

U.S. Department of  
Homeland Security

United States  
Coast Guard



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*Coast Guard Staffing Logic  
And  
Manpower Requirements Manual*

*Volume II  
Policy*

**COMDTINST M5310.5  
December 2014**

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COMDTINST M5310.5  
22 DECEMBER 2014

COMMANDANT INSTRUCTION M5310.5

Subj: COAST GUARD STAFFING LOGIC AND MANPOWER REQUIREMENTS  
MANUAL, VOLUME II – POLICY

1. PURPOSE. Coast Guard Staffing Logic and Manpower Requirements Manual, Volume II prescribes policy for the implementation, maintenance, and continuous improvement of the Coast Guard Manpower Requirements Determination (MRD) Enterprise. Coast Guard Staffing Logic and Manpower Requirements Manual, Volume I - Doctrine, CIM5310.4, provides the doctrinal framework for the MRD Enterprise.
2. ACTION. All Coast Guard unit commanders, commanding officers, officers-in-charge, deputy or assistant commandants, and chiefs of headquarters staff elements will comply with the provisions of this Manual. Internet release is authorized.
3. DIRECTIVES AFFECTED. The Staffing Standards Manual, COMDTINST M5312.11A, is hereby cancelled.
4. DISCUSSION.
  - a. Throughout its history, the U. S. Coast Guard’s people, assets, and systems 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, the Coast Guard strives to deliver the right people, with the right competencies and experiences, to the right place, at the right time – and do so continuously at a reasonable cost to the American taxpayer.

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NON-STANDARD DISTRIBUTION: Manpower Requirements Analysis Branch (CG-1B41), Millington, TN

- b. The Coast Guard's MRD Enterprise provides an objective, data-driven control mechanism to meet this need. The MRD process utilizes industrial engineering principles to translate mission requirements into manpower requirements, providing both the number and the necessary skill mix of positions required to accomplish those missions, and enabling the service to effectively meet its workload demands. With human capital costs consuming a significant portion of the Coast Guard's annual budget, a key objective of the MRD Enterprise is informing leadership of the true human capital costs and risks of new or changing missions, business processes, or initiatives.
  - c. Volume I provided the doctrinal framework for the manpower requirements determination enterprise. This Volume prescribes the policy for the implementation, maintenance, and continuous improvement of the Coast Guard MRD Enterprise. Volumes III and IV will detail the Process Guides associated with the MRD Enterprise.
5. DISCLAIMER. This guidance is not a substitute for applicable legal requirements, nor is it itself a rule. It is not intended to provide operational guidance for Coast Guard personnel and is not intended to nor does it impose legally-binding requirements on any party outside the Coast Guard.
6. IMPACT ASSESSMENT.
  - a. The new tasks and responsibilities within the Manpower Requirements Determination Enterprise will be facilitated by the MRD Division (CG-1B4) and Human Systems Integration (CG-1B3) Manpower and Personnel Team. These divisions are comprised of military and civilian personnel assigned to Assistant Commandant for Human Resources (CG-1B3 and CG-1B4) and includes personnel assigned to the Manpower Requirements Determination Analysis Branch (CG-1B41) located at the Navy Manpower Analysis Center in Millington, TN. Participation from the field level is limited to a single analysis cycle in which a specific unit or unit type is being analyzed. Any additional workload to the field can be expected on a case-by-case basis only. No new resources are being provided to the field level for this task.
  - b. Training for MRD analysts will be arranged and funded by the MRD Division. No training time will be required for field personnel.
7. ENVIRONMENTAL ASPECT AND IMPACT CONSIDERATIONS. The development of this directive and the general policies contained within have been thoroughly reviewed by the originating office and are categorically excluded under current USCG categorical exclusion (CE) #1.a from further environmental analysis in accordance with Federal Register, Vol. 67, No. 141, Tuesday July 23, 2002, page 48243.
8. DISTRIBUTION. No paper distribution will be made of this Manual. An electronic version will be located on the following Commandant (CG-612) web sites:  
Internet: <http://www.uscg.mil/directives/>, and  
CGPortal: <https://cgportal2.uscg.mil/library/directives/SitePages/Home.aspx>.

9. RECORDS MANAGEMENT CONSIDERATIONS. This Manual has been evaluated for potential records management impacts. The development of this Manual has been thoroughly reviewed during the directives clearance process, and it has been determined there are no further records scheduling requirements, in accordance with Federal Records Act, 44 U.S.C. 3101 et seq., National Archives and Records Administration (NARA) requirements, and the Information and Life Cycle Management Manual, COMDTINST M5212.12 (series). This policy does not have any significant or substantial change to existing records management requirements.
10. FORMS/REPORTS. None.
11. REQUEST FOR CHANGES. Units and individuals may recommend changes to this manual via the chain of command to the Manpower Requirements Determination (MRD) Division, Commandant (CG-1B4) at the address shown on page 1.

D. R. Callahan /s/  
Rear Admiral, U.S. Coast Guard  
Assistant Commandant for Human Resources

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## **Chapter 1. Manpower Requirements Determination (MRD) Enterprise**

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**Introduction** This chapter provides an introduction to the MRD Enterprise and explains the manpower requirements process as the means for specifying human capital needs and informing the Coast Guard HR System.

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**References for This Chapter** None

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**Contents** This chapter contains the following sections.

| <b>Section</b> | <b>Title</b>                                  | <b>See Page</b> |
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| B              | MRD Enterprise Components                     | 1-4             |
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## **Section A: MRD Enterprise Purpose, Goals, and Objectives**

---

**Introduction** This section describes the MRD Enterprise as a means for fulfilling the primary goal of the Coast Guard Human Resources (HR) System. The Coast Guard HR System exists to 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.

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**1.A.1. Alignment with HR Strategic Goal** The MRD Enterprise provides a means to meet the Coast Guard HR System’s primary goal. It does so through use of the Coast Guard Staffing Logic to translate mission requirements into manpower requirements, which includes the number and type of positions required to accomplish those missions.

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**1.A.2. Definition of MRD** A MRD is the output of a Manpower Requirements Analysis (MRA), which identifies the number and types of people required to accomplish a prescribed amount of work to a prescribed standard.

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**1.A.3. Definition of MRD Enterprise** The Coast Guard’s MRD Enterprise encompasses the people, interrelated processes, guidance, and tools designed to:

- Translate mission requirements into workforce requirements;
- Model and evaluate workforce options within the Coast Guard HR System;
- Align manpower requirements with program requirements;
- Enable informed decisions to improve mission accomplishment; and,
- Enable informed decisions to identify and mitigate risk.

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## MRD Enterprise Purpose, Goals, and Objectives, Continued

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- 1.A.4. Purpose of the MRD Enterprise**
- The purpose of the MRD Enterprise is to:
- Provide a means for leadership to better understand the effects of existing, new, or modified missions or business processes on the workforce;
  - Increase the Coast Guard’s ability to account for human capital allocation within the Coast Guard Business Intelligence (CGBI) framework, giving senior managers the information they need to make well-informed decisions;
  - Provide the service with an objective, scientifically-based, standardized staffing logic for identifying, measuring, analyzing, and reporting work and labor consumption; and,
  - Apply industrial engineering principles and practices to derive numbers and types of positions required to carry out a mission, operate an asset, or implement a business process.
- 

- 1.A.5. MRD Goals and Objectives**
- The goals and objectives of the MRD Enterprise are to:
- Increase our ability to account for resources within the Coast Guard enterprise framework by attaining the following objectives:
    - Develop defensible manpower requirements;
    - Inform resource management decisions;
    - Communicate risk; and,
    - Provide standardized human capital management information.
  - Improve the effectiveness, efficiency and responsiveness of the service’s HR systems and processes by attaining the following objectives:
    - Inform workforce planning and forecasting;
    - Inform workforce management;
    - Inform the training system; and,
    - Inform the assignment process.
-

## Section B: MRD Enterprise Components

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**Introduction** This section describes the major components of the MRD Enterprise that lead to desired outcomes.

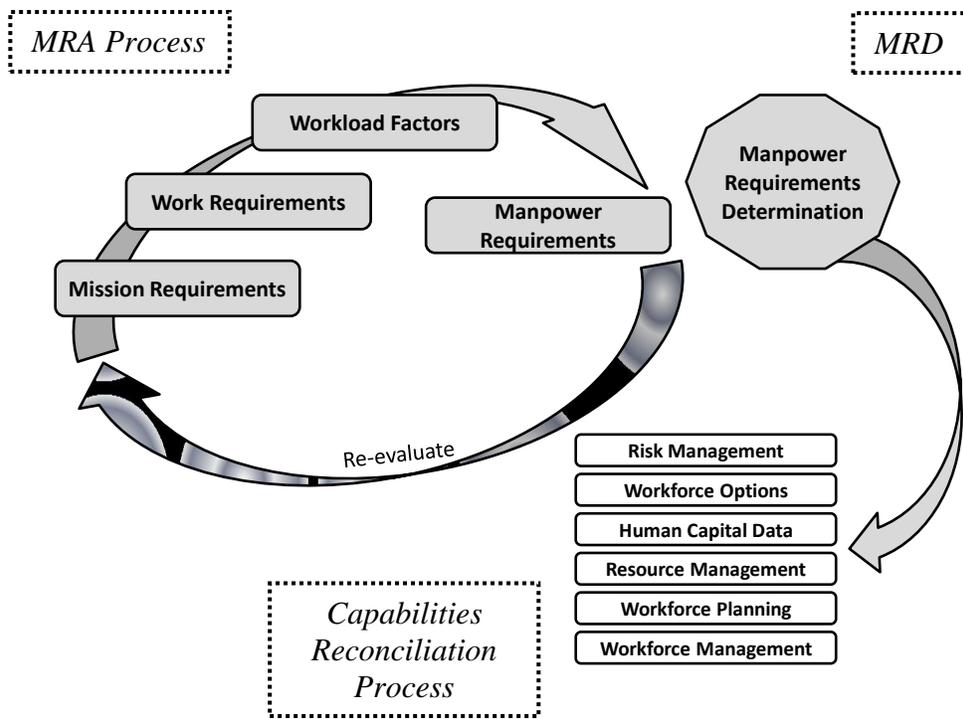
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**1.B.1. MRD Enterprise Functional Model** The functional model of the MRD Enterprise depicts the major components that fulfill the manpower requirements process. These components are:

- MRA process
- MRD
- Capabilities Reconciliation Process

The MRD Enterprise Functional Model describes the relationship between the three MRD components. Each component is described in greater detail in later chapters of this volume.

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**Figure 1-1 MRD Enterprise Functional Model**

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## MRD Enterprise Components, Continued

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**1.B.2.  
MRA  
Methodology** The MRA is the first step in the MRD process. Its focus is on translating mission requirements into straightforward manpower requirements, unburdened by programmatic, political, or budgetary constraints.

The MRA methodology entails analyzing the mission requirements (policies), work requirements (activities), workload factors (time), and various workforce or labor options to produce objective, industrial engineering-based manpower requirements (positions). This process can vary in analytical rigor depending on the needs of the MRA requester, the needs of the organizational element being analyzed, or the availability of MRD data.

Clearly articulated mission requirements are absolutely essential to facilitating a comprehensive analysis.

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**1.B.3.  
MRD** An MRD is the output of the MRA process. It is a summary of the number and characteristics of workers needed. The MRD links manpower requirements directly to the mission requirements of the organizational element being analyzed and are based on a stated level or standard of performance. The MRD process culminates in the approval of the MRD by Assistant Commandant for Human Resources (CG-1).

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**1.B.4.  
Capabilities  
Reconciliation  
Process** Data from the MRD Enterprise is then used to make informed decisions related to the Coast Guard HR System and resource management system. Programmatic and budgetary considerations are accounted for, taking into account risk management and day-to-day workforce management issues.

The MRD enables leadership to make informed decision using data-driven information that results in improved resource management, risk management, workforce planning, workforce management, and data utilization.

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## Section C: MRD Enterprise Roles and Responsibilities

**Introduction** Maintaining the MRD Enterprise requires cross-functional cooperation among the MRD Enterprise participants. Roles and general responsibilities for each participant are listed below.

### 1.C.1. MRD Enterprise Roles and Responsibilities

| Participant  | Role  | Responsibilities Include   |
|--|---|--|
| Deputy Commandant for Mission Support (DCMS)                 | Program Oversight                                 | <ul style="list-style-type: none"> <li>Oversees policies and programs for Human Resources</li> </ul>   |
| Assistant Commandant for Human Resources (CG-1)              | Technical Authority for Human Systems Integration | <ul style="list-style-type: none"> <li>Oversee all facets of workforce management</li> <li>Technical Authority for all MRD actions and activities</li> <li>Executive Champion of the MRD Enterprise</li> <li>Approval authority for MRD and Manpower Standards</li> </ul>  |
| Director, Office of HR Strategy and Capability (CG-1B)       | MRD Program Director                              | <ul style="list-style-type: none"> <li>Oversee HR strategy and capability development</li> </ul>   |
| Chief, Manpower Requirements Determination Division (CG-1B4) | MRD Program Manager                               | <ul style="list-style-type: none"> <li>Oversee all aspects of MRD program</li> <li>Establish Tactics, Techniques and Procedures documentation to support MRD analyses.</li> <li>Coordinate the daily operations, maintenance, and administration of the MRD Enterprise</li> <li>Review and approve all MRD findings</li> </ul> |
| Manpower Requirements Analysis Branch (CG-1B41)              | MRA Analysts                                      | <ul style="list-style-type: none"> <li>Conduct manpower analyses in support of MRD program</li> </ul>  |

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## MRD Enterprise Roles and Responsibilities, Continued

### 1.C.1. MRD Enterprise Roles and Responsibilities (cont.)

| Participant                                 | Role                  | Responsibilities Include  |
|---|-----------------------|---|
| Future Force Project Division (CG-1B1)      | Partner               | <ul style="list-style-type: none"> <li>Assist with defining competency requirements</li> </ul>  |
| Human Systems Integration Division (CG-1B3) | Partner               | <ul style="list-style-type: none"> <li>Identify manpower constraints of systems</li> <li>Identify manpower needs for acquisition projects</li> <li>Initiate and update studies and analyses for manpower requirements for acquisition systems</li> <li>Serve as Logistics Element Manager and liaison between Integrated Project Teams and Commandant (CG-1B4)</li> </ul> |
| Chief Information Officer (CG-6)            | System Oversight      | <ul style="list-style-type: none"> <li>Develop and maintain Manpower Analysis and Simulation Tool (MAST)</li> <li>Coordinate linkage between the MAST and Enterprise Data Warehouse (EDW)</li> </ul>  |
| Assistant Commandant for Resources (CG-8)   | Resource Oversight    | <ul style="list-style-type: none"> <li>Require the use of MRD Enterprise data as guidance in making efficient personnel and resource management decisions</li> <li>Ensure the Personnel Allowance List (PAL) describes all military and civilian positions</li> </ul>   |
| Chief Acquisitions Officer (CG-9)           | Acquisition Oversight | <ul style="list-style-type: none"> <li>Fund major systems acquisition and system design analyses</li> </ul>   |
| Personnel Service Center (PSC)              | Partner               | <ul style="list-style-type: none"> <li>Evaluate MRA options for impact and viability with respect to assignments, accessions, and recruiting</li> </ul>   |

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## MRD Enterprise Roles and Responsibilities, Continued

### 1.C.1.

#### MRD Enterprise Roles and Responsibilities (cont.)

| Participant  | Role    | Responsibilities Include  |
|--|---------|---|
| Office of Workforce Forecasting and Analysis (CG-12A)                                  | Partner | <ul style="list-style-type: none"> <li>Review the effects of MRA options on the structure of rating &amp; specialty pyramids</li> <li>Determine the viability and sustainability of staffing options with respect to workforce constraints (e.g., structure, sea/shore ratios)</li> </ul> |
| Office Performance & Planning - Commercial Services Management Program (CG-81)         | Partner | <ul style="list-style-type: none"> <li>Review the effects of MRA options on Organizational Element (OE) structure in regards to Commercial Service Management (CSM) goals and objectives</li> </ul>   |
| Program Managers in Deputy Commandant for Operations, (CG-DCO), (CG-2), (CG-5), (CG-7) | Partner | <ul style="list-style-type: none"> <li>Oversee the development of mission related doctrine, requirements, and performance standards</li> </ul>  |
| Program Managers in Deputy Commandant for Mission Support (CG-DCMS), (CG-4)            | Partner | <ul style="list-style-type: none"> <li>Oversee the development of mission support related doctrine, requirements, and performance standards</li> </ul>  |
| Area Commanders (LANT-82) , (PAC-82)   | Partner | <ul style="list-style-type: none"> <li>Participate in MRAs and provide feedback on the MRA process.</li> <li>Validate mission manpower requirements for the AOR</li> <li>Participate/Partner with DCMS and DCO in manpower requirements decision making</li> </ul>                        |
| Unit Commanders, Commanding Officers, Officers-in-Charge                               | Partner | <ul style="list-style-type: none"> <li>Participate in MRAs and provide feedback on the MRA process</li> <li>Assist with documenting unit mission requirements and variances</li> </ul>  |

## Chapter 2. Manpower Requirements Concepts

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**Introduction** This chapter explains manpower concepts used in the Manpower Requirements Determination (MRD) process and Manpower Requirements Analysis (MRA).

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**References for This Chapter**

- (a) *Inherently Governmental Functions*, Federal Acquisition Regulations 7.5
- (b) *Coast Guard Officer Specialty Management System Manual*, COMDTINST M5300.3 (series)
- (c) *U.S. Coast Guard Competency Management System Manual*, COMDTINST M5300.2 (series)
- (d) *Office of Personnel Management Classification and Qualifications Website*, <http://www.opm.gov/policy-data-oversight/classification-qualifications/>

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**Contents** This chapter contains the following sections.

| Section | Title  | See Page |
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## Section A: **Coast Guard Work and Work Activities**

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**Introduction** The concept of Coast Guard work and work activities is central to the MRA process. This section includes the following topics:

- Definition of Work
  - Types of Work
  - Definition of Workload
- 

**2.A.1. Definition of Work** Work assigned to the Coast Guard is derived from a number of authoritative sources, including, but not limited to:

- United States Code (USC)
- Code of Federal Regulations (CFR)
- National Security Strategy
- National Military Strategy
- Department of Homeland Security strategies

These sources, whether law, policy, or regulations, frame the Commandant's Strategic Intent that in turn informs policies and mission requirements. These policies and mission requirements imply certain kinds of activities required to accomplish the outcomes and bring about the desired end result.

Work is therefore defined as consumption of resources, exertion, or effort directed to produce or accomplish an end result.

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**2.A.2. Types of Work** For the purposes of the MRA, work is categorized as documented or undocumented, and further categorized as either direct or indirect.

- **Documented Work:** Work based on official doctrine, directives, or other authoritative, written sources of information.
- **Undocumented work:** Work not officially defined in policy, but conducted based on unofficial or informal practices, policies, rules, or expectations. Undocumented work must be adjudicated during the MRA process in order to determine what undocumented work is included during manpower determinant modeling.

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## Coast Guard Work and Work Activities, Continued

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|--|--|
| <p><b>2.A.2.</b><br/><b>Types of Work (cont.)</b></p>                              | <p>After determining if work is documented or undocumented, work is then categorized as direct or indirect.</p> <ul style="list-style-type: none"> <li>• <b>Direct work:</b> Work performed to accomplish or support the OE's mission(s), function(s), and goal(s).</li> <li>• <b>Indirect work:</b> Work that does not directly support an OE's assigned mission(s), function(s), and goal(s), but is performed in order to manage organizational requirements, personnel, and capital assets.</li> </ul> <hr/>   |
| <p>2.A.2.a.<br/>Direct Work</p>  | <p>Direct work requirements pertain to any work occurring on board or within the Organizational Element (OE) that is required to accomplish or support the assigned mission(s), function(s), and goal(s). This work includes, but is not limited to:</p> <ul style="list-style-type: none"> <li>• Operational missions (e.g., conducting patrols, boardings, inspections, investigations, boat sorties, servicing aids, watchstanding, etc.);</li> <li>• Support functions directly sustaining the OE (e.g., personnel, finance, supply, logistics, engineering, medical, project management, etc.);</li> <li>• Organizational Supervision, Management, and Leadership; and,</li> <li>• Functional Collateral Duties.</li> </ul> <hr/> |
| <p>2.A.2.a.1.<br/>Organizational Supervision, Management, and Leadership (SML)</p> | <p>Some unit positions, including command (Commanding Officer/Officer in Charge and Executive Officer/Executive Petty Officer) and managerial (Department, Division, Branch, Office, Staff Chief) positions, require individuals to perform additional SML work as part of their primary duties. This organizational-level SML work is considered direct work. This upper level work requires supervision of a larger entity (people, money, infrastructure, etc.) as part of primary duties which directly contribute to mission accomplishment.</p> <hr/>  |
| <p>2.A.2.a.2.<br/>Functional Collateral Duties</p>                                 | <p>Collateral duty is work in addition to one's primary responsibilities and is assigned by the organizational element's commander, office chief, or officer in charge. Collateral duties imbedded in the primary functions of the unit (e.g. Command Security Officer, EKMS Custodian, or Homeport Administrator) are referred to as functional collateral duties. Functional Collateral Duties include work performed in addition to one's primary responsibilities as assigned by the commanding officer which are ingrained in the primary functions of the unit (e.g., EKMS custodian, Electronics Material Officer, Navigator, Communications Officer, etc). Functional Collateral Duties are considered direct work.</p> <hr/>  |

*Continued on next page*

## Coast Guard Work and Work Activities, Continued

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2.A.2.b. Indirect Work Indirect work requirements pertain to managing a worker's Coast Guard organizational obligations. This work includes, but is not limited to:

- Individual Supervision, management, and leadership activities
- General Collateral Duties

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2.A.2.b.1. Individual Supervision, Management, and Leadership Work involved with overseeing a specific employee, budget, workspace, etc., is considered indirect work as managing a single person/budget/widget does not necessarily accomplish the OE's mission; but is a requirement of Coast Guard organizational elements and members.

---

2.A.2.b.2. General Collateral Duties Some collateral duties generate work, but do not directly contribute to mission execution such as Morale Officer or Mutual Assistance Officer. These work assignments are called General Collateral Duties and are performed in addition to one's primary responsibilities and support the management of the organization (e.g., Morale Officer, CGMA Representative, etc.) General Collateral Duties are considered indirect work.

---

**2.A.3. Training** Individual short term non-resident "C" school and on-the-job training are considered productive work activities. General Unit Training, Unit Type-Specific, Unit-Specific, and Position-Specific Training are not included in this category, but rather counted in non-productive time.

Understanding individual training requirements enables program managers to determine Training Allowance Billets (TAB) which are used to accommodate individual training workload. TABs are generally utilized to address labor consumption for "A" schools, mandatory pre-arrival pipeline training, "C" schools in excess of 20 weeks, and advanced education.

