



Memorandum

Subject: CIVILIAN CAREER ENTRY-LEVEL OPPORTUNITY
(CEO) PROGRAM

Date: OCT 15 2001
12300

From: Assistant Commandant for Human Resources

Reply to: G-WPC-1
Attn. of: D. Bielan
7-1715

To: Distribution

1. One of the Coast Guard's most important tasks is the renewal of its workforce. Current Coast Guard civilian workforce analysis reveals a number of significant and troubling demographics. The CG civilian workforce is aging – 45 percent are eligible to retire within the next 5 years. Entry-level hiring has been sharply curtailed over the past years. Only 5 percent of our civilians are employed in jobs with built-in promotion potential. To help address these trends we need to create a pipeline of employees entering the workforce at the entry level.

2. The CEO Program is designed to ensure a pipeline of qualified candidates will be available to meet workforce needs. The Program will serve as a valuable tool to attract talented, diverse, and highly qualified civilian employees into the Coast Guard and to promote the career growth of lower graded CG employees consistent with their demonstrated capabilities. The CEO Program is an integral part of the Civilian National Recruitment Plan (C-NaRP) and Affirmative Employment Program that also serves as a vehicle for achieving a representative civilian workforce. Enclosure (1) provides an overview of our FY01 Coast Guard-wide workforce underrepresentation based on the nationwide civilian labor force data. Information on workforce underrepresentation at specific geographic locations can be received from the local Civil Rights Officer. As an incentive to build this pipeline of qualified candidates, the Commandant has allocated 20 centrally funded billets for CEO Program use. These billets will be treated as CG "corporate" assets and administered by G-W on behalf of the Service. Program Managers are asked to review the needs of their specific program area from a Coast Guard-wide perspective to determine if a CEO billet would be a valuable tool to use to develop candidates for placement in future permanent positions as they become vacant. Factors such as projected workforce increases or reductions, skill requirements, funding constraints, and hard-to-fill positions should be considered. Enclosure (2) provides past and projected attrition rates in our more populous white collar occupations.

3. Billets will be allocated based on availability and the needs of the sponsoring program manager. If more requests are received than available allocations, additional information may be requested in order to prioritize the allocations. All costs, including training and rotational assignment costs, will be centrally funded. Participants hired under a CEO

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Program will not be counted against the organization's billet ceiling. Participants may remain on a centrally funded billet as long as they meet the requirements of the CEO Program. Movement into the organization's permanent billet ceiling is expected upon completion of the Program.

4. The CEO matrix (enclosure (3)) describes the various CEO programs. The following highlights the different CEO Program options available:

a. The **Student Career Experience Program** (also called "Co-op") gives students seeking a bachelor's or higher-level degree at an accredited school a unique opportunity to gain experience related to their studies. A Memorandum of Understanding (MOU) between the CG, the student, and the school is required. Class attendance and work schedules are mixed based on a plan set at the beginning of each term. Students must complete 640 hours of career-related work prior to graduation. Upon fulfillment of all program requirements, students are eligible for permanent placement. Students converted to permanent positions may be subsequently promoted without further competition within their career field. Students are typically placed in positions with journeyman level grades of GS-11/12.

b. **Management Intern Programs** are designed to attract high-potential college graduates to the CG and to provide opportunities for CG employees qualified for the program. Intern programs help to develop a base of managerial talent required for future leadership among the civilian workforce. Positions may be filled through the CG Management Intern Program, the Federal Career Intern Program or the Presidential Management Intern Program. Each program has different conditions. A formal training plan which documents activities such as classroom training, rotational or other job assignments, interagency assignments, etc, is required for participants in this program. Depending upon the needs of the sponsoring program manager, management interns may be required to sign a mobility agreement. Upon fulfillment of all program requirements, interns are eligible for permanent placement. Interns converted to permanent positions may be subsequently promoted without further competition within their career field. Interns are typically placed in positions with journeyman level grades of GS-11/12.

c. The **Upward Mobility Program** broadens opportunities for CG civilian employees in lower graded positions who have demonstrated potential but lack the formal qualifications for entry-level professional, technical and administrative positions leading to higher grades. A formal training plan which documents activities such as formal classroom training, rotational or other job assignments, interagency assignments, etc, is required for participants in this program. Upon fulfillment of all program requirements, participants are eligible for further progression without competition within their career field. Positions with journeyman level grades of GS-9 and above and WG-8 and above may be filled under the Upward Mobility Program.

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Each participant in the CEO Program must be assigned a mentor. The purpose of the mentor is to provide ongoing interaction with an individual whose experience, knowledge, and interest can foster personal and professional development. Additional guidance will be forthcoming with respect to mentors.

