



5220

OCT 27 2008

MEMORANDUM

From: *J. A. Breckenridge*
J. A. Breckenridge, RADM
CG-1

Reply to: CG-1B
Attn of: Dr. Stephen Wehrenberg
202-475-5010

To: Distribution

Subj: MANPOWER REQUIREMENTS DETERMINATION (MRD) ENTERPRISE
DEVELOPMENT TEAM CHARTER (UPDATE 1)

Ref: (a) COMDT (CG-01) memo 5220 of 10 Oct 06

1. **PURPOSE:** This update to the MRD Enterprise Development Team Charter, reference (a), establishes CG-1 as the Executive Sponsor, revises the Guidance Team (GT) and Project Team (PT) membership, and updates the project timeline. All other guidelines and direction announced in reference (a) remain in effect.

2. **BACKGROUND:** The Coast Guard lacks a system-wide methodology, an integrated set of applications, and a common data warehouse needed to fully develop an effective and efficient manpower requirements engineering and management program. The lack of an objective control mechanism for determining the right number and skill mix of manpower creates inefficiencies in the ability to provide the right manpower to effectively meet the workload demands of our organization.

In the past two years, the Coast Guard has continued the development of MRD processes and procedures. Several significant Manpower Requirements Analyses (MRA) have been conducted, to include the CGC HEALY and the WLB JUNIPER class. Additionally, the Law Enforcement, Tactical, and Security Group Occupation (LETSGO) study, utilizing MRD methodologies, has commenced. It is clear the continued development of MRD, and more importantly, the implementation of MRD results, is critical to the Coast Guard's ability to properly manage Human Capital.

3. COMPOSITION AND MEMBERSHIP:

Chartered by: Chief of Staff (CG-01)

Executive Sponsor: The Assistant Commandant for Human Resources (CG-1) will serve as the Executive Sponsor. The Executive Sponsor will review and approve the findings of the Guidance and Project Teams. The Executive Sponsor will liaise with the appropriate Directorates and the Leadership Council to foster the implementation of MRD.

Guidance Team: The Guidance Team will consist of principal stakeholders whose programs will be the primary focus of MRD efforts. Guidance Team members are expected to monitor the progress of the various work groups, and serve as the communication liaison between their affected offices and the project team in preparation for deployment of changes.

Guidance Team Leader: Dr. Wehrenberg (CG-1B) will serve as the Guidance Team Leader and will be responsible for monitoring team progress and forwarding recommendations. The Guidance Team Leader will schedule formal briefings, as required, and play a crucial role in advocating implementation of any approved recommendations.

Guidance Team:

Representative	Office	Functional Responsibility
Dr. Steve Wehrenberg	CG-1B	Guidance Team Leader
<i>Mr. Keith Boi</i>	<i>CG-DCO-R</i>	<i>G-R Resource Manager</i>
<i>Mr. Roger Peoples</i>	<i>CG-DCO-RD</i>	<i>G-P Resource Manager</i>
Mr. Daniel Scott	CG-48	CG-4/CG-6 Resource Manager
<i>CAPT Gary Smialek</i>	<i>CG-21</i>	<i>CG-2 Resource Manager</i>
Mr. Dave McLeish	CG-12A	Workforce Forecasting/Analysis
<i>CAPT Frank Kingett</i>	<i>CG-83</i>	<i>Office of Resource Management</i>
Mr. Pat Hannifin	CG-6R	CG-6 Resource Management
<i>CAPT Joseph Re</i>	<i>CG-0931</i>	<i>Office of Performance Management & Decision Support</i>
<i>CAPT Matthew Cutts</i>	<i>PACArea (Pm)</i>	<i>PAC Area Resource & Performance Management Staff</i>
<i>CAPT Kevin Quigley</i>	<i>LANTArea (Am)</i>	<i>LANT Area Resource & Performance Management Staff</i>

KEY –

New Member – BLUE

Current Member (with new office designation) – BROWN

Project Team Leader: The Future Force (FF) Project Manager (CG-1B1) will serve as the project Team Leader responsible for monitoring team progress and forwarding recommendations. The MRD Project Officer will be responsible for the detailed tracking and facilitation of individual task items and planning issues as well as all team administrative details, including orchestrating and documenting team activities.

Project Team: This team will consist of principal representatives from various elements of the involved programs. Their continued involvement in the project will help build support and consensus within their respective units/offices to facilitate the later implementation of approved recommendations. The project team will be responsible for outlining

processes/policies to meet the objectives stated above, but may find it necessary to appoint smaller working groups to devise viable solutions.