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*Continued on next page*

## Coast Guard Work and Work Activities, Continued

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### 2.A.4. Workload

Workload is the measure of the amount of work required to be performed during a specified period of time. In the course of an MRA, workload data comes from a number of sources, including:

- **Directed:** Data derived from published performance requirements found in Manpower Standards, Required Operational Capability/Projected Operational Environment (ROC/POE) directives, Maintenance Procedure Cards, Time Card tool, etc.;
  - **Historical:** Data derived from the documented performance of work as found in logs, enterprise and local databases, or comparable work data collected during a previous study;
  - **Technical Estimate:** Data collected from a statistical sampling of AP/SMEs by such methods as surveys, interviews, and observation; and,
  - **Statistical Method:** Data estimated by the application of statistics to predict future workload based on the past performance of the same types of work or workload requirements for a location not included in the original workload sample.
-

## **Section B: Types of Manpower and Their Employment**

---

**Introduction** This section describes types of manpower and how manpower can be employed.

---

**2.B.1. Types of Manpower** The Coast Guard uses an efficient and effective mix of civilian and military manpower, as well as contract manpower to accomplish missions.

---

**2.B.1.a. Military Manpower** Military manpower is used for operations and direct operational support and:

- When there is a likelihood of deployment for crisis, emergency, or surge operations; and,
- When physical security and/or personal safety risks preclude other employment types.

Military manpower can be used in non-operational activities in lieu of civilians or contractors:

- When physical security and/or personal safety risks justify use;
- When the work conditions or locations are not suitable;
- To reduce operational risk;
- To provide military-unique knowledge and skills;
- To augment operational forces;
- To provide for military career progression;
- To provide overseas or sea-to-shore rotation;
- For esprit de corps; or,
- Where military positions are more cost effective.

The Coast Guard Reserve must be ready for call-up at any time to provide surge capacity during contingencies. Training, including normal drill periods and two-week annual active duty, will focus on building and honing the skills and knowledge required for these mobilization duties. Reserve augmentation in daily operations should be structured to complement their mobilization requirements.

---

**2.B.1.b. Civilian Manpower** Civilian manpower is used to perform inherently governmental work that does not require military personnel, or when civilian manpower is more cost effective than contract or other arrangements. Civilian employees may also perform work that is Close-to-Inherently Governmental, Critical, Core, or (when deemed appropriate and cost effective) Commercial work.

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*Continued on next page*

## Types of Manpower and Their Employment, Continued

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2.B.1.c.  
Contract  
Manpower

Contract manpower is used to perform work that is deemed not inherently governmental to augment operational forces and full-time Coast Guard manpower:

- To satisfy short-term or unpredictable workload requirements;
- When contract manpower is more efficient and responsive;
- When it is determined to be more competitive; or,
- When workload is a commercial activity and no requirement exists for in-house performance.

2.B.1.d.  
Coast Guard  
Auxiliary

Approximately 30,000 part time volunteers support Coast Guard units in a variety of capacities. The Coast Guard Auxiliary's role does not extend to any Coast Guard military or direct law enforcement missions assigned to Active Duty or Reserve forces.

---

2.B.1.e.  
Other  
Volunteers

Other volunteers support Coast Guard units and members. These functions include Ombudsmen, Volunteer Income Tax Assistants (VITA), Spouse Clubs, and event-specific volunteers.

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**2.B.2.  
Employment  
of Manpower**

The longstanding policy of the federal government has been to rely on the private sector for needed commercial services. To ensure that the American people receive maximum value for their tax dollars, commercial activities should be subject to the forces of competition. Determining which functions should be contracted and which functions are government-in-nature requires careful review.

---

2.B.2.a.  
Inherently  
Governmental  
Work

In accordance with the procedures of the Federal Activities Inventory Reform (FAIR) Act, Pub. L. 105-270, (31 U.S.C. § 501 note), and the OMB Circular No. A-76, "Performance of Commercial Activities," contractors cannot perform services or functions that have been formally approved as inherently governmental. As described in Reference (a), inherently governmental functions are so intimately related to the public interest as to require performance by Federal Government employees or military personnel. These functions include those activities that require either the exercise of substantial discretion in applying Federal Government authority or value judgments when making decisions for the Government, including judgments relating to monetary transactions and entitlements. An inherently governmental activity involves:

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*Continued on next page*

## Types of Manpower and Their Employment, Continued

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2.B.2.a.  
Inherently  
Governmental  
Work (cont.)

- Binding the United States to take or not to take some action by contract, policy, regulation, authorization, order, or otherwise;
- Determining, protecting, and advancing economic, political, territorial, property, or other interests by military or diplomatic action, civil or criminal judicial proceedings, contract management, or otherwise;
- Significantly affecting the life, liberty, or property of private persons; or,
- Exerting ultimate control over the acquisition, use, or disposition of United States property (real or personal, tangible or intangible), including establishing policies or procedures for the collection, control, or disbursement of appropriated and other federal funds.

Commandant (CG-8) is responsible to ensure Coast Guard-wide compliance with OMB, DHS and statutory and regulatory FAIR Act requirements and Commercial Services Management policies and procedures. MRD analysts will follow Commandants (CG-8) and (CG-9) direction in evaluating work as inherently governmental functions.

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2.B.2.b.  
Closely  
Associated  
with  
Inherently  
Governmental  
Functions

Functions that are closely associated with inherently governmental functions, while allowable pursuant to Reference (a), Subpart 7.503(d) and Office of Federal Procurement (OFPP) Policy Letter (PL) 11-01 require careful scrutiny by the government to ensure that they do not approach becoming inherently governmental because of the nature of the function, or the manner in which the contractor performs the services under the contract.

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*Continued on next page*

## Types of Manpower and Their Employment, Continued

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2.B.2.c.  
Military  
Essential  
Functions

For purposes of conducting an MRA, manpower is designated as military when one or more of the following conditions apply:

- Military incumbency is required by law, Executive Order, treaty, or international agreement, such as:
    - Support to International Organizations and Foreign Nations;
    - Military exchange; or,
    - Professional exchange requiring military-unique knowledge or skills.
  - Military performance is required for command and control, risk mitigation, or esprit de corps, such as:
    - Direction and control of combat and crisis situations;
    - Direction and control of support and support services; or,
    - Military bands, honor guards, Coast Guard Academy superintendent, Coast Guard recruiters.
  - Military-unique knowledge and skills are required for performance of duties such as:
    - Military advice and counsel;
    - Execution of military missions;
    - Policy and procedure development;
    - Oversight of military justice;
    - Conducting law enforcement under UCMJ;
    - Recent assignment in operating forces; or,
    - Potential utility of emerging technologies for operating forces
  - Military manpower is needed to provide for overseas and sea-to-shore rotation, career development, or wartime assignments.
  - Military manpower is used for unusual working conditions or when costs are not conducive to civilian employment such as:
    - Threat level could increase and military personnel are needed on short notice to provide or augment a military capability.
-

## Section C: Work Availability Time

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**Introduction** Management of the Coast Guard's demand for human capital requires an understanding of labor consumption, work availability, and productivity. Law, policies, and regulations limit the amount of hours the various Coast Guard workforces can work each week. These limitations play a role in developing workforce options for the various OEs. Concepts and terms introduced in this section include:

- Definition of Availability Time
  - Definition of Work Week Availability
  - Time Classifications
- 

**2.C.1. Understanding Labor Consumption** An organizational element's billet structure is an estimate of the number and types of personnel required to perform the missions and programs of the Coast Guard. However, at any given time, a certain percentage of the workforce needed to perform work is not available due to reasons such as formal training, illness, accidents, disciplinary action, etc. In order to provide an adequate supply of personnel for an organizational element to perform 100% of assigned mission requirements, the Coast Guard must understand how non-available personnel impact a unit's ability to carry out work. Some of this labor consumption impacts all Coast Guard members and must be accounted for in determining availability time.

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**2.C.2. Availability and Resource Planning** Coast Guard human capital management processes use work week availability as planning factors to help define manpower needed to accomplish identified missions and associated work requirements for various organizational elements. Standard workweeks are guidelines for sustained personnel use and should not be viewed as binding on a command's ability to manage its unit workforce.

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**2.C.3. MRD Time Classifications** Categorizing time provides a structure by which to evaluate factors which influence availability.

---

**2.C.3.a. Assigned Time** Assigned time is the total time available per standard workweek (e.g., the assigned time for a 40-hour workweek is 40 hours; the assigned time for an afloat workweek is 168 hours); broken down into available time and non-available time.

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*Continued on next page*

## Work Availability Time, Continued

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2.C.3.b.  
Non-available  
Time

Non-available time is time dedicated to those activities that render personnel unavailable to perform any type of work. Non-available time includes Federal holidays, annual leave, all other leave, sleep, messing, and personal time.

---

2.C.3.c.  
Available  
Time

Available time is the amount of time personnel assigned to an OE are available for work. Available time is categorized down into Productive Time and Non-Productive Time.

---

2.C.3.d.  
Productive  
Time

Productive time is time spent accomplishing or supporting the OE's direct or indirect work through different statuses of watchstanding, duty, or daywork. Productive time is calculated by subtracting non-productive time from available time.

---

2.C.3.d.1.  
Watchstanding

Watchstanding is a status in which certain operational functions are performed requiring personnel to be at specific places for specified times. Watchstanders are personnel regularly assigned to stand watches during all or part of their given work or duty time and are considered unavailable to complete other types of work while watchstanding. Non-watchstanders are personnel not regularly assigned to stand watches. The distinction between watchstanders and non-watchstanders is important for staffing purposes to determine the availability of personnel for different types of productive work activities.

---

2.C.3.d.2.  
Duty

Duty defines a status in which members are required to be on board a unit to perform mission requirements and are expected to stand watches or perform day work as needed. Historically the term "duty" has also been used to designate an "on-call" individual who is available at a location other than the unit and can be reached by telephone or other means in the event their services are required. "On-call" time is considered non-productive work and takes away from a member's productive time.

---

2.C.3.d.3.  
Daywork

Day work is the status of a member's productive time while performing tasks other than duty or watchstanding. Work completed during day work includes both direct and indirect work.

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*Continued on next page*

## Work Availability Time, Continued

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2.C.3.e.

Non-productive Time

Non-productive time is divided into two categories:

- As it relates to individual work tasks, non-productive time is available time expended in either standby, on-call, idle time, or personal, fatigue and delay (PF&D) status.
  - **Standby time:** Time in which the worker is required to be present and in a ready status to perform work, but is prevented from performing work because no work is available. Time can be classified as standby only when it is essential to mission accomplishment. Examples of standby time include a flight crew in strip alert status or a small boat station Bravo-Zero boat crew.
  - **On-call time:** Time in which an off-duty worker can be contacted at a prearranged location other than the OE. Only the productive time performed by the worker at the designated work location, including necessary associated travel on the job, is to be credited to the OE. Examples of on-call time include a duty Marine Inspector or Investigator; maintenance specialist who is needed to repair a critical piece of equipment; or a public affairs specialist required to respond to a press inquiry.
  - **Idle time:** Time expended by the worker either in an *avoidable* delay status, or in doing unnecessary work, when essential work is available. Examples of idle time include a worker taking unnecessary or an inordinate amount of breaks, or performing undocumented work that has not been adjudicated by the Program. Idle time is not included in a manpower requirements analysis.
  - **PF&D time:** Time associated with various process slowing events.
    - Personal: Time factors associated with taking care of member needs (i.e., head call, coffee break, etc.);
    - Fatigue: Decreases in production or performance attributable to physical and/or mental weariness existing in a person; or,
    - Delay: Unavoidable delays caused by external forces such as waiting for information, mechanical delays, or other interruptions.

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## Work Availability Time, Continued

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- 2.C.3.e.  
Non-productive  
Time (cont.)
- As it relates to unit tasks, this non-productive time is time spent participating in Coast Guard-directed, -recognized, or -approved activities, rendering personnel unavailable to accomplish/support the OE's missions, functions, and goals (direct work), or help manage organizational, personnel, and capital assets (indirect work). The following tasks are considered nonproductive time and are broken into five categories: Service diversions, Servicewide training and professional development, general unit training, unit-specific training, and position-specific training.
    - **Service diversions:** Activities required by regulations or policy which must be accomplished during working hours and which detract from a worker's availability to perform productive work. Service Diversion categories and activities include:
      - Permanent Change of Station (PCS) Allowances
      - Organizational Requirements
      - Administrative Requirements
      - Health Service Allowances
    - **Servicewide training and professional development:** Activities targeted at either the entire Coast Guard workforce, or large portions of the workforce.
    - **General unit training:** All-hands training activities targeted at all Coast Guard units.
    - **Unit-specific training:** Training activities required to be completed by specific Coast Guard units, or classes of units, in order to perform their assigned missions.
    - **Position-specific training:** Training activities required to perform specific work assigned to a military or civilian position.

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## Work Availability Time, Continued

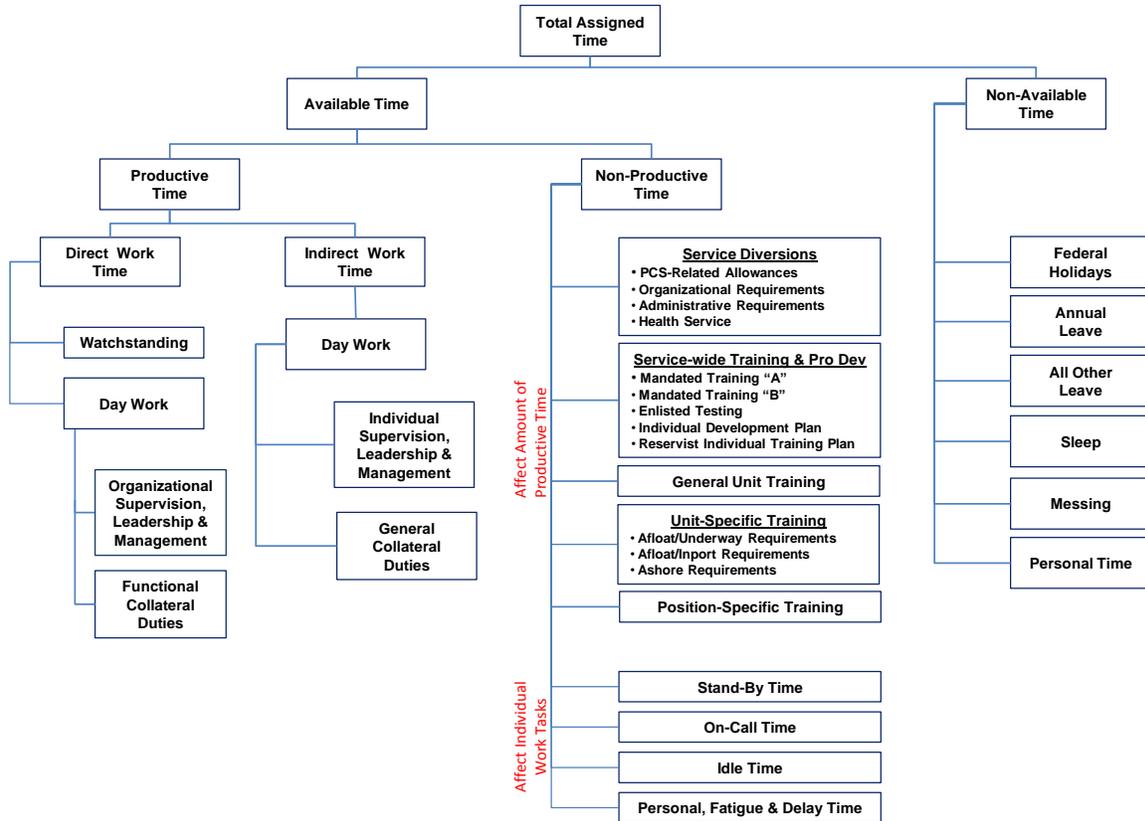


Figure 2-1: MRD Time Classifications

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## Work Availability Time, Continued

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### 2.C.4. Work Availability Standards

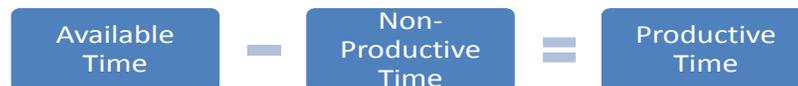
MRD principles apply current data regarding work, watchstanding, and duty to establish, in aggregate, the actual work availability hours of the Coast Guard's workforces. Having current, standard work availability hours is crucial to the manpower equation, which establishes a valid staffing logic, for a given unit or work center. Under the technical authority for manpower, Commandant (CG-1) establishes current work availability standards, and MRD analysts use the same in manpower studies. Work availability standards are determined using current data, incorporating current policy, and following MRD principles for scientific rigor.

Work Availability Standards are developed by:

- Applying basic planning parameters to a proposed workweek to identify the *assigned time* of a standard work week;
- Deducting *non-available time* factors from the assigned time to identify the *available time* per week;



- Deducting *non-productive time* factors from available time to identify the *productive time* per week; then,



- Productive time then becomes the denominator in the MRD staffing logic equation. By dividing the identified workload by a workforce's productive time, the number of positions required to perform the assigned work can be determined.




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*Continued on next page*

## Work Availability Time, Continued

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**2.C.4.**

**Work  
Availability  
Standards**  
(cont.)

Work Availability Standards are guidelines for sustained personnel use and should not be restrictive or binding on commanders, commanding officers, or officers in charge in establishing actual working hours to meet emergent or surge operational requirements (e.g., lengthen the workweek and increase productive work time) or address morale and work-life issues (e.g., shorten the workweek and reduce productive work time). Leaders should attempt to strike a good balance in meeting workload and work-life requirements during the day-to-day management of their personnel, making these local work schedule changes, such as implementing alternate work schedules or tropical hours, to address unit-specific issues and circumstances. However, modifications to the workweek made at the unit level should stay at the unit level unless and until a Program accepts them as actual resource planning factors.

All workweek calculations are based on 365.25 days per year, 52.18 weeks per year, and 4.35 weeks per month. Coast Guard Standard and Mobilization Work Week Availabilities are described in detail in Appendix A.

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## Section D: Manpower Specialties, Competencies & Classifications

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|   |   |
|---|---|
| Introduction                              | This section lists manpower tools for describing work.  |
| <hr/>                                     |   |
| 2.D.1.<br>Tools for<br>Describing<br>Work | Assigning specialties, competencies, and employee classifications to Coast Guard work is a key MRD attribute. The MRD Enterprise works with the Officer Specialty Management System and Competency Management System to provide qualified human capital data to the HR system.  |
| <hr/>                                     |   |
| 2.D.1.a.<br>Specialties                   | <p>In accordance with Reference (b), Commissioned Officers act in narrow technical specialties (Warrant specialties), broad management specialties, or within operational specialties. Specific workload tasks require specific specialties in order to be properly completed.</p> <p>Enlisted personnel perform an array of technical and management functions, from apprentice labor to unit command. Specialty determinations for enlisted personnel are made by the skills required to perform the job. A detailed description of each enlisted specialty rating is available at the Coast Guard website, <a href="http://www.gocoastguard.com">www.gocoastguard.com</a>.</p> <p>Specialties are assigned to workload tasks based on competencies, knowledge, and skills derived from the Officer Specialty Management System and rate-specific occupational analyses. Specific guidelines on how to apply specialties is contained in the MRA Analyst Job Aids of SLMR Volume III.</p> |
| <hr/>                                     |   |
| 2.D.1.b.<br>Competencies                  | Work can also be described by the competencies required to perform it. As described in Reference (c), a competency is, “a collection of tasks with the associated skills, knowledge, abilities, and wherewithal (tools, methods, information, doctrine, procedures, materials, etc.) needed to perform the tasks to a predetermined, measurable, performance standard.” Understanding competency requirements is an important factor when selecting the best workforce to perform the work. By determining the competencies necessary to perform the work, the MRD analyst can identify the workforce that currently possesses the requisite competencies or is best suited to attain those competencies. These competency requirements are in turn used in workforce planning, the training system, the military assignment process, and the civilian hiring process.  |

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## **Manpower Specialties, Competencies & Classifications, Continued**

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2.D.1.b. Identification of competencies required to perform work aids in the development of the Coast Guard's Training Allowance Billet structure. By determining which and how much work requires advanced education or additional training, MRA data can be used to assist in the determination of the Coast Guard's training allowance.

---

2.D.1.c. Military Ranks, Rates, and Paygrades

Military rank is determined by the duties and responsibilities required of the specific task. When evaluating the minimum paygrade required to complete specific tasks, analysts consider:

- Degree of responsibility, dollar value of facilities and equipment, impact of decisions, number of personnel in the command, scope of the mission and/or program area, operational capabilities of the command;
- Span of control: number of direct reports;
- Operational or non-operational nature of the work;
- Professional skill/experience requirements: technical or managerial capabilities, special training requirements, special experience requirements, education needs;
- Level of subordinate, lateral, and superior commands;
- Career path needs;
- Controlled grade legal restrictions; and,
- Other personnel tempo considerations: sea-shore rotation, arduous duty rotations, overseas rotations.

---

2.D.1.d. Civilian Personnel Grade and Series

Civilian positions are classified by occupation group, grade level, and position series. When evaluating the pay plan, occupation group, minimum grade level, and position series required for tasks, analysts consider:

- Nature of the work (General Service vs. Wage Grade)
- Span of control
- Supervisory control
- Chain of Command

Specific guidance on classifying civilian positions is available in Reference (d), Office of Personnel Management Classification and Qualifications Website.

## Chapter 3. MRA Methodology and Process

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**Introduction** This chapter provides a description of the MRA Methodology and Processes.

---

**References for This Chapter**

- (a) *Major Systems Acquisition Manual (MSAM)*, COMDTINST M5000.10 (series)
- (b) *Non-Major Acquisition Process (NMAP) Manual*, COMDTINST M5000.11 (series)
- (c) *Coast Guard Staffing Logic and Manpower Requirements Manual, Volume III – Analyst Process Guide*
- (d) *Navy Total Force Manpower Requirements Handbook*, April 2000
- (e) *Standard Operating Procedures (SOP) for the Coast Guard's Training System, Volume 2, Analysis*, March 2008
- (f) *Coast Guard Standard Operational Planning Process / Global Force Management*, COMDTINST 3120.4 (series)

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**Contents** This chapter contains the following sections.

| Section | Title   | See Page |
|---------|---|----------|
| A       | MRA Methodology                                 | 3 - 2    |
| B       | Reasons to Conduct MRA                          | 3 – 3    |
| C       | Levels of Analytical Rigor                      | 3 – 6    |
| D       | MRA Process Management Roles                    | 3 – 9    |
| E       | MRA Request and Prioritization Process          | 3 – 11   |
| F       | MRA Analysis Processes                          | 3 – 15   |
| G       | Relationship of MRAs to Other Types of Analyses | 3 – 29   |

## Section A: MRA Methodology

---

**Introduction** This section provides an overview of the MRA methodology.

---

**3.A.1. MRA Methodology** The MRA methodology collects, measures, and analyzes workload data and then calculates the numbers and types of workers needed to perform the work based on the work week availability of each worker. This methodology can be carried out by various analytical processes to determine an organizational element's manpower requirements.