5. The future of the civilian workforce depends on our ability to create entry-level hiring opportunities. The CEO Program is a valuable tool in this effort. If you are interested in using the CEO Program as a tool to begin building a pipeline of qualified candidates for future vacancies in your program area please contact Ms. Denise Bielan at telephone number 202-267-1715 or dbielan@comdt.uscg.mil no later than 26 October 2001 for further information and guidance in developing a Program tailored to meet your specific program needs.



F. L. AMES

Encl: (1) FY01 Underrepresentation
(2) Attrition Rates By Series
(3) CEO Programs

Dist: G-CCS G-CFP G-CRC G-CIT G-CI
G-A G-H G-I G-L G-M
G-O G-S G-D NPFC

CC: G-WPC
CSA's
ATU POC's
G-WR

FY01 Coast Guard-wide Workforce
Underrepresentation

CATEGORY	UNDERREPRESENTED
Professional	None
Administrative	Hispanic Women
Technical	Native American Men
Clerical	Native American Men Hispanic Men
Other	African American Men Native American Men
	All Women
Blue Collar	All Women

ATTRITION RATES BY SERIES
(FTP employees in Coast Guard's more populous white collar occupations)

SERIES	TITLE	Aug 01 FTP	FY97	FY98	FY99	FY00	Estimated FY01	Estimated FY02	Estimated FY03	Estimated FY04
0028	Envir. Protect Spec	75	6%	1%	8%	8%	10%	8%	9%	11%
0081	Fire Protection	57	10%	10%	8%	20%	11%	8%	9%	9%
0101	Social Science	53	12%	6%	14%	15%	14%	15%	16%	17%
02xx	Personnel	156	11%	12%	23%	19%	23%	18%	19%	20%
0334	Computer Spec	244	6%	9%	9%	7%	7%	9%	10%	12%
0343	Mgt & Pgm Analysis	228	8%	8%	5%	7%	8%	8%	9%	10%
0346	Logistics Mgt	53	13%	3%	0%	12%	10%	9%	11%	12%
0510	Accounting	48	4%	4%	6%	8%	9%	9%	10%	11%
0560	Budget Analysis	39	4%	12%	2%	8%	0%	11%	14%	16%
08xx	Engineering	507	8%	6%	5%	5%	6%	8%	10%	10%
0905	General Attorney	60	4%	10%	7%	17%	5%	12%	12%	14%
0950	Paralegal Specialist	69	8%	3%	5%	7%	9%	10%	10%	12%
0963	Legal Instruments Ex	81	4%	9%	8%	9%	8%	9%	9%	9%
1102	Contract Specialist	253	7%	8%	8%	11%	8%	11%	12%	13%
1173	Housing Mgt	54	9%	14%	10%	16%	10%	10%	11%	12%
1670	Equipment Spec	75	3%	4%	1%	1%	1%	6%	7%	8%
1801	General Inspection	62	2%	12%	2%	7%	0%	5%	5%	6%
2101	Transportation Spec	75	8%	6%	8%	8%	12%	12%	13%	17%
2150	Transportation Ops	70	7%	4%	2%	2%	5%	5%	5%	6%

Estimates are based on average attrition rates from FY97-FY99 plus project retirements.

CAREER ENTRY-LEVEL OPPORTUNITY (CEO) PROGRAMS

The Career Entry-Level Opportunity (CEO) program is designed to attract talented, diverse, and highly qualified employees into the Coast Guard and to promote career growth of lower graded Coast Guard employees consistent with their demonstrated capabilities. The program is an integral part of the Coast Guard's Civilian National Recruitment Plan (C-NARP).

PROGRAM	APPOINTMENT	ELIGIBLES	GRADE/BENEFITS	PROGRAM LENGTH	CONVERSION?
Student Career Experience Program (Formerly "Co-op")	Excepted Service Announcement not required	Students in college, graduate, or professional school on at least a half-time basis	GS-4 through GS-9 (Potential to GS-11/12) Regular benefits.	2 to 3 years Memo of Agreement between CG, college or university, & student required	Yes, those meeting all OPM requirements may be converted within 120 days of satisfactory completion of schooling.
CG Management Intern Pgm (MIP) (Also Presidential MIP & Federal Career Intern Program, FCIP)	Excepted or Competitive Service Some intern programs require announcement	College graduates & employees with equivalent experience.	GS-5/7/9 (Potential to GS-11/12) Regular benefits.	2 to 3 years Formal Training Plan Required Note: Duration may vary depending on type of intern program.	Participants hired into Excepted Service under Federal Career Intern Program may be converted to the Competitive Service upon completion of OPM requirements.
Upward Mobility (UPMO) Program	Competitive Service Announcement required	CG employees in dead-end positions	GS-5/7 (Potential to GS-9/WG-8 and above) Regular benefits.	2 to 3 Years Formal Training Plan Required	N/A

Notes:

1. "Conversion" refers to the option to be noncompetitively converted to a career or career conditional appointment upon program completion.
2. Each participant in a CEO Program should be assigned a mentor.