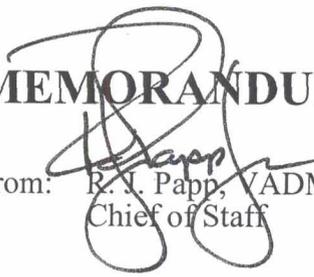




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10 OCT 2006

## MEMORANDUM

From:  R. J. Papp, VADM  
Chief of Staff

Reply to: CG-1B  
Attn of: Dr. Stephen Wehrenberg  
7-0624

To: Distribution

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

1. **PURPOSE:** This charter establishes the Manpower Requirements Determination (MRD) Enterprise Development Team and provides operating procedures and initial guidance. The principal goal of creating an MRD enterprise is to increase our ability to account for resources within the Coast Guard Business Intelligence (CGBI) framework. The systems detailed in the Strategic Blueprint (AOPS, ALMIS, etc.) adequately account for asset utilization but fail to account for human capital consumption. Working with these systems and others within the CGBI (a common task library, RMS, UPLM) the project team is directed to develop a systematic approach to measuring workload consumption which will ultimately provide senior leadership with a staffing logic that leads to defensible manpower requirements and unambiguous staffing standards. For every new mission with which our organization is tasked, or business process we plan to deploy, an MRD capability will enable us to clearly understand the effects it will have on our current workforce and whether we need to request new or reallocate existing human resources to accommodate the change.

All recommendations proposed by the project team will be approved by the guidance team and by the clearance process prior to being submitted for the Chief of Staff's approval.

2. **BACKGROUND:** The Coast Guard lacks a system-wide methodology, an integrated set of applications, and common data warehouses 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.

Recently we developed an MRD capability using a liaison staff located at the Navy Manpower Analysis Center (NAVMAC) in Millington, Tennessee. They were initially established to conduct due diligence review of the Deepwater contract manpower proposals and deliverables, but we've expanded their work to include analysis of a number of legacy cutters, shore support activities, and staff elements. We believe that this capability when integrated with other tools such as the UPLM, Snapshot, and RMS will give us the ability to

grow an organic MRD enterprise, in turn giving us the means to continually have an accurate overview of our human capital situation.

**3. COMPOSITION AND MEMBERSHIP:**

Chartered by: Chief of Staff (G-CCS)

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
Mr. Keith Boi	G-RR	G-R Resource Manager
Mr. Roger Peoples	G-PR	G-P Resource Manager
Mr. Daniel Scott	CG-48	CG-4/CG-6 Resource Manager
CAPT Warren Haskovec	CG-21	CG-2 Resource Manager
Mr. Dave McLeish	CG-12A	HR Analysis
CAPT Carol Bennett	CG-83	Office of Resource Management
Mr. Pat Hannifen	CG-6R	CG-6 Resource Management
CAPT Charles Ray	G-CPD	Office of Performance Management & Decision Support
CAPT Lance Bardo	PACArea (Pm)	PAC Area Resource & Performance Management Staff
CAPT Cari Thomas	LANTArea (Am)	LANT Area Resource Staff

Project Team Leader: The Future Force Project Manager (CG-1B1) will serve as the full time Team Leader 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
CG-1B1	FF staff lead – LCDR Stacey Gow
CG-1B1	FF staff asst - LT Teresa Ripley
CG-1B3	FF NAVMAC Liaison – CDR Troy Taylor
G-RRW	G-R HR manager – Mr. Ron Kochan
G-PRP	G-P HR manager – CDR Dave Baugh
CG-481	CG-4/6 HR manager –CDR A. Keyes
CG-212	CG-2 HR manager – CDR Linda Ingram
CG-12A	HR analysis –LT Dave Kessler
CG-102	HR system – TBD
CG-131	Reserve HR manager – Mr. Grafton Chase
CG-83	Resource management –LT Dave Prohaska
CG-81	Planning and Performance – Mr. David Mullis
LANTAREA (Amb)	Area resource manager – Ms. Teresa Bottoms
PACAREA (Pm)	Area resource manager - Mr. Morgan Geiger/Mr. Pete Steel
G-X	Transition staff – LCDR Kirby Sniffen
G-CPD	Performance Mgmt & Decision Support –CDR Bart Kolb
G-RPP	Contingency planning – TBD
CG-132	Training, workforce performance and development – TBD
G-XPP-2	Requirements Analysis – Mr. Phillip Boos

For planning purposes, team members should estimate between 10-15 hours per month of work directly related to the project. They should anticipate at least two monthly meetings of the full project team and more meetings if assigned to a sub-group working on a side issue.

CG-1B1 (Future Force) Staff: The Future Force staff maintains responsibility for attaining project goals and objectives, and will serve as the primary point of contact for the project team and the central coordination point for all logistics, meetings, and communications. Duties to be performed by the Future Force staff include but are not limited to meeting coordination and facilitation, outreach to organizational leadership training entities (Academy, OCS, CWO Indoc, CPO Academy), roadshows to brief Area/MLC resource staffs, drafting message traffic and FlagVoice communiques to the field, and ensuring CWO Specialty Force Managers, enlisted Rating Force Master Chiefs, and other information conduits within the organization are kept abreast of the progress of this project.