---

**3.A.2. Key Questions** Mission requirements are translated into manpower requirements by answering the following key questions.

- **What is the work?** Define the OE's total work requirements based on its mission or mission support requirements.
- **How much work is there?** Collect workload information (time-to-task data) to determine the workload hours required to support the work performed by the OE to a specified standard.
- **Who can do the work?** Identify the types of workers (military, civilian, Auxiliary, or contractor) and specific skill sets (i.e. competencies, qualifications, officer specialty/sub-specialty, enlisted rating, civilian series) required to perform the OE's work.
- **How many workers are needed?** Apply modeling to identify the minimum number of positions required by the OE to successfully accomplish the work to a specified standard.

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## Section B: Reasons to Conduct an MRA

---

**Introduction** This section describes reasons to conduct an MRA.

---

**3.B.1. Reasons to conduct an MRA** Once manpower requirements have been determined, the MRD provides relevant, predictive human capital data to those organizations responsible for managing the Coast Guard workforces. The data will specifically improve the effectiveness, efficiency, and responsiveness of the HR system components in support of the following efforts:

- Achieving systems acquisition milestones;
  - Informing resource management;
  - Informing life cycle cost estimates;
  - Enabling risk management;
  - Improving workforce planning;
  - Informing workforce management; and,
  - Directing training and professional development efforts.
- 

**3.B.1.a. Achieving Major Systems Acquisition milestones** As per Reference (a), Acquisition Decision Events (ADE) come at the end of each phase of the acquisition process and mark the logical beginning and completion of phases in the acquisition development cycle. Commandant (CG-1B3) is responsible for the following functions.

- **Need Phase:** Identify manpower constraints and identify manpower resource proposal needs.
  - **Analyze / Select Phase:** Initiate studies and analyses for manpower requirements to operate, maintain, support, and instruct the system. As per Reference (a), an approved Manpower Estimate Report must be completed prior to entering ADE 2A.
  - **Obtain Phase:** Update studies and analyses for manpower requirements to operate, maintain, support, and instruct the system.
  - **Produce/Deploy Phase:** Validate manpower system needs and complete Manpower Requirements Analyses. As per Reference (a), an approved MRA must be completed prior to entering ADE 4.
- 

**3.B.1.b. Non-Major Systems Acquisition** As per Reference (b), a Non-Major Acquisition is a procurement that meets the specified threshold in life cycle costs and is not designated as a major systems acquisition. Commandant (CG-1B3) conducts Human Systems Integration and validates manpower, staffing, and training requirements during non-major Acquisition Decision Events, ADE 1-3.

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*Continued on next page*

## Reasons to Conduct an MRA, Continued

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3.B.1.c. Informing Resource Management MRD data informs the resource management process. Consistent rigor in data analysis and presentation enables leadership to make informed decisions that align scarce resources to the Service's highest priorities.

---

3.B.1.d. Informing Life Cycle Costs The Life Cycle Cost Estimate (LCCE) provides an exhaustive and structured accounting of all resources and associated cost elements required to develop, produce, deploy, and sustain a particular asset or capability. Developing a quality LCCE is at the core of the Coast Guard's ability to successfully manage a project within cost and affordability guidelines. Commandant (CG-1B3) provides MRD for acquisition projects to determine personnel costs to operate, maintain, and support the asset.

---

3.B.1.e. Enabling Risk Management The MRA identifies manpower gaps or excesses that influence the current risk profile for the OE. The data in the MRD also indicates the manpower requirement to operate within the existing risk profile.

---

3.B.1.f. Improving Workforce Planning MRD data can be used to identify needed changes to the make-up of the Coast Guard's workforces. This use includes identifying needed increases and decreases to ensure each workforce component adheres to authorized size and applicable controlled grade limits, monitoring trends for changes in specialty subgroups, and providing data for the development of annual accession, advancement, and promotion plans based on needed types of workers to meet manpower requirements.

---

3.B.1.g. Informing Workforce Management MRD data informs workforce management processes by identifying the types of workers who can and should perform the work, as well as competency and specialty requirements needed. These requirements can be used to determine training requirements and help make personnel assignment selections.

---

3.B.1.h. Directing Training and Professional Development efforts The MRD Enterprise works closely with Force Readiness Command (FORCECOM) staff to assist in establishing active duty General Detail requirements for training allowance billets and Maintenance Training Lists (MTL) to determine the demand for training quotas. Identifying the quantities of specific competencies required to perform all Coast Guard work ensures the current training system has the capacity to meet any current or future changes in training and education requirements.

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## Reasons to Conduct an MRA, Continued

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### **3.B.2. Triggers for conducting an MRA**

An MRA should also be conducted as a result of any event which may create or modify Coast Guard human capital requirements. These include, but are not limited to:

- New acquisitions projects or initiatives;
  - Changes in mission requirements;
  - Changes in performance standards;
  - Proposed changes to organizational structures;
  - Establishment of a new asset's maintenance and operations criteria;
  - Implementation of new business processes, equipment, environment, or technological advances; or,
  - Number of years since last analysis.
-

## Section C: Levels of Analytical Rigor

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**Introduction** This section provides a discussion of the level of analytic rigor needed to provide appropriate and timely recommendations to inform decision making.

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**3.C.1. Levels of Analytical Rigor** There are various levels of analytical rigor available in the MRA process. As defined by Gery W. Ryan of Rand Corporation, analytical rigor is achieved when appropriate tools are applied to meet the stated objective of the analysis. MRA levels exist to apply the established MRA methodology to variable sizes, scopes, and objectives of analyses. Less rigorous processes may allow analyses to be completed more quickly and at reduced cost, but less strenuous analytical rigor does not invalidate the MRA process. The MRA methodology in this manual will be followed regardless of the decided level of rigor. The accepted levels of analytical rigor can be categorized as:

- MRA Level I – Manpower Estimate Report (MER)
- MRA Level II – Workload Consolidation
- MRA Level III – Workload Validation
- MRA Level IV – Workload Observation

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**3.C.1.a. MRA Level I -- Manpower Estimate Report (MER)** The Manpower Estimate Report (MER) is the analysis of a previously undefined mission requirement. This situation could be the result of a lack of established program requirements or the effect of an initial system or equipment acquisition. Because the analysis is performed without firmly established requirements, the estimate often relies on parametric data and statistical inference drawn from similar systems or capabilities. However, the MER provides important analysis of the identified operations, maintenance, and support workload and provides valid information for cost estimates and initial resource decisionmaking. The MER is important extant data for a future MRA conducted when adequate mission requirements and workload data exists.

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**3.C.1.b. MRA Level II – Workload Consolidation** MRA Level II is a shallow look at major required work items and the estimated workload associated with these tasks. The study begins with a review of major policy documents and involves collecting and analyzing workload data using existing workload reporting data systems and program or unit-level data collection efforts. A Level II study allows MRA analysts to quickly develop manpower requirements at minimal cost, but at less rigorous analytical standards.

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## Levels of Analytical Rigor, Continued

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3.C.1.c.  
MRA Level III  
– Workload  
Validation

MRA Level III provides an analytical study that starts with a review of all pertinent resources and doctrine and is followed by use of Subject Matter Experts (SME) and Accomplished Performers (AP) to validate work and collect workload data. The MRA analyst utilizes a variety of methodologies to capture SME/AP expertise, experience, and input to capture time to task data. The choice of methodology (survey, focus group, individual interviews, time card tool, etc.) varies depending on the amount of analytical rigor required or desired. This level of study provides a well-founded base of data integrity in less time at potentially lower contract costs.

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3.C.1.d.  
MRA Level IV  
– Workload  
Observation

MRA Level IV provides an analytical study that starts with a review of all pertinent resources and doctrine, and is followed by surveys, OE site visits, and/or interviews through which the MRA analyst validates work, collects workload data, and reviews first-hand the processes and operating conditions of the OE. This level of study provides the most in-depth data collection and analytical rigor and therefore consumes the most time and resources.

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**3.C.2.  
Factors  
Affecting the  
Selection of an  
MRA Type**

A number of factors are considered by the MRD Division and MRA requester when determining the appropriate level of MRA to conduct, including:

- Purpose
- Time Requirement
- Program Requirement
- OE Complexity
- Risk-Resource Balance

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3.C.2.a.  
Purpose

The MRA Trigger which creates or modifies Coast Guard human capital requirements must be considered in determining which level of MRA to conduct.

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3.C.2.b.  
Time  
Requirement

The MRA Requester's desired turn-around time greatly influences the decision on what level of MRA to conduct – the shorter the turn-around time, the less analytic rigor is possible. Conversely, the more analytic rigor required, the longer the analysis takes.

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## Levels of Analytical Rigor, Continued

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|---|--|
| 3.C.2.c.<br>Requester's<br>Requirements | <p>These are requirements imposed by the MRA Requester, which may cause additional analysis or delays to the MRA process. Requester requirements can involve, but are not limited to:</p> <ul style="list-style-type: none"><li>• Acquisition policy requirements;</li><li>• Competing initiatives or mission demands;</li><li>• Limited organizational element availability;</li><li>• Limited access to the Requester, Requester's representative, and key personnel; or,</li><li>• Data, information, and feedback routing/approval requirements.</li></ul>   |
| 3.C.2.d.<br>OE<br>Complexity            | <p>Program manager-issued doctrine is the primary source for identifying mission requirements. Current and available mission doctrine, which clearly outlines performance expectations (both requirements and standards) for field commanders, is fundamental; it allows the analyst to measure and calculate the associated workload. The complexity of the work performed by an OE is a driver, in that it may require an extensive time investment to analyze. Additionally, the workload measurement methods may be more time intensive. In analyzing larger OEs, it may be prudent to scale back the level of rigor due to the extensive time requirements necessary just to conduct the analysis. Conversely, a more comprehensive analysis on a smaller OE may work simply because of the reduced time requirement to analyze a smaller unit.</p> |
| 3.C.2.e.<br>Risk-Resource<br>Balance    | <p>Another key attribute of MRD is the use of MRD data to inform Risk-Based Decision Making (RBDM) efforts by senior leadership. A comprehensive analysis should provide program managers with the human capital information they need to make informed program decisions. A less rigorous approach will most likely produce less accurate data. The program manager must make a choice between whether to invest sufficient time and resources to gain the best possible data or use a faster, less rigorous, and less accurate approach.</p>   |

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## **Section D: MRA Process Management Roles**

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**Introduction** This section provides a discussion of MRA process management roles.

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**3.D.1. MRA Process Management Roles** Each participant in the MRA process has a role to fulfill in order to successfully complete an MRA.

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3.D.1.a. Role of the MRD Division Chief (CG-1B4) The MRD Division Chief is the MRD program manager, responsible for administration and oversight of the MRD Enterprise. The MRD Division Chief plays a key role in assisting program and project managers and in utilizing MRA results to make informed resource decisions.

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3.D.1.b. Role of the CG-1B41 MRD Analyst Team Leader The MRD Analyst Team Leader is the primary liaison between the MRA team and the MRA requester, and serves as the Coast Guard's Project Manager for each MRA. The team leader manages the MRA process by assigning MRA work, reviewing all study documents, and acting as spokesperson for analytic aspects of the MRA.

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3.D.1.c. Role of the Contract MRD Project Manager The Contract MRD Project Manager is the primary liaison between the Contractor's MRA team, CG-1B4 staff, and the MRA requester. The Project Manager oversees the MRA analytical process and ensures the MRA is completed in accordance with the guidance and policy set in this manual. The Project Manager also works with the Coast Guard Contracting Officer and Contracting Officer's Representative to manage terms and conditions of the awarded contract.

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3.D.1.d. Role of MRD Analyst(s) The MRD analyst completes the MRA in accordance with the guidelines provided in Reference (c).

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3.D.1.e. Role of the MRA Requester The MRA Requester is the decision maker for the OE being analyzed. The requester must confirm identified work contributes to the mission and thus, will be accounted for in the analysis. The requester is engaged throughout the process, providing workload data, worker accessibility, and reviewing and endorsing the various reports and findings.

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## MRA Process Management Roles, Continued

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|--|---|
| 3.D.1.f.<br>Role of the<br>Requester's<br>Representative                               | The requester's representative is the individual assigned by the MRA requester to serve as the Point of Contact (POC) for the OE. The requester's representative informs the OE of MRA activities and facilitates access to OE units and data.  |
| 3.D.1.g.<br>Role of the<br>Requester's<br>Technical<br>Representative                  | Technical representatives are individuals assigned by the MRA Requester to serve as SMEs and advisors to the MRA Requester and MRA team regarding the validity of the data collected and modeling efforts. Requester's technical representatives provide expertise on their respective department, division, crew, or other work specialty to ensure the needs of their members are understood by the MRA Requester and MRA team.   |
| 3.D.1.h.<br>Role of the<br>CG-1B3<br>Surface/Air<br>Manpower &<br>Personnel<br>Analyst | HSI Division (CG-1B3) ensures a disciplined, unified, and interactive approach to integrate human considerations into system design. CG-1B3 serves as is the technical authority representative for Commandant (CG-1) to plan, resource, coordinate, and execute projects and support HSI activities throughout the entire lifecycle of acquisition projects. CG-1B3 Manpower and Personnel analysts partner with Sponsors, Program Managers, Project Managers, FORCECOM, and other Technical Authorities to plan, resource, coordinate, and execute project and supporting HSI activities from project identification through Produce/Deploy and Support phases. CG-1B3 analysts provide technical guidance and management of MRA development (all levels) during acquisition projects. CG-1B3 representatives also serve as Logistics Element Managers throughout the lifecycle of a platform. CG-1B4 assists CG-1B3 analysts by providing MRA analytical services as required throughout the life cycle of a platform. Compliance with HSI requirements of Coast Guard acquisition directives is ensured by CG-1B3. CG-1B4 MRA Branch provides analytical services in support of CG-1B3 efforts. |
| 3.D.1.i.<br>Role of the<br>CG-82<br>Program<br>Reviewer                                | CG-821, Program Review Division, is responsible for workforce forecasting strategy, acquisition strategy, and program oversight for the Vice Commandant. Reviewers formulate and defend the annual budget with internal audiences as well as preparing the annual CG budget request and defending the request during external negotiations with DHS, OMB, and Congress. Reviewers utilize MRA data and manpower determinations when advising senior leadership on resource and policy proposals.  |

## **Section E: MRA Request and Prioritization Process**

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**Introduction** This section describes the process for requesting an MRA, and explains the prioritization process for MRA completion.

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**3.E.1. When to Request an MRA** An MRA should be requested when an MRA trigger occurs (see paragraph 3.B.2.) or when there is a question about the sufficiency of staff available to accomplish a mission. An MRA to review any manpower needs should be driven by one of the MRA triggers, which includes whether an MRA has ever been completed as well as the number of years since the last analysis.

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**3.E.2. Submitting the MRA Request** Prior to submitting an MRA request, Programs often have questions on the MRA process. MRD Division staff, including MRA Branch members, must be available to provide information, conduct briefings, or meet with interested staffs.

The MRA Request Worksheet is available in Figure 3-1, below.  
An online fillable version is available on the MRA Portal page at:  
<https://cgportal2.uscg.mil/units/cg1b41/SitePages/Home.aspx>

Program and Resource Managers, Project Managers, and Human Systems Integration (CG-1B3) representatives may submit MRA requests to the MRD Division (CG-1B4). To simplify the process, requesters should use the MRA Request Worksheet in Figure 3-1. Requests may be submitted via e-mail.

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**3.E.3. Reviewing the MRA Request** When an MRA Request is received, MRD Division Chief will review the request. If the desired analysis fits the parameters of an MRA, the request will be evaluated for prioritization. If the desired analysis should be achieved through a study other than an MRA, the requester will be guided to the appropriate source including FORCECOM's Performance Technology Center or other external contractors.

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| <b>Manpower Requirements Analysis (MRA) Request Worksheet</b>   |                   |
|---|-------------------|
| <b>Date:</b>  | <b>Requester:</b> |
| <b>Name and Contact Information of Requester's Representatives:</b>   |                   |
| <p><b>Primary Representative:</b></p> <p><b>Secondary Representative:</b></p>   |                   |
| <b>Name of Organizational Element (OE) to be analyzed:</b>  |                   |
| <p><b>Please answer the following questions as completely as possible so that we may accurately determine your analysis needs.</b></p> <p><i>Attach appropriate documentation and additional sheets as necessary</i></p>  |                   |
| <p><b>1. OE Type:</b></p> <p> <input type="checkbox"/> VCG / DCMS / DCO staff element      <input type="checkbox"/> DCMS / DCO / FORCECOM Field Unit<br/> <input type="checkbox"/> Area / District Staff                      <input type="checkbox"/> Sector / Operational Unit<br/> <input type="checkbox"/> FORCECOM Staff Element                      <input type="checkbox"/> Other (Specify): _____         </p>   |                   |
| <p><b>2. Mark the appropriate boxes that best describe the circumstances that prompted the need for this analysis:</b></p> <p> <input type="checkbox"/> Acquisition of New System / Facility / Platform      <input type="checkbox"/> Doctrine or Policy Change<br/> <input type="checkbox"/> New Mission Requirement                                      <input type="checkbox"/> Modification to Existing Mission Requirement<br/> <input type="checkbox"/> New Business Process    <input type="checkbox"/> Modification to Existing Business Process<br/> <input type="checkbox"/> Reorganization (OMR)    <input type="checkbox"/> Baseline Analysis / Periodic Review<br/> <input type="checkbox"/> Comm'l Services Mgmt (A-76, BPR, Insource)      <input type="checkbox"/> Other (Specify): _____         </p> |                   |
| <p><b>3. Describe the circumstances that prompted the need for this analysis. <i>Please attach a copy of associated Decision Memos, etc.; if any.</i></b></p>   |                   |
| <p><b>4. Has any type of human resource or manpower analysis been conducted on this OE in the past? <i>If so, please describe and provide a copy of the analysis report.</i></b></p> <p>Describe any Previous Analysis _____</p> <p> <input type="checkbox"/> Less than 2 years ago                                      <input type="checkbox"/> 4-5 years ago<br/> <input type="checkbox"/> 2-3 years ago    <input type="checkbox"/> More than 5 years ago<br/> <input type="checkbox"/> 3-4 years ago    <input type="checkbox"/> Never         </p>  |                   |
| <p><b>5. What is the size of the OE? Please provide the current Personnel Allowance List (PAL) showing the positions.</b></p> <p> <input type="checkbox"/> Fewer than 10 positions                                      <input type="checkbox"/> 500-1000 positions<br/> <input type="checkbox"/> 10-100 positions    <input type="checkbox"/> Greater than 1000 positions<br/> <input type="checkbox"/> 101-500 positions         </p>   |                   |

**Figure 3-1 MRA Request Worksheet**

| <b>Manpower Requirements Analysis (MRA) Request Worksheet</b> |  |
|---|--|
| <b>6.</b>   | Are there methods and databases currently in use that capture workload data for this OE (e.g., Snapshot, Boat Analysis Tool, etc.)? <i>If yes, please specify the tool being used and briefly describe what data is reported.</i>  |
| <b>7.</b>   | Describe any hard deadlines that must be considered when developing the timeline for completing this analysis.   |
| <b>8.</b>   | Importance to Requester: <ul style="list-style-type: none"> <li><input type="checkbox"/> Essential to CG Mission Readiness</li> <li><input type="checkbox"/> Aligns with CG Strategic Goals</li> <li><input type="checkbox"/> Cross-Programmatic Impact</li> <li><input type="checkbox"/> High Priority within Program</li> <li><input type="checkbox"/> High Priority to MRA Requester</li> </ul> |
| <b>9.</b>   | Describe other factors or concerns you have regarding this request.  |
| <b>MRD Division Use Only</b>                                  |  |
| <b>Date Received:</b>   | <b>Date Initial Review Completed:</b>  |
| <b>Date of Requester Meeting:</b>                             | <b>MRA Level Assigned:</b>   |
| <b>Name and Signature of Reviewer:</b>                        |  |
| <b>Category Assigned:</b>                                     | <b>Date Placed on MRA Prioritization List:</b>   |
| <b>Date MRA Selected for Analysis:</b>                        |  |
| <b>MRD Team Leader:</b>                                       | <b>Analyst(s):</b>   |
| <b>Notes:</b>   |  |
| <b>Name and Signature of MRD Division Chief:</b>              |  |

**Figure 3-1 MRA Request Worksheet**

## **MRA Request and Prioritization Process, Continued**

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### **3.E.4. Evaluating the MRA Request**

The information provided in the MRA request will be used to evaluate the desired analysis. The MRD Division will determine analytical options that will achieve the Requester's goals and an MRA Project Proposal will be provided. The Requester is then responsible to decide which option best suits their needs. Once this selection is made the MRA request will be prioritized and placed on the MRA Prioritization List to allow the MRD Division to manage workflow and determine if organic or contracted resources will conduct the analysis.

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### **3.E.5. Prioritizing the MRA Request**

The MRD Division prioritizes all MRA requests and maintains the MRA Prioritization List. The MRD Division uses the prioritization list to manage workflow and determine if organic or contracted resources will conduct the analysis. Prioritization will be based on the following:

- MRA Trigger;
- Type of unit;
- Type of manpower analysis currently on file;
- Number of years since last manpower analysis;
- Reason for analysis;
- Number of positions affected; and,
- Strategic importance of study results.

Each rating factor will be evaluated on a numeric scale and the request prioritized by greatest value to the organization.

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## Section F: MRA Analysis Processes

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**Introduction** This section describes the three phases of the MRA process:

- Phase I: Requester Alignment
  - Phase II: Mission Alignment
  - Phase III: HR System Alignment
- 

**3.F.1. Steps for Study Kick-Off** Regardless of the selected MRA process, the study kick-off remains the same. Each analysis requires the assignment of an MRD Analysis Team and a Performance Work Statement (PWS) is drafted for each study.

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**3.F.1.a. Assigning an MRD Analysis Team** The assignment and makeup of the MRA team is dependent upon the MRA category, time constraints, and funding. The MRD team leader will act as the Project Manager for the MRA.

The determination of whether an MRA will be conducted by a team from the MRA Branch or contracted to an outside vendor will be based on the MRA's position on the MRA prioritization list, the deadline for completion of the MRA, and consideration of personnel workload and MRA requester funding.

The MRD Division Chief may elect to complete some MRAs using contracted analysts. The MRD Division or the requester may fund such contracts. A team leader from CG-1B41 will be assigned as CG-1B4 Project Manager for all contractor-led analyses to ensure proper oversight and process continuity. For manpower analyses contracted in support of acquisition projects, a CG-1B3 team leader will also be assigned.

