proud history of mission execution, we must deliver the right people, with the right competencies and experiences, to the right place, at the right time—and do so continuously, and at a reasonable cost to the American taxpayer.

b. The past six years of effort to transform our Human Resources (HR) organization have put us on a good trajectory to enable mission execution. We must now turn our attention to making our HR systems and processes as effective, efficient, and responsive to changing requirements as we can. The only environmental influence of which we can be certain is that there is no stable end-state in our future—that we will continue to take aim at a moving target as potential threats, hazards, and opportunities to serve evolve. A flexible HR system, capable of meeting requirements as they change, is essential to the continued success of the Coast Guard.

3. Discussion.

a. The Coast Guard's staffing standards are obsolete and no process exists to remedy that state. Leaders and resource managers do not have confidence that any particular set of human capital requirements is based on industrial engineering principles, or any objective science, and cannot compare sets of requirements to optimize human resource allocation. This deficit has masked the evolution of the officer corps to an environment where officers are expected to be both specialists and broadened leaders, and systems have not evolved to ensure the right balance between technical competence and leadership competence for all workforce components. Also, without a clear

understanding of requirements, individuals are unable to make informed choices regarding their own career development.

4. Action.

a. By 30 December, 2006, develop a business process model, created by engaging key stakeholders, to establish methods to use measured workload data to define human capital requirements. Develop policy and begin implementation of these methods by 28 February, 2007. Due to both the complexity of the methods that may be needed, and the cultural change involved in accounting for labor expended, implementation may proceed over several years. The outcome of this effort will be a comprehensive "staffing logic," with staffing standards if appropriate, that informs line and program managers in the proper methods to derive and state human capital requirements, and that allows leaders and resource managers to make informed allocation and reallocation decisions.

b. By 30 December, 2006, publish a competency dictionary that applies to both technical and leadership competencies for all workforce components, and continue the process of working with program managers to assign competencies to all positions associated with their programs. Put policies in place that ensure accuracy (validation) of competencies, and processes that ensure maintenance of currency of the dictionary.

c. By 30 December, 2006, implement policies to manage officer specialties while maintaining our long-successful best-qualified leader selection processes. Publish a comprehensive leadership competency development framework, and ensure that those competencies are linked to performance evaluation systems for all workforce components.

d. By 30 March, 2007, design and begin implementation of an automated information system that will allow individuals, unit commanders, and program managers to compare the competencies held with the competencies required by specific jobs or types of jobs for the purpose of defining the gaps. The information system will link the gaps to menus of interventions or opportunities to close those gaps and obtain the necessary competencies (e.g., through certifiable use of job aids or information resources, formal training, education, experiences, assignments, etc.). For program managers this will facilitate meeting performance goals; for unit commanders and staff chiefs this will facilitate mission success; for individuals it will facilitate career management and the accumulation of human capital through the use of Individual Development Plans and Individual Career Plans. This effort must be coordinated with CG-6 and their ongoing efforts associated with electronic Coast Guard (eCG).

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