#### **4. DELIVERABLES AND APPROACH**

##### DELIVERABLES:

- Develop a high level, logical approach to determining manpower requirements for the Coast Guard. This "staffing logic" will comprise the principles within which a variety of methods may be rooted, and from which a number of related staffing standards will flow. This logic will also recognize the tradeoffs between perfect information and the costs of gathering and maintaining that information.
- Develop a systematic process of periodic Manpower Requirements Analysis (MRA) on unit-types throughout the organization capable of providing resource managers with responsive, traceable, repeatable, and verifiable manpower utilization data in response to significant national events, mission changes, strategic planning, budget forecasting, acquisition programming, business process re-engineering (BPR) projects, and Activity Based Costing (ABC) analysis. Develop methods to integrate existing workload consumption measurements into the MRD enterprise.
- Develop an MRD business model incorporating cross-directorate conventions for a common language, methodology, and data collection infrastructure used to define, measure, and analyze workload activity.
- Design an MRD information system which:
  - Integrates MRD data to a common task library supporting the accuracy of the UPLM.
  - Integrates MRD data to current skill/competency databases used to define skill /training requirements.
  - Integrates MRD data to the Readiness Management System (RMS) to measure human capital cost of mission activity.
  - Employs a user friendly web-enabled set of MRD products available to the field commander and workforce managers that provide detailed measures of workload activity at the rating, paygrade, division, department, unit, activity, and mission levels.

ASSUMPTIONS:

- The MRD capability will align with other organizational efforts in order to provide scientifically rigorous validation of unit-reported workload consumption data.
- The MRD enterprise architecture will support and align with Snapshot a common task library, and the Unified Performance Logic Model (UPLM).
- In the future, an objective HQ entity will conduct MRD analyses as an advisor to G-CCS, provide consultation to workforce managers and field commanders, and ensure MRD analyses comply with published standards.
- The MRD enterprise will integrate and use available analysis, data warehouses, and workload consumption data to maximize efficiency and minimize cost of deploying the MRD capability (i.e., MISLE, ALMIS, AOPS)
- In conjunction with MRA results, the MRD team will draw on available published policies and guidance to make appropriate recommendations for changes.
- Available inter-agency human modeling and simulation tools will be incorporated to verify/validate manpower workload standards and monitor workload capacity limitations such as human fatigue, physical endurance, and cognitive limitations.

PROJECT TIME ESTIMATE:

The following initial time guidelines are 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. The time table starts upon approval (UA) of the charter and the estimated completion is the amount of additional time (in months) from the charter approval date that we estimate completion.

Task	Estimated Start	Estimated Complete	Deliverable
1.0 Initial Project Team meeting	UA +1 month	UA +1 (3 days offsite)	None
1.1 Educate Team members			
1.1.1 MRD Fundamentals (Definitions, Methods, Process)			
1.1.2 MRD Products			
1.1.3 MRD Current State to Future State			
2.0 Initial Focused Working Group meetings (if deemed necessary by project team)	UA +2	UA +2	Group milestone/timeline chart

2.1 Systematic MRA Process defined	UA +2	UA +3	Policy
2.2 Methods to measure labor consumption determined	UA +2	UA+6	
2.2.1 Inventory industry best practices			
2.2.2 Inventory current labor consumption practices in use in CG			
2.2.3 Inventory existing reports that could easily be modified to account for labor consumption			
2.2.4 Design "to-be" methods for accounting for labor consumptions			Policy
2.2.5 Develop alternatives to reduce the gap between the current and "to-be" states			Plan
2.3 Design MRD Business Model	UA +2	UA +6	Policy
2.4 Develop information system integration plan	UA +2	UA +9	Plan
3.0 Assign sponsorship for unit types and devise cyclical MRA analysis schedule	UA +4	UA +6	Policy
3.1 Define unit-types			
3.2 Assign Sponsorship for unit-types			
3.3 Assign analysis priority			
3.4 Inventory "as-is" state of MRD analysis for each unit-type			
3.5 Determine Tier level of analysis necessary to bring them into compliance with analysis standards.			
4.0 Complete first-cycle analysis on at least one of all unit types	UA +6	UA +24	Analysis reports
5.0 Develop centralized, web-enabled MRD data repository to capture work measurement data	UA+6	UA +24	MRD data repository
5.0 Submit RP for resources to sustain MRD system (if necessary)	UA+12	UA +18*	RP
6.1 Develop metrics for MRD system to demonstrate capability (check with other services)			

6.2 Analyze different resourcing/staffing options			
6.3 Promulgate and submit RP for approval			
7.0 Link MRD data with UPLM/HPT/competency data	UA+12	UA +24	CG-wide system deployment
7.1 work with sub-group to assist with lower-level architecture development (connections from tasks to activities)			
7.2 work with sub-group to map tasks to competencies and HPT data			
8.0 Evaluate the reprogramming process to facilitate preliminary MRA	UA +18	UA +24	Policy on reprogramming process
9.0 Link PAL billets as current state to MRD billets as desired state for comparison measurement	UA +24	UA +27	TBD
10.0 Link MRD data to RMS to measure HR costs associated with readiness desires	UA +24	UA +27	TBD

\*RP submission will be based on the budget development process

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

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Dist: G-RR  
G-PR  
CG-48  
CG-21  
CG-12A  
CG-83  
CG-6B  
G-CPD  
G-X  
PACArea (Pm)  
LANTArea (Am)