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**3.F.1.b. PWS** A Performance Work Statement will be completed for each study regardless of whether the analysis is completed with organic or contract resources. The purpose of this document is to describe the services and deliverable the requester can expect as well as define the commitment and accessibility the requester agrees to provide. The PWS for a contracted study is fiscally binding and guides the conduct of the entire study.

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## MRA Analysis Processes, Continued

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|  |   |
|--|---|
| <b>3.F.2.<br/>Phase I –<br/>Alignment</b>        | Once the contract is awarded or organic PWS is accepted, the MRA is ready to begin. The MRA process begins with Phase I – Alignment.  |
| 3.F.2.a.<br>MRA<br>Requester’s<br>Process Guide  | The <i>MRA Requester’s Process Guide</i> serves as a job aid for those involved in the MRA project. The requester and technical representatives should read the guidebook in its entirety. The guidebook provides information on the MRA process and lists preparations critical to a successful alignment meeting.   |
| 3.F.2.b.<br>MRA<br>Alignment<br>Meeting          | <p>The Alignment Meeting orients the requester and stakeholders to the MRA process, and aligns project expectations. Key goals, objectives, requirements, and milestones are discussed and agreed upon. The objectives are to:</p> <ul style="list-style-type: none"> <li>• Introduce the MRA team;</li> <li>• Review and verify preliminary information on the project gathered in the <i>MRA Requester’s Process Guide</i>;</li> <li>• Affirm general decisions regarding the scope of the project;</li> <li>• Provide an analysis methodology overview;</li> <li>• Align, roles and expectations for access to information and people; and,</li> <li>• Clarify and align goals for the overall project.</li> </ul> |
| 3.F.2.c.<br>Alignment<br>Meeting<br>Participants | The MRA requester, the requester’s representative, and the MRA Analyst team will attend the alignment meeting. Additional personnel may also attend the meeting at the MRA requester’s discretion. Studies conducted in support of an acquisition project may require additional attendees to ensure project audit compliance and transparency.   |
| 3.F.2.d.<br>Alignment<br>Report                  | <p>The Alignment Report is a formal record of the MRA Alignment Meeting, and documents the agreed upon scope and goal of the project, the analysis methodology, and the roles and responsibilities of the requester and MRA team. The report is submitted at the end of Phase I of the MRA process.</p> <p>Alignment with the MRA requester is equally critical in Phase II in order to accurately define and agree upon mission requirements, work requirements, and workload constraints and assumptions. Acceptance of the Alignment Report represents requester’s concurrence with the intended scope, goals, and direction of the study.</p>   |

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## MRA Analysis Processes, Continued

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**3.F.3. Phase II: Mission Alignment – Collecting and Analyzing Data** Phase II focuses on identifying, categorizing, and analyzing the OE's work, including the tasks required to directly and indirectly support and sustain its mission, people, and assets.

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**3.F.3.a. Guiding Principles for Conducting an MRA** Guiding Principles for conducting an MRA are:

- The MRA process will be free of political, budget, strategic, or mission prioritization constraints so the results reflect the most accurate work-to-requirements relationship;
- MRD analysts will serve in an objective, candid, and nonpartisan manner, always seeking to evaluate manpower requirements based upon relevant facts;
- MRD analysts will identify and categorize all work associated with the OE – both documented and undocumented, but will only analyze the OE's adjudicated work requirements;
- MRD analysts will maintain an audit trail that can be easily traced; and,
- MRD analysts will determine viable workforce mix options for the OE being analyzed based on objective data, and they will recommend the most efficient and effective manpower mix to accomplish the OE's missions.

The resulting MRD will reflect the minimum manpower, minimum pay grade, and competency requirements necessary to perform the work.

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**3.F.3.b. Core Assumptions When Conducting an MRA** Core assumptions for conducting an MRA include:

- The manpower workload demand for an OE is determined by mission requirements, operating environment, asset configuration and equipment, and is expressed as average man-hours/week;
- The OE is in optimum condition and able to operate to full design capability;
- The MRA requester will minimize billet reprogramming actions to the extent possible during the period of the MRA study.

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## MRA Analysis Processes, Continued

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|   |   |
|---|---|
| 3.F.3.b.<br>Core Assumptions When Conducting an MRA (cont.) | <p>Core assumptions for conducting an MRA include: (cont.)</p> <ul style="list-style-type: none"> <li>• Budgetary constraints, allowances for personnel in a transient/PCS status, absenteeism (medical, revoked clearances, HR vacancies), inadequately trained personnel, habitability constraints, and abnormal operational demands such as military contingencies and emergencies are excluded;</li> <li>• The MRA requester will provide a representative who will be readily available to facilitate all aspects of the MRA;</li> <li>• The MRA requester will provide extant data described in the <i>MRA Requester's Process Guide</i> and identified in the alignment meeting or by SMEs;</li> <li>• The MRA team will have reasonable access to SMEs, APs, and other key personnel, and will coordinate requests, meetings, briefs, conferences, and interviews with the MRA requester; and,</li> <li>• Additional assumptions for each MRA are expected and will be documented during the analysis.</li> </ul> <hr/> |
| 3.F.3.c.<br>Core MRA Steps                                  | <p>Throughout the MRA, analysts capture all the required work items, identify workload constraints and assumptions, adjudicate results, and collect workload data.</p> <hr/>  |
| 3.F.3.c.1.<br>Collecting and Analyzing Extant Data          | <p>MRD Analysts collect and review extant data that may contain work and/or workload information pertinent to the OE, or that may provide guidance or direction in completing the MRA. The purpose of analyzing extant data sources is to build a comprehensive list of work and workload data. Examples of extant data include:</p> <ul style="list-style-type: none"> <li>• Law, Treaty, and International Agreement</li> <li>• Department of Defense (DoD) directives</li> <li>• Department of Homeland Security (DHS) directives</li> <li>• Coast Guard directives</li> <li>• Coast Guard documents</li> <li>• Coast Guard publications</li> <li>• Operational Requirements Document (ORD)</li> <li>• Required Operational Capability / Projected Operational Environment, (ROC/POE)</li> </ul> <hr/>   |

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## MRA Analysis Processes, Continued

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3.F.3.c.1. Collecting and Analyzing Extant Data (cont.)

In addition to general directives, the analyst must collect and review any directives or guidance published by the requester and OE. These documents include policies, tactics, techniques, procedures, organization charts, mission requirements, or support requirements.

Additional extant data resources that should be collected and reviewed include historical sources (logs, messages, etc.), Coast Guard Data systems, stand-alone unit databases, requester or OE work tracking and measurement systems, or organizational databases.

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3.F.3.c.2. Establishing Work Requirements

Work is categorized by the source from which it was discovered as either documented or undocumented, and then classified as either direct or indirect. In order to facilitate distribution, work is also divided into classes. Classes can be organized by mission or type such as Search and Rescue (SAR), Law Enforcement (LE), Planned Maintenance (PM); or Own Unit Support (OUS).

Another way to classify work is by Major Accomplishment (MA). MAs are a means of classifying work by identifying a specific output of behavior that has direct value to the goals of the job. An MA is a grouping of tasks or a series of work events that lead to a specific accomplishment or output. The concept of using MAs to describe output of work activity is derived from the Reference (d). Work tasks and MAs identified in other analyses may be directly incorporated into the MRA.

Further definitions of work classes can be found in **Appendix B**.

The data repository for OE work and workload data serves as the principal data source for modeling and options development during the course of an MRA. This repository may take various forms including Work Matrix, Operational Audit, or Task Lists.

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3.F.3.c.3. Adjudicating Work Requirements

Adjudication of the work requirements, along with any constraints, and assumptions (described later), is an iterative back-and-forth discussion between the requester and MRA team. The goal is to resolve any issues about work items in the data repository including the requester's validation and authorization of undocumented work items. The Work Adjudication Conference (WAC) is held during Phase II of the MRA process. The results of this step are captured in the Work Report. Once the Work Report is approved by the requester, the OE's requirements are established and workload data collection can begin.

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## MRA Analysis Processes, Continued

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- 3.F.3.c.4. Collecting Workload Data
- Each data collection effort will be guided by a Data Collection Plan. This plan describes the type of work and workload data and information required; the method intended to capture that information; the personnel requested to support the collection of data and information; the sites to be visited; and the schedule for those site visits. The decision as to which method or methods to use must give full considerations to the measurement accuracy required, the relative cost involved, and the availability of existing workload data. The following methods or combinations thereof are acceptable for MRA data collection.
- **Work Sampling:** This method is based on the principle that an adequate sample taken at random from a large group tends to exhibit the same distribution characteristics as the entire group. The analyst makes a number of random observations of work being performed and documents what work is being accomplished, how long each task takes to perform, and how many times the task is performed.
  - **Operational Audit:** In this technique, the analyst determines the frequency and unit time required to perform any given task. This may be done by interview or direct observations.
  - **Interview:** In interviews, oral questions are asked of individuals or small groups to gather relevant information. Interviews can take place in person or over the phone.
  - **Survey:** In a survey, data is collected from the field by use of written questionnaires.

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## MRA Analysis Processes, Continued

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- 3.F.3.c.5. Calculate Workload Requirements and Apply Allowances
- The calculated workload documents the workload required to operate, maintain, administer, and support a fully capable OE. However, that workload may not represent the total demand placed upon an individual's time. Additional elements called allowances must be considered.
- **Personal Fatigue and Delay (PF&D) Allowance:** A workload multiplier to account for time needed to take care of member needs, decreases in production or performance due to physical and/or mental weariness, or unavoidable delays caused by external forces such as waiting for information, mechanical delays or other interruptions. Applying PF&D Allowances requires analysts to consider various conditions under which work is done.
  - **Training Allowance (TA):** Absent specific training data, a training allowance can be utilized to capture activity of a practical or instructional nature contributing directly to readiness or personnel effectiveness, but detracting from individual capacity to accomplish productive work.
  - **Make Ready/Put Away Allowance (MR/PA):** An allowance applied to Planned Maintenance to account for work required to obtain and return necessary manuals, tools, and materials; transit to and from work the area, remove and replace any interference, and conduct necessary cleanup.
  - **Corrective Maintenance (CM) Ratio:** Workload is determined by applying a designated ratio of PM to CM to determine CM workload.
- 

- 3.F.3.c.6. Describing Work and Calculating Finished Workload
- Work is adjudicated during the WAC where Major Accomplishments (MA) and competencies are assigned. The concept of using MAs as a way to describe the outputs of work activities is derived from Reference (e).
- As work and workload are distributed into positions during modeling, the MA designations and associated competencies allows the required work to be described by a set of competencies.
- These competencies help determine the type of worker required to perform the work, allowing analysts to develop manpower options. When identifying and assigning competencies, analysts start by reviewing the Coast Guard Competency Dictionary and use approved competencies whenever possible.
- If necessary, analysts create MRA-specific competencies to fill in the gaps in the dictionary. Any MRA-specific competencies identified in the analysis are provided to the MRA requester for potential inclusion in the Coast Guard Competency Dictionary.
- 

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## MRA Analysis Processes, Continued

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3.F.3.c.6. Describing Work and Calculating Finished Workload (cont.)

Following adjudication and data collection, finished workload is calculated. Workload is a function of each task's frequency, duration, and count added to any relevant allowances. Finished work is calculated as man-hours per week.

Finished workload is then distributed through the filter of Workload Constraints and Assumptions (WCA). The WCA Report documents the OE's total workload requirements, as well as all of the constraints and assumptions that will be applied during modeling.

---

3.F.3.c.7. Defining Workload Constraints and Assumptions

Workload Constraints and Assumptions (WCA) are factors that must be taken into account when identifying work requirements or assigning workload to a particular labor force in the MRA process. They represent organizational or institutional restrictions derived from law, regulation, or policy that either limits the type and amount of work a person can do or limit the type of worker(s) authorized to perform the work (e.g., approved standard work weeks for the various Coast Guard workforces, specific pay grade requirements for certain positions, security classification, etc.). These factors act as filters through which the final manpower options are modeled. Some constraints are very general in nature and will be applied to every MRA and even every task identified during an MRA – like designating who can perform the work. Other constraints are much more specific in nature and will only be applied to certain MRAs or certain tasks within an MRA – like an advanced education requirement to perform the work.

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**3.F.4. Phase III: HR System Alignment – Providing Viable Workforce Options**

Phase III focuses on identifying, categorizing, and analyzing the OE's work, including the tasks required to directly, and indirectly, support and sustain its mission, people, and assets. During Phase III, MRD analysts model all data and inputs from the previous phases and provide the MRA requester with the MRA Report. Although the MRA methodology is the same, there are various processes by which Coast Guard workload can be calculated, distributed, and optimized. Different processes can be utilized without compromising data quality or the integrity of the results. The decision to utilize one process over another is guided by a variety of factors including unit type to be analyzed or availability of workload data. The four recognized Coast Guard processes are:

- Manpower Determinant Model
- Navy Manpower Requirements Systems (NMRS)
- Training System Manpower Requirements Analysis
- Program Generated Analysis

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*Continued on next page*

## MRA Analysis Processes, Continued

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3.F.4.a. Manpower Determinant Model Process

The Manpower Determinant Model (MDM) captures all work, organizes tasks by Major Accomplishment, calculates workload, and distributes work based on the minimum pay grade necessary to complete the work.

---

3.F.4.a.1. MDM – Modeling

The MDM is an analytical representation of the relationship between mission requirements and performance standards, work, workload, and the resulting human capital requirement. The MRA modeling process is governed by five business rules to ensure consistent distribution of workload.

| Rule Set | Description  |
|----------|--|
| I        | The workload requirements; workload consumption information; and constraints and assumptions approved in the WCA Report are entering arguments for the modeling process.   |
| II       | All work requirements will have associated competencies.   |
| III      | The appropriate work availability standards as outlined in Appendix A will be used for the respective labor source for the position and the unit type of the OE.   |
| IV       | Based on the workload constraints and assumptions, workload will first be distributed to the lowest grade and minimum competency requirements necessary to perform the work.   |
| V        | Finally, manpower determinant modeling rules are used to identify the number and types of positions required to successfully accomplish all of the work assigned to the OE. These modeling rules set values for model variation and surge strength, as well as ranges for optimal-, maximum-, and under-utilization. |

The MRA team uses the MDM to ascertain the minimum number of positions required to successfully accomplish all of the work assigned to the OE being studied. Unless otherwise indicated, only work normally assigned and completed by the OE being analyzed is included in the MDM. Temporary Assigned Duty (TAD), being detailed to other offices/units (loaned time), special assignments, and other unique, non-routine work not typically performed by OE personnel fall outside the scope of normally assigned work. While the model calculates workload to the minimum level necessary to complete the work, the manpower requirements are optimized by allowing work to be assigned to higher levels when excess capacity exists.

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## MRA Analysis Processes, Continued

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3.F.4.b. Navy Manpower Requirements System (NMRS) Process

Because Department of Defense components have a requirement by law and policy to provide reports on wartime mission readiness, the U.S. Navy developed a manpower requirements determination process. This process exists to determine and document wartime manpower requirements for each ship, aviation, and expeditionary unit by applying established workload standards and selected work measurement techniques to quantify and qualify manpower requirements for all ship and squadron activities.

The Navy's manpower requirements determination process is contained within the Navy Manpower Requirements System (NMRS) computer program. NMRS can be used to distribute and optimize workload data collected by Coast Guard analysts. This automated system provides a consistent end product each time the system is utilized. This system utilizes a "building block" process wherein the categories of workload and watchstanding requirements are accumulated and processed to form the minimum billet requirements.

---

3.F.4.b.1. NMRS - Calculating Workload and Determining Total Number of Billets Required

In the NMRS process, standards are created by collecting measured workload and determining the skill level required to perform essential tasks. To build standards, the ROC/POE is reviewed, unit's configuration is determined, a validation visit is completed (when feasible), and various databases are researched. Categories of standards include operational manning (OM) of watch stations and maintenance, planned (PM) and corrective (CM) equipment maintenance, and facilities maintenance (FM). Workload comprised of administrative, command, supply, medical requirements, utility tasks, and special evolutions is also categorized as own unit support (OUS).

Total workload hours, excluding watches, are calculated by totaling the hours of PM, CM, FM, and OUS, and then applying allowances. The next step is to capture watches and directed requirements. Given this total workload, the system then determines the number of billets required by identifying the hours left each week for work or watch and dividing by the variable work week. This calculation provides the total number of billets required.

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*Continued on next page*

## MRA Analysis Processes, Continued

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### 3.F.4.b.2. NMRS - Modeling

After determining the number of billets required, NMRS then analyzes the billet distribution for each enlisted rating within a work center. Work is distributed to billets based on pre-populated distribution rules such as category priority, minimum paygrade requirements, and rate specific tasks. Once work distribution is completed, NMRS optimizes the number and types of billets to ensure the minimum number of billets required to complete the work to a specified standard is determined. Billets with workload capacity are evaluated through the distribution rules again and again until all workload is distributed and each billet's available time is full.

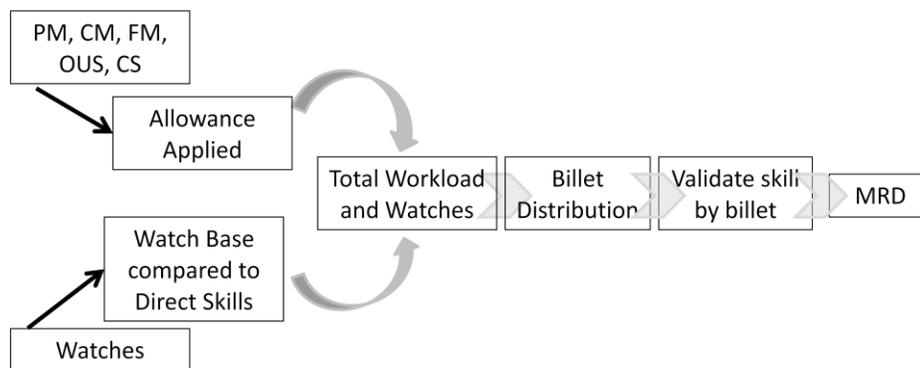


Figure 3-2 NMRS Data Computation Steps

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### 3.F.4.c. MRAs conducted for Training Center Staffing

In 1992 U.S. Army Force Integration Support Agency (USAFISA) conducted a study to determine resident training staffing standards for Coast Guard Training Center's Training Divisions. This study provided the Coast Guard the capability to project future TRACEN manpower staffing requirements for all resident training functional areas. The study involved the collection of documented data accounting for the time spent in these functional areas. TRACEN staffing was determined using the USAFISA methodology for resident instruction and approved PALs.

The TRACEN Staffing Standards cover staffing directly related to design, development, instruction, testing, support, and evaluation. Standards were developed for the following areas: Resident Instructor, Course Design and Development, Evaluation, and Direct Support.

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*Continued on next page*

## MRA Analysis Processes, Continued

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3.F.4.c. MRAs conducted for Training Center Staffing (cont.)

For the function area of Resident Instructor, the curriculum outline was reviewed and validated to determine the minimum number of instructor contact hours (ICH) required to teach each course.

Subject Matter Experts were used to determine the manpower requirements for direct work associated with the functional areas of Resident Course Curriculum Design and Development, Resident Instructor Evaluation (Internal and External), and Resident Instructor Direct Support.

A standard indirect factor of 22 percent was approved in 1993 to compute the workload that is not directly associated with these functional areas, but is required to successfully conduct training. The indirect man-hours were added to the direct time to determine total man-hours for each functional area.

USAFISA collected and documented man-hours associated with required work related to Nonresident Course Design and Development. Training, collateral duties, and other required work in support of the training function. These man-hours are, however, not included in the manpower staffing equations.

---

3.F.4.c.1. MRAs conducted for Training Center Staffing – Developing Standards - Resident Instructor

Analysts apply values captured in the USAFISA models to account for direct and indirect work needed to execute a class convening (including “break-in” time for new instructors). Instructor contact hours for each course are the basis for direct work. Additional factors contributing to instructor workload are the number of annual course convenings. USAFISA calculates instructor workload in the following series of equations.

Each student generates a previously defined amount of instructor contact, therefore, total Monthly Instructor Contacts Hours are determined by:

$$\begin{array}{c} \text{Projected} \\ \text{Annual Class} \\ \text{Convenings} \end{array} \times \begin{array}{c} \text{Instructor} \\ \text{Contact Hours} \\ \text{(USAFISA)/12} \end{array} = \begin{array}{c} \text{Monthly ICH} \\ \text{(MOICH)} \end{array}$$

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*Continued on next page*

## MRA Analysis Processes, Continued

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3.F.4.c.1. The indirect work associated with Resident Instruction is applied:

MRAs  
conducted for  
Training  
Center

$$\text{Monthly Instructor Contact Hours} \times \text{Indirect Work} = \text{Total MOICH}$$

Staffing –  
Developing  
Standards -  
Resident  
Instructor  
(cont.)

Total MOICH is combined with hours of class preparation, as determined by USAFISA, to yield earned work hours:

$$\text{Total MOICH} + \text{Hours of Preparation (USAFISA)} = \text{Earned Hours}$$

Total instructor workload is calculated by combining the total number of staff work hours required based on the computed MOICH (also known as earned hours) with the hours required to complete work that is not part of the primary responsibilities (functional area description) but is determined to be work-related and performed on a continuing basis (additive hours).

$$\text{Earned Hours} + \text{Additive Hours} = \text{Total Instructor Workload}$$

By dividing by Total Instructor Workload by Availability, the number of instructors required for a given course is determined.

$$\text{Total Instructor Workload} \div \text{Availability} = \text{Positions Required}$$


---

3.F.4.c.2.  
MRAs  
conducted for  
Training  
Center  
Staffing –  
Developing  
Standards -  
Indirect Work

To calculate the workload for Course and Curriculum Development, Evaluation, and Direct Support, analysts used a functional specialist panel along with flow charting procedure to develop per-task times associated with the tasks and subtasks identified in each functional description area. Based on actual measured data from previous manpower staffing standards studies conducted by the U. S. Army within the training community, indirect training workload is approximately 22 percent of instructors' total workload. Therefore, a factor of 22 percent of direct work is calculated to determine indirect work. The indirect hours are then added to the measured direct workload to determine total required work hours. As with instructor workload, total workload is then divided by availability to determine positions required.

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*Continued on next page*

## MRA Analysis Processes, Continued

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3.F.4.d. MRA – Staffing Options

At the conclusion of the modeling process, one or more staffing options are developed. The MRA Options Report documents the results of the modeling efforts and provides recommended staffing alternatives based on the output of the model, competency and capability requirements, and OE capacity limitations. The MRA Options Report includes the list of all available options for meeting the OE’s manpower requirements; however, not all of those options may be viable given the constraints of the existing HR system.

