



# U.S. COAST GUARD



## Homeland Security

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#### DEVELOPMENT OF COMPETENCY-BASED QUALIFICATIONS FOR CIVILIAN POSITIONS

The Department of Homeland Security is offering the Coast Guard an opportunity to define the competencies required of our civilian workforce. Accurate competencies enable us to hire those individuals with the right knowledge, skills, and abilities to meet mission requirements.

I need your support in offering managers and supervisors the opportunity to participate in a series of one-day workshops conducted from July-August 2006. Their participation is critical to ensuring that the Coast Guard's needs are addressed.

Supervisory subject matter expert (SME) workshops will begin on Monday, 10 July 2006 and will end on 24 August 2006. Concurrent workshops will be conducted for 77 different job series. Typically, SMEs should plan to allocate a day for each series they represent. To limit travel costs, attempts will be made to obtain SMEs from the DC Metro area. If SMEs outside of the DC area are requested to participate, CG-121 will fund their travel.

Program managers and supervisors will be contacted by our component coordinator, Mike Stephanson (CG-1212), to provide the names of supervisory SMEs who will participate in these workshops for each designated occupational series. It is important that these individuals be managers/supervisors who are able to speak to the diversity of the work performed by incumbents within the series.

The work performed by our SMEs will significantly shape the civilian workforce of the future. Thank you for your continued collaboration and cooperation as we continue to move forward with these DHS MAX HR initiatives.

DHS Workshop Progress to Date:

- Phase 1 was conducted in April 2006 via two workshops with component classification experts.
- Phase 2 was conducted in May 2006 with a team of industrial/organizational psychologists (I/Os). The I/Os used position descriptions and other job information to identify a group of cross-cutting tasks and behaviors for those series studied.

Current Process:

- Phase 3 will occur in July through August 2006. Supervisory SMEs will participate in workshops to review and revise the work behaviors to ensure accurate and comprehensive descriptions.

Next steps:

- Phase 4 will be conducted in September/October 2006. The work behaviors identified by the managerial/supervisory SMEs will be used to develop a DHS-wide employee survey for validation purposes.
- Phase 5 will be conducted in November/December 2006. The results of the validation survey will be used to determine the competency-based qualifications for each covered job.

Regards,

Regards,

*Paul Higgins*

Acting Assistant Commandant for Human Resources

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