Project Team Members:

Office	Expertise
CG-1B1	FF MRD Project Team Leader – CDR Daniel Schifsky
CG-1B1	FF MRD Project Officer – LCDR Thomas Harrington
CG-1B1	Competencies – Dr. Michael Glenn
CG-1B3	FF NAVMAC Liaison – LCDR Terry Trelford
CG-01T	<i>Strategic transformation – CDR Robert Bailey</i>
CG-0931	Performance Management and Decision Support – Mr. Frank Wood
CG-121	Civilian Personnel – Ms. Michelle Godfrey
CG-12A	HR analysis –LT Dave Kessler
CG-131	Reserve HR manager – Mr. Grafton Chase
CG-132	<i>Training, workforce performance and development – Mr. Roland Isnor</i>
CG-212	<i>CG-2 HR manager – LCDR Jason Woolcott</i>
CG-44LT	LTPIO – Ms. Shelley Diedrich
CG-481	<i>CG-4/6 HR manager – Mr. Richard Kramer</i>
CG-513	<i>Requirements Analysis – Mr. Phillip Boos</i>
CG-531	Response, Policy, Contingency Planning – Mr. Eric Chapman
CG-533	Response, Policy, Marine Environmental Response – Mr. Bob Pond
CG-634	<i>HR systems – Ms. Lynnae Tyler</i>
CG-711	Aviation Forces Personnel Resource Manager – LCDR Harper Phillips
CG-731	Boat Forces OR Analysis – Mr. Todd Aikins
CG-741	<i>Shore Forces – LCDR Sam Goswellen</i>
CG-751	Cutter Forces Competencies – LCDR Bernie Sandy
CG-81	Planning and Performance – Mr. David Mullis
CG-83	<i>External Reports and Performance – Mr. Keith Rauch</i>
CG-921	Acquisition Workforce Management – Mr. Troy Berry
DOG	Reserve Management and Utilization – LT Joe Foley
G-DCO-R-1	<i>G-R HR manager – Ms. Cynthia Seibert</i>
LANTAREA (Amb)	Area resource manager – Ms. Teresa Bottoms
PACAREA (Pm)	Area resource manager – Mr. Pete Steele

KEY –

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4. PROJECT TIME ESTIMATE:

The following project timeline has been updated since the release of reference (a). This timeline is provided for resource planning purposes. Team findings in one phase of the study may, in some cases, warrant changes in the direction of the study and impact future phases of the project. Open communication between all concerned will be crucial to identifying potential delays and finding ways to mitigate impact on the final outcomes. Specific deliverables and associated timelines are delineated within applicable task items below.

Task	Estimated Start	Estimated Complete	Deliverable / Status
1.0 Development of an MRD Automated Information System (AIS)	FY 2009	FY 2012	Complete MRD AIS
1.1 Creation of a temporary MRD database to house extant and future data	FY 2009	FY 2009	Temporary data base housed on an SQL server hosted at HSC
2.0 Develop Change Management Plan	SEP 2007	SEP 2010	Change Management Plan
2.1 Establish Core Change Management Team	MAY 2008	MAY 2008	Completed
2.2 Develop Communications Plan	MAY 2008	JUN 2008	Completed
3.0 Conduct Gap Analysis	OCT 2007	JUL 2008	Completed
3.1 Performance Gap Analysis	APR 2008	JUL 2008	Completed
3.2 Root Cause Analysis	JUL 2008	SEP 2008	Completed
3.3 Interventions Analysis	AUG 2008	SEP 2010	In progress
4.0 Develop MRD SOP	JUL 2008	APR 2010	Final SOP
5.0 Conduct Front End Analysis (MRD Analyst and Team Leader)	OCT 2008	MAR 2009	Training plan for MRD Analyst and MRD Team Leader
5.1 Review extant data	OCT 2008	NOV 2008	Pends
5.2 Interview SME's and AP's	NOV 2008	JAN 2009	Pends
6.0 Perform Cost Benefit Analysis	MAR 2009	JUL 2009	Pends
7.0 Develop Performance Interventions	JUL 2009	MAY 2010	Pends

Supervisors will ensure that personnel assigned to the team or working groups will be available in order that these project milestones are met. Related duties are essential to the work we all deliver and, as such, are considered major responsibilities. Thank you for continuing to support this critically important effort.

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