Therefore, before the options can be presented to the MRA requester, the draft MRA Options Report will be disseminated for review and evaluation by the following MRD partners, stakeholders, and HR specialists:

| <b>Partner/Stakeholder</b> | <b>Area of expertise</b>  |
|----------------------------|---|
| Commandant (CG-12A)        | Workforce forecasting and analysis; statutory and policy considerations; general workforce health |
| Workforce Managers         | Rating and specialty specific issues  |
| PSC (opm/epm)              | Personnel assignments   |
| CG Recruiting Command      | System capacity to acquire required human capital   |
| FORCECOM (FC-B)            | Training availability and capacity  |
| HR Specialists             | Military or civilian HR systems and requirements  |
| Others                     | As determined for the specific analysis   |

---

3.F.4.e. Finalizing the MRA Report

Regardless of process chosen, each study culminates in the final MRA report. The MRA report documents the OE’s MRD and describes the competencies required for each position; providing the requester with the information needed to make risk-based decisions regarding adjusting the OE’s resources, mission requirements, performance standards, or risk profile. The report is submitted at the end of Phase III of the MRA process.

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## **Section G: Relationship of MRAs to Other Types of Analyses**

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**Introduction** The establishment of the MRD Enterprise affords opportunities for synergy with a number of other existing analysis methodologies, including:

- Program Generated Analyses
  - Front End Analysis
  - Job Task Analysis
  - Occupational Analysis
  - Activities-Based Costing
  - Coast Guard Standard Operational Planning Process (SOPP)
  - Commercial Services Management (CSM) efforts
- 

**3.G.1. Program Generated Manpower Analyses** While the manpower requirements process is the designated Coast Guard staffing logic, program managers have conducted program generated manpower analyses to fulfill program manpower needs.

---

**3.G.1.a. CG-741 Sector Staffing Model** The Coast Guard Sector Staffing Model (SSM), managed by Assistant Commandant for Capabilities, Office of Shore Forces, CG-741, is an activity-based model designed to establish human capital requirements and quantify resource shortfalls. The SSM breaks down work efforts into activities, estimates the time taken to execute each activity, adds up the total time for activities and then divides that total time by work hours available per year to calculate the number of Full Time Equivalent (FTE) personnel to complete the required activities.

The model measures specific activity time-to-completion and frequency to determine the Full-Time Equivalent (FTE) needed to meet a particular workload. Information was gathered from authoritative databases, survey data, and SMEs from Sector field units, and then incorporated into the model. A rolling three-year average is used to normalize the data. SMEs then validated the data, analyzed program and enterprise-level requirements, and made assumptions where data was not obtainable. Business rules and assumptions are utilized to determine the FTE, or work hours, required to conduct specific activities. The FTE is summarized to determine the Full-Time Permanent (FTP) positions, rounded to a whole number, that are required to effectively staff a specific work activity.

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## Relationship of MRAs to Other Types of Analyses, Continued

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3.G.1.a. Verification, Validation, and Accreditation (VV&A) of the model, in  
CG-741 Sector accordance with COMDT policy, was completed Spring 2012. The model  
Staffing Model currently serves as the primary decision tool for obtaining and optimizing  
(cont.) Sector enterprise staffing.

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3.G.1.b. Manpower studies are sometimes contracted to organizations outside the  
External Coast Guard.  
Contractor However, any manpower requirements analyses conducted by external  
Studies contractors, Other Government Agencies (OGA), or any other organization  
must be evaluated by MRD Analysts from CG-1B4 before being submitted as  
justification for reprogrammings or resource proposals. A fair evaluation of  
the organization's analytical process, as compared to the MRD Enterprise, is  
critical to ensuring objective analysis and informed recommendations for  
senior leadership decisionmaking.

---

**3.G.2.** The Front-End Analysis identifies the skill and knowledge required of  
**Front-End** performers, the motivational issues related to job performance, personnel  
**Analysis** assignment and selection criteria, policy issues germane to performance, and  
**(FEA)** environmental factors that can be either a barrier or catalyst to competent job  
performance.

Diagnostic FEAs are used in projects when existing performers are not  
producing current accomplishments satisfactorily to find the deficiency (gap)  
in performance at the task level as well as the cause and solutions for closing  
the performance gap. New Performance Planning FEAs define and describe  
Major Accomplishments, tasks, task steps, sub-steps and the positive  
influences required to support optimal performance for a newly created job, a  
new piece of equipment, a new system, or any new start in the organization.

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## Relationship of MRAs to Other Types of Analyses, Continued

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- 3.G.2.a. As shown below, the data produced by an FEA and MRA are nearly identical, except an MRA also collects workload data.  
MRA-FEA  
Relationship

| <b>MRA Components</b>          | <b>Analogous FEA Components</b>                    |
|--------------------------------|--|
| Work by position               | Work by job  |
| Performance Standards          | Performance Standards                              |
| Output of work                 | Output of work                                     |
| Associated Competencies        | Associated training and certification requirements |
| Workload Data (amount of work) |  |

- 3.G.3. Job Task Analyses**  
A Job Task Analysis (JTA) is used to inventory, describe, and sequence the tasks required to complete the work in a job. The primary objective of a JTA is to gather information about the difficulty, importance, and frequency of tasks for a particular job or function and to make recommendations for how best to support the task-level performance under review. A JTA is a type of job analysis that is used to breakdown performance at the job level, the job-task level, and optionally at the step level.

For the needs of the Coast Guard Training System, the JTA is useful in defining a performance hierarchy, in determining instructional resources and delivery methods, defining the curriculum design requirements, and for the development of instructional materials.

---

- 3.G.3.a. Completed JTAs may greatly aid the MRD analyst since they list the work done by a given position within an OE.  
MRA – JTA  
Relationship

| <b>MRA Components</b>          | <b>Analogous JTA Components</b>                    |
|--------------------------------|--|
| Work by position               | Duties and tasks by job or specialty               |
| Performance Standards          |  |
| Output of work                 | Output of work                                     |
| Associated Competencies        | Associated training and certification requirements |
| Workload Data (amount of work) |  |

*Continued on next page*

## Relationship of MRAs to Other Types of Analyses, Continued

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**3.G.4. Occupational Analyses** Occupational Analysis (OA) is a process that measures the job performance requirements of an occupation. OA takes a "snapshot" of an occupation's world of work at a particular point in time. The Coast Guard follows a prescribed cycle for conducting an OA for each of its enlisted ratings. It might also conduct an OA to analyze a whole community's world of work (e.g., officers, enlisted and civilians performing jobs within the Marine Safety community). OA can also be used to examine non-traditional jobs such as Command Master Chief or the all-Reserve IV rating which has a mixture of enlisted, officer and civilians performing the rating's work.

---

3.G.4.a. MRA – OA Relationship Completed OAs can greatly aid the MRD analyst since they list the work done by a given position within an OE.

| MRA Components                 | Analogous OA Components                            |
|--------------------------------|--|
| Work by position               | Duties and tasks by job or specialty               |
| Performance Standards          |  |
| Output of work                 | Output of work                                     |
| Associated Competencies        | Associated training and certification requirements |
| Workload Data (amount of work) |  |

**3.G.5. Activities-Based Costing (ABC)** Activities-Based Costing (ABC) measures the cost and performance of cost objects, activities, and resources. Cost objects consume activities and activities consume resources. Resource costs are assigned to activities based on their use of those resources, and activity costs are reassigned to cost objects (outputs) based on the cost objects' proportional use of those activities. Activity-based costing incorporates causal relationships between cost objects and activities, and activities and resources.

---

3.G.5.a. ABC-MRA Relationship Human capital data from the MRD Enterprise complements ABC by quantifying the manpower requirements necessary to perform mission related activities. MRD modeling is the enterprise capability to analyze staffing constructs when evaluating the most economical alternative to resource an established, changing or future mission.

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*Continued on next page*

## Relationship of MRAs to Other Types of Analyses, Continued

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**3.G.6. Coast Guard Standard Operational Planning Process (SOPP)** As described in Reference (f), the principal aim of the Coast Guard Standard Operational Planning Process (SOPP) is to ensure the effective translation of strategic intent to mission outcomes. This is accomplished by providing mission guidance and direction, priorities, performance targets, and resource apportionment and allocation with constructive feedback distributed throughout the chain of command to support Coast Guard operations across all missions.

The Coast Guard SOPP serves as a bridge between Coast Guard strategic planning and budgetary processes, and operational commanders' needs.

---

**3.G.6.a. SOPP-MRA Relationship** MRA data is most useful and relevant in the SOPP's Strategic Planning Direction Development stage. During this stage, program managers are updating guidance (assumptions and performance targets), priorities, resource/activity ceilings, and reporting requirements to ensure resource apportionment decisions are consistent with the Coast Guard's fiscal year mission and program performance goals.

MRD Enterprise data that links mission requirements to manpower requirements is essential in assisting program managers in making objective, risk-based, and judicious personnel resource apportionment decisions.

---

**3.G.7. Commercial Services Management (CSM)** Commandant (CG-81) is responsible to establish, administer and develop policies, guidelines, and strategies pertaining to the Coast Guard's Commercial Services Management (CSM) program goals and objectives.

CSM division:

- Develops and submits required FAIR Act inventories;
  - Oversees established Most Efficient Organizations (MEO);
  - Analyzes and provides oversight over CSM related functions to ensure compliance with cost, schedule, and performance requirements.
  - Evaluates inherently governmental functions
- 

**3.G.7.a. CSM-MRA Relationship** Commandant (CG-81) will work with Commandant (CG-1B4) to review the effects of MRA options on Organizational Element (OE) structure in regards to Commercial Service Management (CSM) goals and objectives

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## **Chapter 4. Manpower Requirements Determination**

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**Introduction** This chapter provides an explanation of Manpower Requirements Determination (MRD), MRD authority, and the MRD approval process.

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**References for This Chapter**

- (a) *Coast Guard Staffing Logic and Manpower Requirements Manual, Volume I – Doctrine*, COMDTINST M5310.4 (series)
- (b) *CG-1 Technical Authority*, COMDTINST 4700.5 (series)
- (c) *Major Systems Acquisition Manual (MSAM)*, COMDTINST M5000.10 (series)

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**Contents** This chapter contains the following sections.

| <b>Section</b> | <b>Title</b>                                   | <b>See Page</b> |
|----------------|--|-----------------|
| A              | MRD Overview                                   | 4-2             |
| B              | MRD Approval                                   | 4-3             |
| C              | MRD Authority in System Engineering Life Cycle | 4-4             |

## **Section A: MRD Overview**

---

### **4.A.1. MRA Process and MRD**

As described in Reference (a), the MRA process is a three-phased approach, which translates mission requirements into workforce requirements. The process entails analyzing mission requirements, work requirements, and work factors to produce objective, analytically-based manpower requirements. The MRD is the output of a completed MRA, which identifies the number, types of people, and competencies required to accomplish a prescribed amount of work to a prescribed standard.

---

### **4.A.2. From MRA to MRD**

The progression from MRA to MRD can be an iterative process involving multiple reviews. MRAs must be conducted without regard to programmatic, political, or budgetary constraints. If the manpower requirements identified at the conclusion of an objective MRA are not supportable, changes to requirements, assumptions, or expectations may be made. These changes would require another round of analysis and the determination of new manpower requirements. This process is particularly important during the acquisition of new platforms or assets for which little to no actual workload data exists. If the manpower requirements are determined to be too manpower intensive, changes in requirements may be made and documented accordingly. Additional analysis is then required and the MRA process begins again.

Once requirements or assumptions are finalized the manpower requirements determined during the MRA are codified into the manpower requirements determination (MRD) and routed for final approval.

---

## Section B: MRD Approval

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### 4.B.1. Authority to establish MRD

The Commandant has designated Technical Authorities to serve as the Coast Guard's authoritative experts in providing the authority, responsibility, and accountability to establish, monitor, and approve technical standards, tools, and processes, and certify projects in conformance with statute, policy, requirements, architectures, and standards.

In accordance with Reference (b), Commandant (CG-1) is the technical authority for human systems integration, which includes centralized management of CG manpower analysis efforts. Consolidating management of all manpower-related analyses under Commandant (CG-1) ensures the standardized application of the CG Staffing Logic. The MRD Enterprise executes manpower analyses on behalf of Commandant (CG-1). Final approval of MRDs rests with Commandant (CG-1).

---

### 4.B.2. MRD Approval Process

The MRA Report documents the OE's manpower requirements determined through an objective, repeatable, and defensible analytical process. The results of the MRA are reviewed with Program and resource managers and the manpower standard is developed. The MRD Division will codify the results into an MRD and submit to Commandant (CG-1) for approval. For studies required as part of the Coast Guard's acquisition process, CG-1B3 Manpower and Personnel Team will receive MRA reports and codify the results for approval. An MRD memo signed under CG-1's Technical Authority for manpower will be considered the manpower requirements for an organizational element.

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### 4.B.3. Post-Approval Options

Establishment of a MRD does not guarantee any organizational element resources to fulfill those requirements. Billet authorization and actual staffing decisions will be made by requisite authorities. The Coast Guard's decision not to authorize or staff a particular OE to the required level creates a level of risk which must be identified by resource decision-makers. Inability to fully resource an OE is a leadership decision and does not negate the validity of the analysis or analytical process. Faced with resource gaps or excess in relation to an MRD, program managers enter into the Capabilities Reconciliation Process, or Phases 4 – 6 of the MRD process. This process is described in Chapter Five.

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## **Section C: MRD Authority in System Engineering Life Cycle**

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### **4.C.1. CG-1 Technical Authority**

As described in Reference (c), Commandant (CG-1) is designated as the Technical Authority for Human Systems Integration (HSI) across all systems' life cycle. All components of a major system must be integrated and balanced for maximum effectiveness and efficiency of the total system. It is essential throughout the design and construction of Coast Guard assets and systems that key technical and production issues related to hardware, software, and human components be addressed concurrently, properly and adequately.

The independence of technical authority is an essential aspect of the Coast Guard's human capital management because it:

- Ensures the human element is incorporated into all stages of system design; and,
  - Provides checks and balances necessary to ensure assets and systems meet the changing needs of the Coast Guard.
- 

### **4.C.2. Technical Authority Represent- ative**

As described in Reference (c), CG-1B3 serves as Commandant (CG-1) technical authority representative. As such CG-1B3 has the technical staff organization to guide and advise Sponsors and Project Managers on HSI activities and requirements and perform its technical authority representative oversight role. Coordination of all Commandant (CG-1) organizational oversight and support for systems acquisition projects and related efforts will be conducted by CG-1B3.

As Technical Authority Representative for CG-1, CG-1B3 is responsible to:

- Work with Program Sponsors to develop HSI outcomes of requirements;
- Identify HSI technical standards, methods, tools, and processes that deliver the human performance required by the asset to meet programmatic needs;
- Ensure assets are certified to meet the established HSI requirements;
- Ensure asset workforce demands are supported properly throughout their life cycle; and,
- Ensure timely and responsive HSI technical decisions so that human performance and design requirements are addressed concurrently with other system performance and design requirements.

Provide functional area representation to the acquisition project and ensure HSI requirements are adequately addressed in project planning and appropriately included in solicitations and contracts.

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## Chapter 5. Capabilities Reconciliation Process

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**Introduction** This chapter discusses the Capabilities Reconciliation Process (CRP), and how information from an MRA helps inform both program-level and overall Coast Guard resource management decisions through establishment of manpower standards.

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**References for This Chapter**

- (a) *Major Systems Acquisition Manual (MSAM)*, COMDTINST M5000.10 (series)
- (b) *Non-Major Acquisition Process (NMAP) Manual*, COMDTINST M5000.11 (series)
- (c) *Operational Risk Management*, COMDTINST 3500.3 (series)
- (d) *Risk-Based Decision Making*, COMDTINST 16010.3 (series)

---

**Contents** This chapter contains the following sections.

| Section | Title  | See Page |
|---------|--|----------|
| A       | Overview of the Capabilities Reconciliation Process                | 5-2      |
| B       | Phase 4: Program Alignment – Evaluating and Acting on the MRA      | 5-3      |
| C       | Phase 5: Resource Alignment – MRD & the Resource Management System | 5-5      |
| D       | Phase 6: Establishment of Manpower Standards                       | 5-8      |

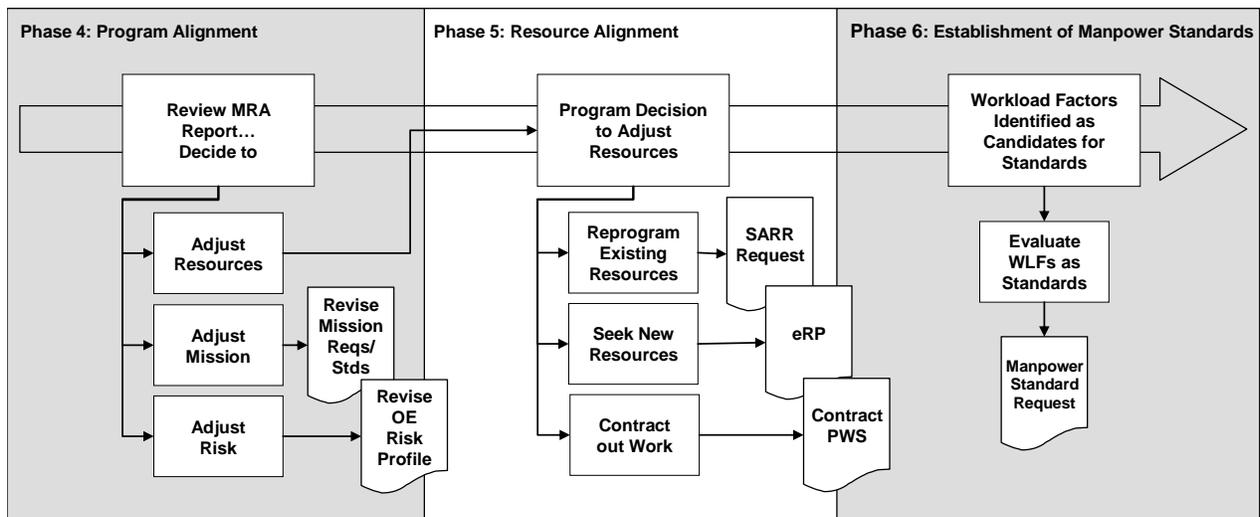
## Section A: Overview of the Capabilities Reconciliation Process

**Introduction** This section provides an overview of the Capabilities Reconciliation Process (CRP). This process pertains to non-acquisition projects. The MRD is also used by CG-1 Technical Authority Representatives and Logistics Elements Managers from CG-1B3 to inform decisions during the System Engineering Life Cycle (SELC) as guided by References (a) and (b).

**5.A.1. CRP Model** The CRP is a three-phased approach for implementing changes based on the data provided in the MRA. The three main phases are:

- Phase 4: Program Alignment
- Phase 5: Resource Alignment
- Phase 6: Establishment of Manpower Standards

The CRP Model (**Figure 5-1**) is a flowchart of the options available to program managers upon receipt of the MRA Report.



**Figure 5-1. Capabilities Reconciliation Process Model**

## **Section B: Phase 4: Program Alignment – Evaluating and Acting on the MRA**

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**Introduction** The program manager reviews the MRA Report, evaluates the MRD, and decides if the human capital requirements recommended for accomplishing the organizational element's (OE) mission(s) are feasible in the context of the program's overall strategy, goals, and objectives.

---

**5.B.1. Addressing Human Capital Gaps or Excess** In cases where an MRA indicates the total work requirements placed on an OE exceed the human capital available to that OE (gap), or available human capital exceeds total work requirements (excess), the MRA data serves as a frame of reference for the program manager to:

Work with the MRD Division to align mission requirement/performance standards with available human capital to address the discrepancy

Adjust the OE's mission requirements or mission performance standards

Adjust the program's risk profile by acknowledging and assuming the risk associated with leaving a resource gap unresolved

Adjust resources as permitted by the resource management system

---

**5.B.1.a. Adjusting Organizational Element's Mission** When an OE's mission workload requirements exceed current available manpower, each mission and each new manpower requirement must be carefully evaluated and justified. Leaders may establish priorities, eliminate unnecessary tasks or procedures, actively seek to eliminate nonessential missions, and identify areas of decreasing workload from which to transfer manpower in order to satisfy existing, new, or changing requirements. When requirements increase and resources are not provided for expanding current missions or adding new missions, commanders and managers must identify lower priority functions which, if curtailed, eliminated, or made more efficient, would make resources available.

Adjusting an OE's mission or performance standard changes workload requirements resulting in changes to the MRD. If a program chooses to adjust mission or performance standard, the existing MRD should be revisited and adjusted for the changes in workload requirements. This process will involve an iterative conversation between MRD Analysts and Sponsors.

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*Continued on next page*

## Phase 4: Program Alignment – Evaluating and Acting on the MRA, Continued

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5.B.1.b.  
Recognizing  
Existing Risk

Most OEs will encounter episodic personnel shortages, for instance during transfer season or as OPTEMPO increases. However if an OE's personnel shortages are deemed to be chronic in nature (i.e., approved resources are insufficient in terms of numbers or capabilities) these personnel shortages become a programmatic issue.

There are situations in which mission requirements cannot be adjusted and additional resources are not available to address manpower gaps at an organizational element. In these situations a frank and honest assessment of the risks associated with allowing continued manpower gaps must be conducted.

Risk is the product of the consequences of an event and its probability of occurring. Taking calculated risks is essential for an organization to grow and capitalize on its capabilities. However, organizational leaders must evaluate if the risks created by manpower shortfalls outweigh the overall benefits of maintaining a requirements gap. MRAs provide decision-makers the information to use a risk-based decision making process that evaluates the possibility for one or more unwanted outcomes, enabling leaders to make informed management choices.

Additional guidance on risk-based decision making processes can be found in References (c) and (d).

---

5.B.1.c.  
Adjusting  
Resources to  
Meet  
Requirements

If the program manager elects to seek additional human capital to address a gap, or reallocate a human capital excess, they shall use the results of the MRA to support resource requests, which include but are not limited to the following:

Resource Proposal (RP) – request new resources through the annual budget submission process.

Reprogramming – request to reprogram existing resources to or from the OE, as appropriate.

Contract resources – request funding to use a contract labor source.

Volunteer solicitation – use volunteer labor sources such as Auxiliaries.

Temporary assignment – solicit temporary assignment of personnel to use excess human capital elsewhere or respond to a shortfall.

---

## **Section C: Phase 5: Resource Alignment – MRD & the Resource Management System**

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**Introduction** If the program manager elects to adjust resources, the MRA provides decision makers with the standardized information to equitably compare RPs and optimize human capital resource allocations. Human capital costs consume a significant portion of the Coast Guard's annual budget; therefore, the greatest organizational benefit of the MRD Enterprise may be informing leadership of the true human capital costs of new or changing missions, business processes, or initiatives. The following topics are covered in this section:

Overview of MRD-Resource System Relationship

Resource Proposal Process

Reprogramming Resources

Other Resource System Actions

---

**5.C.1. Overview of MRD-Resource System Relationship** The benefits of using MRD Enterprise data to inform resource management decision-making processes include:

- Informing resource management accounting tools.
- Assuring leadership an analytical, scientific, rigorous, repeatable, traceable, and defensible methodology was used in determining human capital requirements.
- Linking resource requests to mission requirements.
- Facilitating the prioritization of competing requests.

The MRD Enterprise does not replace or alter existing Coast Guard resource management functions or processes (e.g. Investment Board, Resource Group, Spring-Annual Reprogramming Review [SARR], RPs); instead, it provides managers the information they need to make better informed resource management decisions, and will be used at all levels as one input to the planning and resource management process.

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*Continued on next page*

## Phase 5: Resource Alignment – MRD & the Resource Management System, Continued

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**5.C.2.**  
**Value of an MRA**

When Program Managers pursue new or reprogrammed human capital resources through the Coast Guard’s Resource Management System, resource management decision makers place a high value on unbiased requests that are based on sound data and detailed analysis. MRAs are considered high value because they are:

Traceable to current mission requirements and program priorities

Measured using an objective, standard, and analytically rigorous process

Flexible – allowing for other manpower options if the resource system cannot fully accommodate the determined requirements

Comprehensive – accounting for all associated workload

---

**5.C.3.**  
**Resource Proposal (RP) Function**

A Resource Proposal (RP) is a program-level resource request that helps the Coast Guard compete for new funding in the federal budget process. The summation of approved RPs represents the Coast Guard’s newly proposed allocation of resources; it is forwarded to Congress via the Department of Homeland Security (DHS) and the Office of Management and Budget (OMB).

The Coast Guard’s final budget allocation is ultimately dependent upon the Congressional Appropriations Act. Any Congressionally-approved increase in budgeted personnel is reflected in an authorized increase to the Coast Guard PAL.

---

5.C.3.a.  
RP-MRD  
Relationship

Program managers submitting RPs and requesting new positions for OEs that have previously undergone MRAs should submit the MRA Report with the RP. Program managers are encouraged to seek the assistance of the MRD Division prior to submitting RPs requesting new positions for OEs that have not undergone an MRA.

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*Continued on next page*

## Phase 5: Resource Alignment – MRD & the Resource Management System, Continued

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|   |   |
|---|---|
| <b>5.C.4.<br/>Reprogramming<br/>Resources<br/>Function</b>  | <p>If a program is unable to attain new budget authority for human capital requirements through the RP process, or human capital adjustments are time critical, program managers may seek to reprogram existing budgeted military or civilian positions.</p> <p>Senior leaders use a collaborative process to review organizational reprogramming requests to ensure the highest priority needs are being met and the cumulative impact to the Coast Guard of all reprogramming requests is considered. This process begins with the Spring-Annual Reprogramming Request (SARR), a forum to ensure all levels of the chain of command are informed of reprogramming activities Coast Guard-wide. The intent of the SARR is to facilitate a timely evaluation of planned organizational changes and their potential influence on existing workforce structures, personnel costs, and other reprogramming requests.</p> |
| <b>5.C.4.a.<br/>SARR-MRD<br/>Relationship</b>               | <p>Program managers submitting SARR requests involving OEs that have previously undergone MRAs should contact the MRD Division to ensure their proposed billet changes are compatible with the findings of the OE's most recent MRA. For SARR requests involving OEs that have not undergone an MRA, MRD Division is available to assist with evaluating workload data to better inform SARR requests.</p>  |
| <b>5.C.5.<br/>Other<br/>Resource<br/>System<br/>Actions</b> | <p>The MRD Division will review and comment on the HR impacts of other decision documents (Organization Modification Requests (OMRs), DD1351 Planning Proposal (PP), Decision Memos (DM), etc.) that contain recommended changes to personnel resources through their participation in the concurrent clearance process.</p>  |

## **Section D: Phase 6: Establishment of Manpower Standards**

---

**Introduction** This section discusses the establishment of Manpower standards. The following topics are included in this section:

Definition of Manpower standards  
Background  
Definition of Variances  
Definition of Workload Factors  
Categories of Manpower standards  
Determining Manpower standards  
Workload Factor and Manpower standard Approval

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**5.D.1. Definition of Manpower Standards** **Manpower standards** are the approved quantitative and qualitative human capital required to accomplish identified workloads. Manpower standards are developed using the Coast Guard's Staffing Logic.

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**5.D.2. Background** Prior to the establishment of the MRD Enterprise, Staffing Standards represented the approved quantitative and qualitative manpower requirements to accomplish specified workloads for a specified activity, unit, or class of units. Staffing Standards were established for a number of Coast Guard units and unit types.

Staffing Standards are primarily concerned with “nature of work” considerations. Staffing was previously assigned to units based on the work that type of unit performed, not the amount of work required. Manpower standards describe manpower required to accomplish the prescribed amount of required work for designated organizational elements.

Manpower standards can be applied to positions, divisions, units, or types of units. However, an approved Manpower standard represents the starting point or baseline, because similar organizational elements may have variations in mission requirements and operating conditions. The variances would result in differences between final MRDs. Variances to that baseline may then be applied to better fit their Areas of Responsibility (AOR) or mission sets.

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*Continued on next page*

## Phase 6: Establishment of Manpower Standards, Continued

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**5.D.3. Definition of Variances**      **Variances** are conditions that either add to or subtract from an OE's work or workload, or impact the way the work is performed.

A variance can be the result of environmental, mission, or technological differences.

**Environmental Variance:** Differences in operating conditions, including geographic location or geographic separation, from those originally used in developing manpower requirements for a similar OE or unit type.

**Mission Variance:** Differences in mission requirements, including differences in operating processes and operations tempo, from those originally used in developing manpower requirements for a similar OE or unit type.

**Technological Variance:** Differences in operating equipment from those originally used in developing manpower requirements for a similar OE or unit type.

---

**5.D.4. Definition of a Workload Factor**      A **Workload Factor** is an index or unit of measure that is consistently expressive of, or relatable to, the manpower required to accomplish the quantitatively and qualitatively defined responsibilities of a work center. Examples of Workload Factors include number of members supported, number of engines serviced, or number of transactions processed per year.

Workload Factors should be:

- Directly related to the time and effort expended on the associated task.
  - Economical and convenient to report and use.
  - Unable to allow any task to be counted under more than one work unit.
  - Clearly identifiable when work is in progress or has been completed.
  - Individually standardized in terms of process for their completion.
- 

*Continued on next page*

## **Phase 6: Establishment of Manpower Standards, Continued**

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### **5.D.5. Manpower Standards**

Because actual work requirements routinely vary across units, manpower standards articulate the baseline among individual positions, work centers, or unit types. Using these standards, analysts then add, reduce, or exclude work requirements depending on the specific individual, work center, or unit under study. In some instances, positions are required based on a directed requirement. These directed positions combine with manpower standards and variances to determine manpower requirements.

---

#### **5.D.5.a. Directed Positions**

Some positions are required by law or policy, regardless of the actual workload. These positions are classified as Directed Positions. For example, an operational unit will have a Commanding Officer (CO), Executive Officer (XO), or Engineering Officer (EO) position regardless of the amount of work distributed to that particular position. Directed positions are one of a kind in the work center and driven by a requirement to perform a specific mission, function, or task. Although directed, analysts are still required to collect workload data on those positions as part of the MRA process.

---

#### **5.D.5.b. Individual Manpower Standards**

Individual Manpower Standards are those that link individual positions to specific workload factors. Many individual positions across similar Coast Guard units share common functions and work requirements. For example, the function and work requirements of a Response Department Head varies little across Sectors regardless of location, although the workload may vary. Once a position has been adequately studied, it may be a candidate for the development of a manpower standard.

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*Continued on next page*

## Phase 6: Establishment of Manpower Standards, Continued

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5.D.5.c. Work Center Manpower Standards

As with individual manpower standards, many work centers across similar Coast Guard units share common functions with common work and workload requirements. For example, the function, work, and workload of the Auxiliary Division of a WMEC vary little across all same class WMECs regardless of location. Once this work center has been adequately studied, it may be a candidate for the development of a manpower standard.

---

5.D.5.d. Unit Type Manpower Standards

Given that the Coast Guard has a number of similar type units, applying an approved Unit Type Manpower Standard across similar unit types is also possible; however, the unit type standard would initially serve as the baseline from which analysts would begin to study the unit. Because similar unit types may have significant variations in mission requirements and operating conditions, the final MRD across similar units may differ.

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**5.D.6. Determining Manpower Standards**

Defining the individual, unit, or unit type for which a standard is to be developed is a critical step, and assumes added significance because the standard is normally applicable at multiple locations and varying workloads. Manpower standards are determined by the following basic formula:

$$\text{Actual Workload} \times \text{Workload Factor} = \text{Manpower Standard}$$

Actual workload is taken from the manpower requirements analysis process. Workload factors may be determined by the Analyst or obtained from pre-identified lists.

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**5.D.7. Workload Factor and Manpower Standard Approval**

MRD Division, CG-1B4, may identify selected Workload Factors as candidates for determining Manpower Standards. These factors will be utilized in guiding data collection during manpower requirements analyses.

Once satisfactory data analysis occurs, manpower standards may be determined for Coast Guard work. Approval of Coast Guard Manpower Standards is held by Commandant (CG-1) under the position's prescribed technical authority for manpower. Approved manpower standards may be used in future analyses.

The MRD program manager will maintain the up-to-date compilation of identified Workload Factors and approved Manpower Standards. These standards are captured in Volume III – Analyst Process Guide.

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## Chapter 6. MRD Enterprise Evaluation and Improvement

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**Introduction** This chapter describes MRD Enterprise evaluation and improvement process.

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**References for This Chapter** (a) *Coast Guard Staffing Logic and Manpower Requirements Manual, Volume I - Doctrine*, COMDTINST M5310.4 (series)  
 (b) *Major Systems Acquisition System (MSAM) Manual*, COMDTINST M5000.10 (series)

---

**Contents** This chapter contains the following sections.

| Section | Title                              | See Page |
|---------|------------------------------------|----------|
| A       | MRD Program Management             | 6 - 2    |
| B       | MRD Enterprise Performance Metrics | 6 - 2    |
| C       | MRD Enterprise Process Improvement | 6 - 6    |

## **Section A: MRD Program Management**

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**Introduction** This section describes how the MRD Program will be managed to achieve MRD Enterprise goals and objectives described in Reference (a).

---

**6.A.1.** MRAs will be completed on acquisition projects as required by Reference (b).  
**Analysis** Timing of the studies will be dependent on the progress of the acquisition  
**Frequency:** project. However, a Level I MRA, Manpower Estimate Report, will be  
**Acquisition** conducted prior to attaining ADE-2 and a Level IV MRA, Workload  
Observation, will be completed prior to attaining ADE-4.

---

**6.A.2.** To fulfill the purpose for which the MRD Enterprise was originally  
**Analysis** established, MRAs must be completed with strategic intent. Once baseline  
**Frequency:** MRAs of each non-acquisition unit type are completed, each Coast Guard  
**Non-** unit type will be scheduled for analysis every five years and each TRACEN  
**Acquisition** every 3 years. CG-1B4 will notify Program Managers of the analysis schedule  
in sufficient time for programs to appropriately budget (as funding is  
available) for completion of MRAs for relevant unit types.

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## **Section B: MRD Enterprise Performance Metrics**

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**Introduction** Performance measurement is an important cornerstone of the MRD Enterprise. Performance metrics should be constructed to encourage performance improvement, effectiveness, and efficiency. Metrics should incorporate "best practices" related to the performance being measured and cost/risk/benefit analysis, where appropriate.

---

**6.B.1.** The key elements of MRD performance metrics should address:

**Key Elements of Performance Metrics**

- Alignment with organizational mission;
  - Cost reduction or avoidance;
  - Quality of product;
  - Cycle Time reduction;
  - Meeting commitments;
  - Timely delivery; and,
  - Customer satisfaction.
- 

**6.B.2.** Performance measurement, implemented correctly and measuring the right things, will:

**Goal for MRD Performance Measurement**

- Drive desired employee behaviors;
  - Gain management support for resources;
  - Allow course corrections mid-stream; and
  - Forecast future outcomes
- 

**6.B.3.** Identifying how to measure an organization's success is important to building up to an overarching metrics strategy that aligns with overall organizational objectives. The following pages describe the performance metrics for the MRD Enterprise:

**MRD Performance Metrics**

*Continued on next page*

## MRD Enterprise Performance Measures

| <b>Goal #1:<br/>Increase our ability to account for resources within the Coast Guard Business Intelligence (CGBI) framework</b> |   |  |
|---|---|--|
| <b>Objective</b>  | <b>Business Drivers</b>   | <b>Measures</b>  |
| Develop defensible manpower requirements  | Use an analytical, rigorous, repeatable, traceable, and defensible process based on industrial engineering and operations research principles                     | <ul style="list-style-type: none"> <li>Percentage of accuracy at which an objective auditor can re-create MRA results</li> </ul>                               |
|   | Account for all of an OE's workload demands, documented and undocumented  | <ul style="list-style-type: none"> <li>Number of MRAs completed each fiscal year</li> </ul>  |
|   | Build on current and historic analyses and employs multiple layers of analysis to mitigate the effect of an irregular or abnormal data point                      | <ul style="list-style-type: none"> <li>Number of MRA updates completed each fiscal year</li> </ul>   |
| Inform resource management decisions  | Enables equitable comparison of human capital requirements  | <ul style="list-style-type: none"> <li>Number of MRAs used to inform/justify current budget planning cycle addressing billet gaps or excesses</li> </ul>       |
|   | Facilitates optimization of personnel resources   |  |
|   | Aligns with existing resource management processes  |  |
| Communicate risk  | Identifies risks associated with manpower shortfalls  | <ul style="list-style-type: none"> <li>Amount of change in risk from existing PAL to identified MRD</li> <li>Risk calculated during MRA</li> </ul>             |
|   | Informs and enables revision of mission requirements, performance standards, or risk mitigation plans   |  |
| Provide standardized human capital management information   | Provides human capital management information comparable to the Departments of Defense and Homeland Security  | <ul style="list-style-type: none"> <li>To Be Determined</li> <li>To Be Determined</li> <li>Date of most recently complete Analytical Process Review</li> </ul> |
|   | Fulfills readiness reporting and resource accountability requirements   |  |
|   | Incorporates government and industry best practices   |  |
| <b>Goal #2:<br/>Improve the effectiveness, efficiency and responsiveness of the service's HR systems and processes</b>          |   |  |
| <b>Objective</b>  | <b>Indicators</b>   | <b>Measures</b>  |
| Inform workforce planning and forecasting   | Identifies, collects, measures, analyzes, and reports the human capital needed to perform defined mission requirements at specified mission performance standards | <ul style="list-style-type: none"> <li>Number of unit types for which requirement, authorization, and allowance of billets/positions is determined</li> </ul>  |
|   | Enables workforce planners to identify the total number and types of positions required to perform all Coast Guard missions                                       |  |

## MRD Enterprise Performance Measures, Continued

| Goal #2 (cont.):<br>Improve the effectiveness, efficiency and responsiveness of the service's HR systems and processes |   |   |
|--|---|---|
| Objective  | Indicators  | Measures  |
| Inform Workforce Management  | Documents all direct and indirect work requirements   | <ul style="list-style-type: none"> <li>• Measurement and reporting of labor consumption each fiscal year</li> <li>• Number of MRAs completed each fiscal year</li> <li>• Number and types of additional billets or billet excesses identified as required through completion of MRAs each fiscal year</li> <li>• Number of billet gaps or excesses identified each fiscal year through MRA</li> </ul> |
|  | Determines if total work requirements placed on an OE match the personnel resources available   |   |
|  | Provides a means for Program Managers to align capabilities with requirements   |   |
|  | Assists workforce specialty managers in accounting for specialty and grade pyramid health   |   |
|  | Provides a better understanding of the logical, work-related, grade structures of the workforce   |   |
| Inform the Training System   | Facilitates determination of the competency portfolio required for personnel in specific positions to maximize performance and mission accomplishment   | <ul style="list-style-type: none"> <li>• Percentage of military and civilian positions assigned required competencies</li> <li>• Percentage of military and civilian positions with required competencies updated within the previous five years</li> </ul>   |
|  | Helps the training system to deliver the appropriate number of trained and qualified people   |   |
| Inform the assignment process  | Allows Assignment Officers to assign personnel based on either documented manpower requirements or predictive service needs by providing position-specific competency requirements for analyzed OEs | <ul style="list-style-type: none"> <li>• Percentage of open positions with required competencies attached each assignment year</li> <li>• Number of competency-based command concern comments submitted each assignment year</li> </ul>   |
|  | Provides commands with specific qualification or skill set needs which can be used as input to the assignment process in the form of command concerns   |   |
| Provide relevant, current human capital data for organizational use  | Utilize data to augment other Coast Guard HR efforts  | <ul style="list-style-type: none"> <li>• Number of CG acquisitions, initiatives, proposals, studies, and working groups assisted each fiscal year through MRA data</li> </ul>   |

## **Section C: MRD Enterprise Process Improvement**

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**Introduction** This section describes steps to be taken to ensure top quality of the MRD Enterprise.

---

**6.C.1. Quality Control of Analysis** In order to ensure quality work during an analysis, each study will receive a peer review for quality. The peer reviewer will ensure the prescribed MRD methodology is used and the appropriate MRA process was followed. Documentation that the peer review occurred and the identification of the peer reviewer will be contained in the MRA Final Report.

---

**6.C.2. Quality Control of Analytical Process** With the MRD Enterprise grounded in industrial engineering principles, it is important for the MRD analytical processes to adapt as improved techniques and practices are identified. All MRD processes will be reviewed at least every four years to ensure the process is valid, correctly applied, and consistent with industry and other agencies' practices. Any lessons learned, and best practices that are appropriate to apply to the MRD Enterprise, will be considered during the review. Changes to the MRD Enterprise MRA methodology must be accepted by a non-standing board consisting of at least analysts, MRD Program Manager, and CG-1B3 manpower experts.

---

**6.C.3. Programmatic Feedback on MRA Reports** For data traceability purposes, tracking of unfunded manpower requirements, and to improve future iterations of the MRA process, it is critical the MRD Enterprise receive feedback on the program's actions regarding the MRA process.

All MRA requesters shall provide to CG-1B4 an After Action Report describing all actions taken as a result of the MRA results. This report should include, at a minimum, any RPs submitted, SARR waivers, Organizational Modification Requests, policy changes, requirements changes, or performance standard changes.

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## **Appendix A: Standard and Mobilization Work Week Availability**

### **Introduction**

Depending on a unit's particular roles and missions, staffing may be based on one or more of the standard workweeks.

A mobilization staffing logic cannot be determined because of the unique character of each contingency operation. The number and types of people/competencies needed to accomplish the work and workload are vastly different when responding to terrorist attacks such as 9/11, a natural disaster such as Hurricane Katrina, or a man-made environmental disaster such as Deepwater Horizon. Adjustments can be made to standard workweeks, however, to increase availability time to respond to the emergency. During a mobilization period, extending workweeks for operational necessity can provide increased capacity at both the mobilization location, i.e., site of the incident, and at the home unit of personnel deployed in support of the mobilization.

---

### **Standard Work Weeks**

There are 15 Coast Guard peacetime standard workweeks, grouped by ashore and afloat units, civilian employees and military personnel, and watchstanders and non-watchstanders.

- Ashore Units – Civilian Employee Workweeks
    - Non-Watchstanders
      - Peacetime Civilian 40-Hour Workweek
    - Watchstanders
      - Peacetime Civilian 8-Hour Continuous Watch Workweek
      - Peacetime Civilian 12-Hour Continuous Watch Workweek
      - Peacetime Civilian Firefighter Workweek
  - Ashore Units – Military Personnel Workweeks
    - Non-Watchstanders
      - Peacetime Military Ashore 40-Hour Workweek
      - Peacetime Military Ashore 50-Hour Workweek
      - Peacetime Military Ashore Non-Watchstander 68-Hour Workweek
    - Watchstanders
      - Peacetime Military 8-Hour Continuous Watch Workweek
      - Peacetime Military 12-Hour Continuous Watch Workweek
      - Peacetime Military Ashore Watchstander 68-Hour Workweek
  - Afloat Units – Military Personnel Workweeks
    - Non-Watchstanders
      - Peacetime Military Inport 40-Hour Workweek
      - Peacetime Military Inport Non-Watchstander 68-Hour Workweek
      - Peacetime Military Underway Non-Watchstander Workweek
    - Watchstanders
      - Peacetime Military Inport Watchstander 68-Hour Workweek
      - Peacetime Military Underway Watchstander Workweek
- 

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## Standard and Mobilization Work Week Availability, Continued

### Summary of Total Productive Time for Standard Workweeks

| Standard Workweeks   | Servicewide Average (1) |           |            |
|--|-------------------------|-----------|------------|
|  | Hrs/Week                | Hrs/Month | Hrs/Year   |
| Ashore Units - Civilian Employee Workweeks                             |                         |           |            |
| Non-Watchstanders  |                         |           |            |
| Peacetime Civilian 40-Hour Workweek                                    | 31.60                   | 137.46    | 1648.89    |
| Watchstanders  |                         |           |            |
| Peacetime Civilian 8-Hour Continuous Watch Workweek                    | 34.89                   | 151.77    | 1820.56    |
| Peacetime Civilian 12-Hour Continuous Watch Workweek                   | 34.89                   | 151.77    | 1820.56    |
| Peacetime Civilian Firefighter Workweek                                | 22.45                   | 97.66     | 1171.44    |
| Ashore Units - Military Workweeks                                      |                         |           |            |
| Non-Watchstanders  |                         |           |            |
| Peacetime Military Ashore 40-Hour Workweek                             | 30.27                   | 131.67    | 1579.49    |
| Peacetime Military Ashore 50-Hour Workweek                             | 39.30                   | 170.96    | 2050.67    |
| Peacetime Military Ashore Non-Watchstander 68-Hour Workweek            | 34.88                   | 151.73    | 1820.04    |
| Watchstanders  |                         |           |            |
| Peacetime Military 8-Hour Continuous Watch Workweek                    | 32.15                   | 139.85    | 1677.59    |
| Peacetime Military 12-Hour Continuous Watch Workweek                   | 32.15                   | 139.85    | 1677.59    |
| Peacetime Military Ashore Watchstander 68-Hour Workweek                | 34.88                   | 151.73    | 1820.04    |
| Afloat Units – Military Personnel Workweeks                            |                         |           |            |
| Non-Watchstanders  |                         |           |            |
| Peacetime Military Inport 40-Hour Workweek                             | 26.63                   | 115.84    | Varies (2) |
| Peacetime Military Inport Non-Watchstander 68-Hour Workweek            | 29.60                   | 128.76    | Varies (2) |
| Peacetime Military Underway Non-Watchstander Workweek                  | 66.78                   | 290.49    | Varies (2) |
| Watchstanders  |                         |           |            |
| Peacetime Military Inport Watchstander 68-Hour Workweek                | 29.60                   | 128.76    | Varies (2) |
| Peacetime Military Underway Watchstander Workweek<br>(1 in 3 Rotation) | 68.31                   | 297.15    | Varies (2) |
| Peacetime Military Underway Watchstander Workweek<br>(1 in 4 Rotation) | 68.31                   | 297.15    | Varies (2) |

## Notes:

(1) Hours based on total productive time. See the appropriate Figure for a complete breakdown of duty availability, as well as productive time by watchstanding and day work hours.

(2) Afloat Units - Military Personnel Workweek totals are dependent on proportion of underway and inport time.

**Table A-1: Summary of Total Productive Time for Standard Workweeks**

*Continued on next page*

## Standard and Mobilization Work Week Availability, Continued

**Peacetime Civilian 40-Hour Workweek** This is the standard 40-hour workweek, which consists of five work days a week, 8-hours a day (excluding an uncompensated lunch or meal break).

### Peacetime Civilian 40-Hour Workweek 5 Days/Week, 8 Hours/Day

| Category                                 | Equation                                     | Calculation  | Assumptions        |
|--|--|--------------|--------------------|
| <b>Monthly Breakdown</b>                 |  |              |                    |
| Calendar Days per Month                  | 365.25 days divided by 12 mo                 | 30.4375      | 1                  |
| Duty Days per Month                      | days/mo X 0 (no duty days)                   | 0.0000       |                    |
| Other Days per Month                     | calendar days/mo minus duty days/mo          | 30.4375      |                    |
| Relief Days per Month                    | calendar days/mo X 2/7                       | 8.6964       | 2                  |
| Day Work Days per Month                  | other days/mo minus relief days/mo           | 21.7411      |                    |
| <b>Weekly Breakdown</b>                  |  |              |                    |
| Duty Days per Week                       | duty days/mo divided by 4.35 weeks/mo        | 0.00         |                    |
| Day Work Days per Week                   | day work days/mo divided by 4.35 weeks/mo    | 5.00         |                    |
| Relief Days per Week                     | relief days/mo divided by 4.35 weeks/mo      | 2.00         |                    |
| Total Days per Week                      | duty days + day work days + relief days      | <b>7.00</b>  |                    |
| <b>Hourly Breakdown</b>                  |  |              |                    |
| Duty Hours per Day                       | duty day = 0 hours                           | 0.0000       |                    |
| Day Work Hours per Day                   | day work day = 8 hours                       | 8.0000       |                    |
| Assigned Hours per Month                 | (duty days/mo X 0) + (day work days/mo X 8)  | 173.9286     |                    |
| Assigned Hours per Week                  | assigned hours/mo divided by 4.35 wks/mo     | 39.9836      |                    |
| <b>Assigned Time per Week</b>            | assigned hours/week rounded off              | <b>40.00</b> |                    |
| <b>Non-Available Time per Week</b>       |  |              |                    |
| Federal Holidays                         | 10 holidays X 8 hrs/day divided by 52.18 wks | 1.53         | 9                  |
| Annual Leave                             | hourly leave rate X workweek length          | 2.97         | 10                 |
| Other Leave                              | hourly leave rate X workweek length          | 1.86         | 11, 11D<br>12, 12C |
| <b>Available Time per Week</b>           | Assigned Time minus Non-Available Time       | <b>33.64</b> |                    |
| <b>Non-Productive Time per Week</b>      |  |              |                    |
| See Non-Availability Allowance Matrix    |  | <b>2.04</b>  | 16                 |
| Service Diversions                       |  | 0.88         | 17                 |
| Servicewide Training/Pro Dev             |  | 1.05         | 18                 |
| General Unit Training                    |  | 0.11         | 19                 |
| Unit-Specific Training; Ashore           | (to be determined during unit/unit type MRA) | 0.00         | 20                 |
| <b>Productive Time per Week</b>          |  |              |                    |
| Available Time minus Non-Productive Time |  | <b>31.60</b> |                    |
| Watchstanding                            | N/A  | 0.00         |                    |
| Day Work                                 | Productive Time minus Watchstanding          | 31.60        |                    |
| <b>Productive Time per Year</b>          |  |              |                    |
| Duty                                     |  | N/A          |                    |
| Watchstanding                            | watchstanding hrs/week X 52.18 weeks         | 0.00         |                    |
| Day Work                                 | day work hrs/week X 52.18 weeks              | 1648.89      |                    |

**Table A-2: Peacetime Civilian 40-Hour Workweek**

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## Standard and Mobilization Work Week Availability, Continued

### Peacetime Civilian 8-Hour Continuous Watch Workweek

Continuous watch workweeks are common at operational units with continuous watchstanding requirements such as communications stations, VTS facilities and command centers. These workweeks may be used in place of the 68-hour workweek at shore units with 24-hour operational readiness requirements, if local circumstances permit sufficient flexibility in scheduling day work. The 8-hour continuous watch workweek averages 5.25 days of 8-hour watches per week. The scheduling of 8-hour watches varies greatly from unit to unit.

#### Peacetime Civilian 8-Hour Continuous Watch Workweek Ashore Units

| Category                            | Equation                                     | Calculation  | Assumptions |
|-------------------------------------|--|--------------|-------------|
| <b>Monthly Breakdown</b>            |  |              |             |
| Calendar Days per Month             | 365.25 days divided by 12 mo                 | 30.4375      | 1           |
| Duty Days per Month                 | days/mo X .75 (3 in 4)                       | 22.8281      |             |
| Other Days per Month                | calendar days/mo minus duty days/mo          | 7.6094       |             |
| Relief Days per Month               | other days/mo X 1                            | 7.6094       | 3           |
| Day Work Days per Month             | other days/mo minus relief days/mo           | 0.0000       |             |
| <b>Weekly Breakdown</b>             |  |              |             |
| Duty Days per Week                  | duty days/mo divided by 4.35 weeks/mo        | 5.25         |             |
| Day Work Days per Week              | day work days/mo divided by 4.35 weeks/mo    | 0.00         |             |
| Relief Days per Week                | relief days/mo divided by 4.35 weeks/mo      | 1.75         |             |
| Total Days per Week                 | duty days + day work days + relief days      | <b>7.00</b>  |             |
| <b>Hourly Breakdown</b>             |  |              |             |
| Duty Hours per Day                  | duty day = 8 hours                           | 8.0000       |             |
| Day Work Hours per Day              | day work day = 0 hours                       | 0.0000       |             |
| Assigned Hours per Month            | (duty days/mo X 8) + (day work days/mo X 0)  | 182.6250     |             |
| Assigned Hours per Week             | assigned hours/mo divided by 4.35 wks/mo     | 41.9828      |             |
| <b>Assigned Time per Week</b>       | assigned hours/week rounded off              | <b>42.00</b> |             |
| <b>Non-Available Time per Week</b>  |  | <b>5.07</b>  | 9           |
| Federal Holidays                    | None   | 0.00         | 10, 10A     |
| Annual Leave                        | hourly leave rate X workweek length          | 3.12         | 11, 11D     |
| Other Leave                         | hourly leave rate X workweek length          | 1.95         | 12, 12C     |
| <b>Available Time per Week</b>      | Assigned Time minus Non-Available Time       | <b>36.93</b> |             |
| <b>Non-Productive Time per Week</b> | See Non-Availability Allowance Matrix        | <b>2.04</b>  | 16, 16A     |
| Service Diversions                  |  | 0.88         | 17          |
| Servicewide Training/Pro Dev        |  | 1.05         | 18          |
| General Unit Training               |  | 0.11         | 19          |
| Unit-Specific Training; Ashore      | (to be determined during unit/unit type MRA) | 0.00         | 20          |
| <b>Productive Time per Week</b>     | Available Time minus Non-Productive Time     | <b>34.89</b> |             |
| Watchstanding                       | All hours are watchstanding hours            | 34.89        |             |
| Day Work                            | Productive Time minus Watchstanding          | 0.00         |             |
| <b>Productive Time per Year</b>     |  |              |             |
| Duty                                |  | N/A          |             |
| Watchstanding                       | watchstanding hrs/week X 52.18 weeks         | 1820.56      |             |
| Day Work                            | day work hrs/week X 52.18 weeks              | 0.00         |             |

Table A-3: Peacetime Civilian 8-Hour Continuous Watch Workweek

Continued page on next

## Standard and Mobilization Work Week Availability, Continued

**Peacetime Civilian 12-Hour Continuous Watch Workweek** The 12-hour continuous watch workweek averages 3.5 days of 12 hour watches per week. Again, the scheduling of watches varies from unit to unit.

### Peacetime Civilian 12-Hour Continuous Watch Workweek Ashore Units

| Category                            | Equation                                     | Calculation  | Assumptions |
|-------------------------------------|--|--------------|-------------|
| <b>Monthly Breakdown</b>            |  |              |             |
| Calendar Days per Month             | 365.25 days divided by 12 mo                 | 30.4375      | 1           |
| Duty Days per Month                 | days/mo X .5 (1 in 2)                        | 15.2188      |             |
| Other Days per Month                | calendar days/mo minus duty days/mo          | 15.2188      |             |
| Relief Days per Month               | other days/mo X 1                            | 15.2188      | 4           |
| Day Work Days per Month             | other days/mo minus relief days/mo           | 0.0000       |             |
| <b>Weekly Breakdown</b>             |  |              |             |
| Duty Days per Week                  | duty days/mo divided by 4.35 weeks/mo        | 3.50         |             |
| Day Work Days per Week              | day work days/mo divided by 4.35 weeks/mo    | 0.00         |             |
| Relief Days per Week                | relief days/mo divided by 4.35 weeks/mo      | 3.50         |             |
| Total Days per Week                 | duty days + day work days + relief days      | <b>7.00</b>  |             |
| <b>Hourly Breakdown</b>             |  |              |             |
| Duty Hours per Day                  | duty day = 12 hours                          | 12.0000      |             |
| Day Work Hours per Day              | day work day = 0 hours                       | 0.0000       |             |
| Assigned Hours per Month            | (duty days/mo X 12) + (day work days/mo X 0) | 182.6250     |             |
| Assigned Hours per Week             | assigned hours/mo divided by 4.35 wks/mo     | 41.9828      |             |
| <b>Assigned Time per Week</b>       | assigned hours/week rounded off              | <b>42.00</b> |             |
| <b>Non-Available Time per Week</b>  |  |              |             |
| Federal Holidays                    | None   | 0.00         | 9           |
| Annual Leave                        | hourly leave rate X workweek length          | 3.12         | 11, 11D     |
| Other Leave                         | hourly leave rate X workweek length          | 1.95         | 12, 12C     |
| <b>Available Time per Week</b>      | Assigned Time minus Non-Available Time       | <b>36.93</b> |             |
| <b>Non-Productive Time per Week</b> |  |              |             |
| Service Diversions                  | See Non-Availability Allowance Matrix        | <b>2.04</b>  | 16, 16A     |
| Service-wide Training/Pro Dev       |  | 0.88         | 17          |
| General Unit Training               |  | 1.05         | 18          |
| Unit-Specific Training; Ashore      | (to be determined during unit/unit type MRA) | 0.11         | 19          |
|                                     |  | 0.00         | 20          |
| <b>Productive Time per Week</b>     |  |              |             |
| Watchstanding                       | Available Time minus Non-Productive Time     | <b>34.89</b> |             |
| Day Work                            | All hours are watchstanding hours            | 34.89        |             |
|                                     | Productive Time minus Watchstanding          | 0.00         |             |
| <b>Productive Time per Year</b>     |  |              |             |
| Duty                                |  | N/A          |             |
| Watchstanding                       | watchstanding hrs/week X 52.18 weeks         | 1820.56      |             |
| Day Work                            | day work hrs/week X 52.18 weeks              | 0.00         |             |

**Table A-4: Peacetime Civilian 12-Hour Continuous Watch Workweek**

*Continued on next page*

## Standard and Mobilization Work Week Availability, Continued

### Peacetime Civilian Firefighter Workweek

The 72-hour fire fighter workweek averages 3 duty days per week for a 24-hour duty day. Scheduling is done in accordance with current regulations.

#### Peacetime Civilian Firefighter Workweek

| Category                            | Equation   | Calculation  | Assumptions |
|-------------------------------------|--|--------------|-------------|
| <b>Monthly Breakdown</b>            |  |              |             |
| Calendar Days per Month             | 365.25 days divided by 12 mo   | 30.4375      | 1           |
| Duty Days per Month                 | days/mo X (3/7)  | 13.0446      |             |
| Other Days per Month                | calendar days/mo minus duty days/mo                                      | 17.3929      |             |
| Relief Days per Month               | other days/mo X 1  | 17.3929      |             |
| Day Work Days per Month             | other days/mo minus relief days/mo                                       | 0.0000       |             |
| <b>Weekly Breakdown</b>             |  |              |             |
| Duty Days per Week                  | duty days/mo divided by 4.35 weeks/mo                                    | 3.00         |             |
| Day Work Days per Week              | day work days/mo divided by 4.35 weeks/mo                                | 0.00         |             |
| Relief Days per Week                | relief days/mo divided by 4.35 weeks/mo                                  | 4.00         |             |
| Total Days per Week                 | duty days + day work days + relief days                                  | <b>7.00</b>  |             |
| <b>Hourly Breakdown</b>             |  |              |             |
| Duty Hours per Day                  | duty day = 24 hours  | 24.0000      |             |
| Day Work Hours per Day              | day work day = 0 hours   | 0.0000       |             |
| Assigned Hours per Month            | (duty days/mo X 24) + (day work days/mo X 0)                             | 313.0714     |             |
| Assigned Hours per Week             | assigned hours/mo divided by 4.35 wks/mo                                 | 71.9704      |             |
| <b>Assigned Time per Week</b>       | assigned hours/week rounded off  | <b>72.00</b> |             |
| <b>Non-Available Time per Week</b>  |  |              |             |
| Federal Holidays                    | 10 holidays X 8 hrs/day divided by 52.18 wks                             | 1.53         | 9           |
| Annual Leave                        | hourly leave rate X workweek length                                      | 5.35         | 10, 10A     |
| Other Leave                         | hourly leave rate X workweek length                                      | 3.34         | 11, 11D     |
| Sleep                               | 3 duty days X 8 hrs of sleep/day   | 24.00        | 12, 12C     |
| Messing                             | 3 duty days X 2 hrs messing/day  | 6.00         | 13          |
| Personal/Readiness Standby          | 3 duty days X 2.43 hrs/day   | 7.29         | 14          |
| <b>Available Time per Week</b>      | Assigned Time minus Non-Available Time                                   | <b>24.49</b> | 15          |
| <b>Non-Productive Time per Week</b> |  |              |             |
|                                     | See Non-Availability Allowance Matrix                                    | <b>2.04</b>  | 16, 16A     |
| Service Diversions                  |  | 0.88         | 17          |
| Service-wide Training/Pro Dev       |  | 1.05         | 18          |
| General Unit Training               |  | 0.11         | 19          |
| Unit-Specific Training; Ashore      | (to be determined during unit/unit type MRA)                             | 0.00         | 20          |
| <b>Productive Time per Week</b>     |  |              |             |
|                                     | Available Time minus Non-Productive Time                                 | <b>22.45</b> |             |
| Watchstanding                       | All hours are watchstanding hours  | 22.45        |             |
| Day Work                            | Productive Time minus Watchstanding                                      | 0.00         |             |
| <b>Productive Time per Year</b>     |  |              |             |
| Duty                                | duty hours/week - (holidays + leave + non-productive time) X 52.18 weeks | 3117.23      |             |
| Watchstanding                       | watchstanding hrs/week X 52.18 weeks                                     | 1171.44      |             |
| Day Work                            | day work hrs/week X 52.18 weeks  | 0.00         |             |

**Table A-5: Peacetime Civilian Firefighter Workweek**

*Continued on next page*

## Standard and Mobilization Work Week Availability, Continued

**Peacetime Military Ashore 40-hour Workweek** Regular workweeks consist of five work days a week of varying length (8- or 10-hours). The 40-hour workweek is common at all support units.

### Peacetime Military Ashore 40-Hour Workweek Ashore Units

| Category                            | Equation                                     | Calculation  | Assumptions             |
|-------------------------------------|--|--------------|-------------------------|
| <b>Monthly Breakdown</b>            |  |              |                         |
| Calendar Days per Month             | 365.25 days divided by 12 mo                 | 30.4375      | 1                       |
| Duty Days per Month                 | days/mo X 0 (no duty days)                   | 0.0000       |                         |
| Other Days per Month                | calendar days/mo minus duty days/mo          | 30.4375      |                         |
| Relief Days per Month               | calendar days/mo X 2/7                       | 8.6964       | 2                       |
| Day Work Days per Month             | other days/mo minus relief days/mo           | 21.7411      |                         |
| <b>Weekly Breakdown</b>             |  |              |                         |
| Duty Days per Week                  | duty days/mo divided by 4.35 weeks/mo        | 0.00         |                         |
| Day Work Days per Week              | day work days/mo divided by 4.35 weeks/mo    | 5.00         |                         |
| Relief Days per Week                | relief days/mo divided by 4.35 weeks/mo      | 2.00         |                         |
| Total Days per Week                 | duty days + day work days + relief days      | <b>7.00</b>  |                         |
| <b>Hourly Breakdown</b>             |  |              |                         |
| Duty Hours per Day                  | duty day = 0 hours                           | 0.0000       |                         |
| Day Work Hours per Day              | day work day = 8 hours                       | 8.0000       |                         |
| Assigned Hours per Month            | (duty days/mo X 0) + (day work days/mo X 8)  | 173.9286     |                         |
| Assigned Hours per Week             | assigned hours/mo divided by 4.35 wks/mo     | 39.9836      |                         |
| <b>Assigned Time per Week</b>       | assigned hours/week rounded off              | <b>40.0</b>  |                         |
| <b>Non-Available Time per Week</b>  |  |              |                         |
| Federal Holidays                    | 10 holidays X 8 hrs/day divided by 52.18 wks | 1.53         | 9                       |
| Annual Leave                        | hourly leave rate X workweek length          | 2.24         | 10                      |
| Other Leave                         | hourly leave rate X workweek length          | 0.10         | 11, 11B, 11C<br>12, 12B |
| <b>Available Time per Week</b>      | Assigned Time minus Non-Available Time       | <b>36.13</b> |                         |
| <b>Non-Productive Time per Week</b> |  |              |                         |
| Service Diversions                  | See Non-Availability Allowance Matrix        | <b>5.86</b>  | 16                      |
| Service Divisions                   |  | 4.74         | 17                      |
| Service-wide Training/Pro Dev       |  | 1.01         | 18                      |
| General Unit Training               |  | 0.11         | 19                      |
| Unit-Specific Training; Ashore      | (to be determined during unit/unit type MRA) | 0.00         | 20                      |
| <b>Productive Time per Week</b>     |  |              |                         |
| Productive Time per Week            | Available Time minus Non-Productive Time     | <b>30.27</b> |                         |
| Watchstanding                       | N/A  | 0.00         |                         |
| Day Work                            | Productive Time minus Watchstanding          | 30.27        |                         |
| <b>Productive Time per Year</b>     |  |              |                         |
| Duty                                |  | N/A          |                         |
| Watchstanding                       | watchstanding hrs/week X 52.18 weeks         | 0.00         |                         |
| Day Work                            | day work hrs/week X 52.18 weeks              | 1579.49      |                         |

**Table A-6: Peacetime Military Ashore 40-Hour Workweek**

*Continued on next page*

## Standard and Mobilization Work Week Availability, Continued

**Peacetime Military Ashore 50-hour Workweek** Regular workweeks consist of five work days a week of varying length (8- or 10-hours). The 50-hour workweek is a potential at all support units.

### Peacetime Military Ashore 50-Hour Workweek Ashore Units

| Category                            | Equation                                      | Calculation  | Assumptions  |
|-------------------------------------|---|--------------|--------------|
| <b>Monthly Breakdown</b>            |   |              |              |
| Calendar Days per Month             | 365.25 days divided by 12 mo                  | 30.4375      | 1            |
| Duty Days per Month                 | days/mo X 0 (no duty days)                    | 0.0000       |              |
| Other Days per Month                | calendar days/mo minus duty days/mo           | 30.4375      |              |
| Relief Days per Month               | calendar days/mo X 2/7                        | 8.6964       | 2            |
| Day Work Days per Month             | other days/mo minus relief days/mo            | 21.7411      |              |
| <b>Weekly Breakdown</b>             |   |              |              |
| Duty Days per Week                  | duty days/mo divided by 4.35 weeks/mo         | 0.00         |              |
| Day Work Days per Week              | day work days/mo divided by 4.35 weeks/mo     | 5.00         |              |
| Relief Days per Week                | relief days/mo divided by 4.35 weeks/mo       | 2.00         |              |
| Total Days per Week                 | duty days + day work days + relief days       | <b>7.00</b>  |              |
| <b>Hourly Breakdown</b>             |   |              |              |
| Duty Hours per Day                  | duty day = 0 hours                            | 0.0000       |              |
| Day Work Hours per Day              | day work day = 10 hours                       | 10.0000      |              |
| Assigned Hours per Month            | (duty days/mo X 0) + (day work days/mo X 10)  | 217.4107     |              |
| Assigned Hours per Week             | assigned hours/mo divided by 4.35 wks/mo      | 49.9795      |              |
| <b>Assigned Time per Week</b>       | assigned hours/week rounded off               | <b>50.0</b>  |              |
| <b>Non-Available Time per Week</b>  |   |              |              |
| Federal Holidays                    | 10 holidays X 10 hrs/day divided by 52.18 wks | 1.91         | 9<br>10      |
| Annual Leave                        | hourly leave rate X workweek length           | 2.81         | 11, 11B, 11C |
| Other Leave                         | hourly leave rate X workweek length           | 0.12         | 12, 12B      |
| <b>Available Time per Week</b>      | Assigned Time minus Non-Available Time        | <b>45.16</b> |              |
| <b>Non-Productive Time per Week</b> |   |              |              |
| Service Diversions                  | See Non-Availability Allowance Matrix         | <b>5.86</b>  | 16           |
| Service Divisions                   |   | 4.74         | 17           |
| Service-wide Training/Pro Dev       |   | 1.01         | 18           |
| General Unit Training               |   | 0.11         | 19           |
| Unit-Specific Training; Ashore      | (to be determined during unit/unit type MRA)  | 0.00         | 20           |
| <b>Productive Time per Week</b>     |   |              |              |
| Productive Time per Week            | Available Time minus Non-Productive Time      | <b>39.30</b> |              |
| Watchstanding                       | N/A   | 0.00         |              |
| Day Work                            | Productive Time minus Watchstanding           | 39.68        |              |
| <b>Productive Time per Year</b>     |   |              |              |
| Duty                                |   | N/A          |              |
| Watchstanding                       | watchstanding hrs/week X 52.18 weeks          | 0.00         |              |
| Day Work                            | day work hrs/week X 52.18 weeks               | 2070.50      |              |

**Table A-7: Peacetime Military Ashore 50-Hour Workweek**

*Continued on next page*

## Standard and Mobilization Work Week Availability, Continued

**Peacetime Military Ashore Non-Watchstander 68-hour Workweek**      The 68-hour workweek is the objective for Coast Guard shore units with 24-hour operational readiness requirements such as multi-mission Coast Guard stations and air stations.

### Peacetime Military Ashore Non-Watchstander 68-Hour Workweek Ashore Units (1 in 4 Duty Day Rotation)

| Category                                 | Equation                                     | Calculation  |              | Assumptions  |
|--|--|--------------|--------------|--------------|
| <b>Monthly Breakdown</b>                 |  |              |              |              |
| Calendar Days per Month                  | 365.25 days divided by 12 mo                 | 30.4375      |              | 1            |
| Duty Days per Month                      | days/mo X .25 (1 in 4)                       | 7.6094       |              |              |
| Other Days per Month                     | calendar days/mo minus duty days/mo          | 22.8281      |              |              |
| Relief Days per Month                    | calendar days/mo X 2/7                       | 8.6964       |              | 5            |
| Day Work Days per Month                  | other days/mo minus relief days/mo           | 14.1317      |              |              |
| <b>Weekly Breakdown</b>                  |  |              |              |              |
| Duty Days per Week                       | duty days/mo divided by 4.35 weeks/mo        | 1.75         |              |              |
| Day Work Days per Week                   | day work days/mo divided by 4.35 weeks/mo    | 3.25         |              |              |
| Relief Days per Week                     | relief days/mo divided by 4.35 weeks/mo      | 2.00         |              | 5            |
| Total Days per Week                      | duty days + day work days + relief days      | <b>7.00</b>  |              |              |
| <b>Hourly Breakdown</b>                  |  |              |              |              |
| Duty Hours per Day                       | duty day = 24 hours                          | 24.0000      |              |              |
| Day Work Hours per Day                   | day work day = 8 hours                       | 8.0000       |              |              |
| Assigned Hours per Month                 | (duty days/mo X 24) + (day work days/mo X 8) | 295.6786     |              |              |
| Assigned Hours per Week                  | assigned hours/mo divided by 4.35 wks/mo     | 67.9721      |              |              |
| <b>Assigned Time per Week</b>            | Assigned Hours/week rounded off              | <b>68.00</b> |              |              |
| <b>Duty Status Breakdown</b>             |  |              |              |              |
| Hours per week                           | duty days/wk X 24; day work days/wk X 8      | <b>42.00</b> | <b>26.00</b> |              |
| <b>Non-Available Time per Week</b>       |  | <b>24.22</b> | <b>3.04</b>  | 9            |
| Federal Holidays                         | 10 holidays X 8 hrs/day divided by 52.18 wks | 0.00         | 1.53         | 10           |
| Annual Leave                             | hourly leave rate X workweek length          | 2.37         | 1.45         | 11, 11B, 11C |
| Other Leave                              | hourly leave rate X workweek length          | 0.10         | 0.06         | 12,12B       |
| Sleep                                    | 1.75 duty days X 8 hrs of sleep/day          | 14.00        |              | 13           |
| Messing                                  | 1.75 duty days X 2 hrs messing/day           | 3.50         |              | 14           |
| Personal/Readiness Standby               | 1.75 duty days X 2.43 hrs/day                | 4.25         |              | 15           |
| <b>Available Time per Week</b>           | Assigned Time minus Non-Available Time       | <b>17.78</b> | <b>22.96</b> |              |
| <b>Non-Productive Time per Week</b>      |  |              |              |              |
| See Non-Availability Allowance Matrix    |  | <b>0.00</b>  | <b>5.86</b>  | 16           |
| Service Diversions                       |  |              | 4.74         | 17           |
| Servicewide Training & Pro Dev           |  |              | 1.01         | 18           |
| General Unit Training                    |  |              | 0.11         | 19           |
| Unit-Specific Training; Ashore           | (to be determined during unit/unit type MRA) |              | 0.00         | 20           |
| <b>Productive Time per Week</b>          |  |              |              |              |
| Available Time minus Non-Productive Time |  | <b>17.78</b> | <b>17.10</b> |              |
| Watchstanding                            | N/A  | 0.00         | 0.00         | 21           |
| Day Work                                 | Productive Time minus Watchstanding          | 17.78        | 17.10        |              |
| <b>Productive Time per Year</b>          |  |              |              |              |
| Duty                                     | duty hours/week - leave X 52.18 weeks        | 2062.68      |              |              |
| Watchstanding                            | watchstanding hrs/week X 52.18 weeks         | 0.00         |              |              |
| Day Work                                 | day work hrs/week X 52.18 weeks              | 1820.04      |              |              |

**Table A-8: Peacetime Military Ashore Non-Watchstander 68-Hour Workweek**

*Continued on next page*

## Standard and Mobilization Work Week Availability, Continued

### Peacetime Military 8-Hour Continuous Watch Workweek

Continuous watch workweeks are common at operational units with continuous watchstanding requirements such as communications stations, VTS facilities and command centers. These workweeks may be used in place of the 68-hour workweek at shore units with 24-hour operational readiness requirements, if local circumstances permit sufficient flexibility in scheduling day work. The 8-hour continuous watch workweek averages 5.25 days of 8-hour watches per week. The scheduling of 8-hour watches varies greatly from unit to unit.

#### Peacetime Military 8-Hour Continuous Watch Workweek Ashore Units

| Category                            | Equation                                     | Calculation  | Assumptions             |
|-------------------------------------|--|--------------|-------------------------|
| <b>Monthly Breakdown</b>            |  |              |                         |
| Calendar Days per Month             | 365.25 days divided by 12 mo                 | 30.4375      | 1                       |
| Duty Days per Month                 | days/mo X .75 (3 in 4)                       | 22.8281      |                         |
| Other Days per Month                | calendar days/mo minus duty days/mo          | 7.6094       |                         |
| Relief Days per Month               | other days/mo X 1                            | 7.6094       | 3                       |
| Day Work Days per Month             | other days/mo minus relief days/mo           | 0.0000       |                         |
| <b>Weekly Breakdown</b>             |  |              |                         |
| Duty Days per Week                  | duty days/mo divided by 4.35 weeks/mo        | 5.25         |                         |
| Day Work Days per Week              | day work days/mo divided by 4.35 weeks/mo    | 0.00         |                         |
| Relief Days per Week                | relief days/mo divided by 4.35 weeks/mo      | 1.75         |                         |
| Total Days per Week                 | duty days + day work days + relief days      | <b>7.00</b>  |                         |
| <b>Hourly Breakdown</b>             |  |              |                         |
| Duty Hours per Day                  | duty day = 8 hours                           | 8.0000       |                         |
| Day Work Hours per Day              | day work day = 0 hours                       | 0.0000       |                         |
| Assigned Hours per Month            | (duty days/mo X 8) + (day work days/mo X 0)  | 182.6250     |                         |
| Assigned Hours per Week             | assigned hours/mo divided by 4.35 wks/mo     | 41.9828      |                         |
| <b>Assigned Time per Week</b>       | assigned hours/week rounded off              | <b>42.00</b> |                         |
| <b>Non-Available Time per Week</b>  |  |              |                         |
| Federal Holidays                    | 10 holidays X 8 hrs/day divided by 52.18 wks | 1.53         | 9                       |
| Annual Leave                        | hourly leave rate X workweek length          | 2.36         | 10, 10A                 |
| Other Leave                         | hourly leave rate X workweek length          | 0.10         | 11, 11B, 11C<br>12, 12B |
| <b>Available Time per Week</b>      | Assigned Time minus Non-Available Time       | <b>38.01</b> |                         |
| <b>Non-Productive Time per Week</b> |  |              |                         |
| Service Diversions                  | See Non-Availability Allowance Matrix        | <b>5.86</b>  | 16, 16A                 |
| Service-wide Training/Pro Dev       |  | 4.74         | 17                      |
| General Unit Training               |  | 1.01         | 18                      |
| Unit-Specific Training; Ashore      | (to be determined during unit/unit type MRA) | 0.11         | 19                      |
|                                     |  | 0.00         | 20                      |
| <b>Productive Time per Week</b>     |  |              |                         |
| Watchstanding                       | Available Time minus Non-Productive Time     | <b>32.15</b> |                         |
| Day Work                            | All hours are watchstanding hours            | 32.15        |                         |
|                                     | Productive Time minus Watchstanding          | 0.00         |                         |
| <b>Productive Time per Year</b>     |  |              |                         |
| Duty                                |  | N/A          |                         |
| Watchstanding                       | watchstanding hrs/week X 52.18 weeks         | 1677.59      |                         |
| Day Work                            | day work hrs/week X 52.18 weeks              | 0.00         |                         |

**Table A-9: Peacetime Military 8-Hour Continuous Watch Workweek**

*Continued on next page*

## Standard and Mobilization Work Week Availability, Continued

**Peacetime Military 12-Hour Continuous Watch Workweek** The 12-hour continuous watch workweek averages 3.5 days of 12 hour watches per week. Again, the scheduling of watches varies from unit to unit.

### Peacetime Military 12-Hour Continuous Watch Workweek Ashore Units

| Category                            | Equation                                     | Calculation  | Assumptions             |
|-------------------------------------|--|--------------|-------------------------|
| <b>Monthly Breakdown</b>            |  |              |                         |
| Calendar Days per Month             | 365.25 days divided by 12 mo                 | 30.4375      | 1                       |
| Duty Days per Month                 | days/mo X .5 (1 in 2)                        | 15.2188      |                         |
| Other Days per Month                | calendar days/mo minus duty days/mo          | 15.2188      |                         |
| Relief Days per Month               | other days/mo X 1                            | 15.2188      | 4                       |
| Day Work Days per Month             | other days/mo minus relief days/mo           | 0.0000       |                         |
| <b>Weekly Breakdown</b>             |  |              |                         |
| Duty Days per Week                  | duty days/mo divided by 4.35 weeks/mo        | 3.50         |                         |
| Day Work Days per Week              | day work days/mo divided by 4.35 weeks/mo    | 0.00         |                         |
| Relief Days per Week                | relief days/mo divided by 4.35 weeks/mo      | 3.50         |                         |
| Total Days per Week                 | duty days + day work days + relief days      | <b>7.00</b>  |                         |
| <b>Hourly Breakdown</b>             |  |              |                         |
| Duty Hours per Day                  | duty day = 12 hours                          | 12.0000      |                         |
| Day Work Hours per Day              | day work day = 0 hours                       | 0.0000       |                         |
| Assigned Hours per Month            | (duty days/mo X 12) + (day work days/mo X 0) | 182.6250     |                         |
| Assigned Hours per Week             | assigned hours/mo divided by 4.35 wks/mo     | 41.9828      |                         |
| <b>Assigned Time per Week</b>       | assigned hours/week rounded off              | <b>42.00</b> |                         |
| <b>Non-Available Time per Week</b>  |  |              |                         |
| Federal Holidays                    | 10 holidays X 8 hrs/day divided by 52.18 wks | 1.53         | 9                       |
| Annual Leave                        | hourly leave rate X workweek length          | 2.36         | 10, 10A                 |
| Other Leave                         | hourly leave rate X workweek length          | 0.10         | 11, 11B, 11C<br>12, 12B |
| <b>Available Time per Week</b>      | Assigned Time minus Non-Available Time       | <b>38.01</b> |                         |
| <b>Non-Productive Time per Week</b> |  |              |                         |
| Service Diversions                  | See Non-Availability Allowance Matrix        | <b>5.86</b>  | 16, 16A                 |
| Service-wide Training/Pro Dev       |  | 4.74         | 17                      |
| General Unit Training               |  | 1.01         | 18                      |
| Unit-Specific Training; Ashore      | (to be determined during unit/unit type MRA) | 0.11         | 19                      |
|                                     |  | 0.00         | 20                      |
| <b>Productive Time per Week</b>     |  |              |                         |
| Watchstanding                       | Available Time minus Non-Productive Time     | <b>32.15</b> |                         |
| Day Work                            | All hours are watchstanding hours            | 32.15        |                         |
|                                     | Productive Time minus Watchstanding          | 0.00         |                         |
| <b>Productive Time per Year</b>     |  |              |                         |
| Duty                                |  | N/A          |                         |
| Watchstanding                       | watchstanding hrs/week X 52.18 weeks         | 1677.59      |                         |
| Day Work                            | day work hrs/week X 52.18 weeks              | 0.00         |                         |

**Table A-10: Peacetime Military 12-Hour Continuous Watch Workweek**

*Continued on next page*

## Standard and Mobilization Work Week Availability, Continued

### Peacetime Military Ashore 68-Hour Watch Workweek

The 68-hour workweek is the objective for shore units with 24-hour operational readiness requirements. The watchstanding requirements for these units are often stood by designated watchstanders in the duty sections. This workweek averages 1.75 duty days with non-duty days spent either as 8 hour workdays, or as two consecutive 24 hour liberty periods.

#### Peacetime Military Ashore Watchstander 68-Hour Workweek Ashore Units (1 in 4 Duty Day Rotation)

| Category                            | Equation                                     | Calculation  | Assumptions  |
|-------------------------------------|--|--------------|--------------|
| <b>Monthly Breakdown</b>            |  |              |              |
| Calendar Days per Month             | 365.25 days divided by 12 mo                 | 30.4375      | 1            |
| Duty Days per Month                 | days/mo X .25 (1 in 4)                       | 7.6094       |              |
| Other Days per Month                | calendar days/mo minus duty days/mo          | 22.8281      |              |
| Relief Days per Month               | calendar days/mo X 2/7                       | 8.6964       | 5            |
| Day Work Days per Month             | other days/mo minus relief days/mo           | 14.1317      |              |
| <b>Weekly Breakdown</b>             |  |              |              |
| Duty Days per Week                  | duty days/mo divided by 4.35 weeks/mo        | 1.75         |              |
| Day Work Days per Week              | day work days/mo divided by 4.35 weeks/mo    | 3.25         |              |
| Relief Days per Week                | relief days/mo divided by 4.35 weeks/mo      | 2.00         | 5            |
| Total Days per Week                 | duty days + day work days + relief days      | <b>7.00</b>  |              |
| <b>Hourly Breakdown</b>             |  |              |              |
| Duty Hours per Day                  | duty day = 24 hours                          | 24.0000      |              |
| Day Work Hours per Day              | day work day = 8 hours                       | 8.0000       |              |
| Assigned Hours per Month            | (duty days/mo X 24) + (day work days/mo X 8) | 295.6786     |              |
| Assigned Hours per Week             | assigned hours/mo divided by 4.35 wks/mo     | 67.9721      |              |
| <b>Assigned Time per Week</b>       | Assigned Hours/week rounded off              | <b>68.00</b> |              |
| <b>Duty Status Breakdown</b>        |  |              |              |
| Hours per week                      | duty days/wk X 24; day work days/wk X 8      | <b>42.00</b> | <b>26.00</b> |
| <b>Non-Available Time per Week</b>  |  |              |              |
| Federal Holidays                    | 10 holidays X 8 hrs/day divided by 52.18 wks | 0.00         | 1.53         |
| Annual Leave                        | hourly leave rate X workweek length          | 2.37         | 1.45         |
| Other Leave                         | hourly leave rate X workweek length          | 0.10         | 0.06         |
| Sleep                               | 1.75 duty days X 8 hrs of sleep/day          | 14.00        |              |
| Messing                             | 1.75 duty days X 2 hrs messing/day           | 3.50         |              |
| Personal/Readiness Standby          | 1.75 duty days X 2.43 hrs/day                | 4.25         |              |
| <b>Available Time per Week</b>      | Assigned Time minus Non-Available Time       | <b>17.78</b> | <b>22.96</b> |
| <b>Non-Productive Time per Week</b> |  |              |              |
| Service Diversions                  | See Non-Availability Allowance Matrix        | <b>0.00</b>  | <b>5.86</b>  |
| Service-wide Training & Pro Dev     |  |              | 4.74         |
| General Unit Training               |  |              | 1.01         |
| Unit-Specific Training; Ashore      | (to be determined during unit/unit type MRA) |              | 0.11         |
|                                     |  |              | 19           |
|                                     |  |              | 0.00         |
|                                     |  |              | 20           |
| <b>Productive Time per Week</b>     |  |              |              |
| Watchstanding                       | Available Time minus Non-Productive Time     | <b>17.78</b> | <b>17.10</b> |
| Day Work                            | 1.75 duty days X 8 hrs of watchstanding/day  | 14.00        | 0.00         |
|                                     | Productive Time minus Watchstanding          | 3.78         | 17.10        |
| <b>Productive Time per Year</b>     |  |              |              |
| Duty                                | duty hours/week - leave X 52.18 weeks        | 2062.68      |              |
| Watchstanding                       | watchstanding hrs/week X 52.18 weeks         | 730.52       |              |
| Day Work                            | day work hrs/week X 52.18 weeks              | 1089.52      |              |

**Table A-11: Peacetime Military Ashore Watchstander 68-Hour Workweek**

*Continued on next page*

## Standard and Mobilization Work Week Availability, Continued

### Peacetime Military Inport 40-Hour Workweek

This is the standard 40-hour workweek, which consists of five work days a week, 8-hours a day.

#### Peacetime Military Inport 40-Hour Workweek Afloat Units

| Category                                 | Equation                                    | Calculation  | Assumptions                       |
|--|---|--------------|-----------------------------------|
| <b>Monthly Breakdown</b>                 |   |              |                                   |
| Calendar Days per Month                  | 365.25 days divided by 12 mo                | 30.4375      | 1                                 |
| Duty Days per Month                      | days/mo X 0 (no duty days)                  | 0.0000       |                                   |
| Other Days per Month                     | calendar days/mo minus duty days/mo         | 30.4375      |                                   |
| Relief Days per Month                    | calendar days/mo X 2/7                      | 8.6964       | 2                                 |
| Day Work Days per Month                  | other days/mo minus relief days/mo          | 21.7411      |                                   |
| <b>Weekly Breakdown</b>                  |   |              |                                   |
| Duty Days per Week                       | duty days/mo divided by 4.35 weeks/mo       | 0.00         |                                   |
| Day Work Days per Week                   | day work days/mo divided by 4.35 weeks/mo   | 5.00         |                                   |
| Relief Days per Week                     | relief days/mo divided by 4.35 weeks/mo     | 2.00         |                                   |
| Total Days per Week                      | duty days + day work days + relief days     | <b>7.00</b>  |                                   |
| <b>Hourly Breakdown</b>                  |   |              |                                   |
| Duty Hours per Day                       | duty day = 0 hours                          | 0.0000       |                                   |
| Day Work Hours per Day                   | day work day = 8 hours                      | 8.0000       |                                   |
| Assigned Hours per Month                 | (duty days/mo X 0) + (day work days/mo X 8) | 173.9286     |                                   |
| Assigned Hours per Week                  | assigned hours/mo divided by 4.35 wks/mo    | 39.9836      |                                   |
| <b>Assigned Time per Week</b>            | assigned hours/week rounded off             | <b>40.00</b> |                                   |
| <b>Non-Available Time per Week</b>       |   |              |                                   |
| Federal Holidays                         | 5 holidays X 8 hrs/day divided by 26.09 wks | 1.53         | 9                                 |
| Annual Leave                             | hourly leave rate X workweek length         | 4.49         | 10, 10B                           |
| Other Leave                              | hourly leave rate X workweek length         | 0.19         | 11, 11A, 11B, 11C<br>12, 12A, 12B |
| <b>Available Time per Week</b>           | Assigned Time minus Non-Available Time      | <b>33.79</b> |                                   |
| <b>Non-Productive Time per Week</b>      |   |              |                                   |
| See Non-Availability Allowance Matrix    |   | <b>7.16</b>  | 16                                |
| Service Diversions                       |   | 4.74         | 17                                |
| Service-wide Training/Pro Dev            |   | 1.01         | 18                                |
| General Unit Training                    |   | 0.11         | 19                                |
| Unit-Specific Training;<br>Afloat/Inport |   | 1.30         | 20                                |
| <b>Productive Time per Week</b>          |   |              |                                   |
| Available Time minus Non-Productive Time |   | <b>26.63</b> |                                   |
| Watchstanding                            | N/A   | 0.00         |                                   |
| Day Work                                 | Productive Time minus Watchstanding         | 26.63        |                                   |
| <b>Productive Time per Week</b>          |   |              |                                   |
| Duty                                     |   | N/A          |                                   |
| Watchstanding                            | total watchstanding hrs/week                | 0.00         |                                   |
| Day Work                                 | total day work hrs/week                     | 26.63        |                                   |

**Table A-12: Peacetime Military Inport 40-Hour Workweek**

*Continued on next page*

## Standard and Mobilization Work Week Availability, Continued

**Peacetime Military Inport Non-Watchstander 68-Hour Workweek** The 68-hour workweek inport averages 1.75 duty days (1 in 4 rotation), with 3.25 non-duty days spent as eight hour workdays and two days as consecutive 24-hour liberty periods. The total hours per year for the 68-hour inport workweek varies with the unit's inport time. All productive time is dedicated to day work.

### Peacetime Military Inport Non-Watchstander 68-Hour Workweek Afloat Units (1 in 4 Duty Day Rotation)

| Category                                 | Equation                                     | Calculation  |              | Assumptions       |
|--|--|--------------|--------------|-------------------|
| <b>Monthly Breakdown</b>                 |  |              |              |                   |
| Calendar Days per Month                  | 365.25 days divided by 12 mo                 | 30.4375      |              | 1                 |
| Duty Days per Month                      | days/mo X .25 (1 in 4)                       | 7.6094       |              |                   |
| Other Days per Month                     | calendar days/mo minus duty days/mo          | 22.8281      |              |                   |
| Relief Days per Month                    | calendar days/mo X 2/7                       | 8.6964       |              | 5                 |
| Day Work Days per Month                  | other days/mo minus relief days/mo           | 14.1317      |              |                   |
| <b>Weekly Breakdown</b>                  |  |              |              |                   |
| Duty Days per Week                       | duty days/mo divided by 4.35 weeks/mo        | 1.75         |              |                   |
| Day Work Days per Week                   | day work days/mo divided by 4.35 weeks/mo    | 3.25         |              |                   |
| Relief Days per Week                     | relief days/mo divided by 4.35 weeks/mo      | 2.00         |              | 5                 |
| Total Days per Week                      | duty days + day work days + relief days      | <b>7.00</b>  |              |                   |
| <b>Hourly Breakdown</b>                  |  |              |              |                   |
| Duty Hours per Day                       | duty day = 24 hours                          | 24.0000      |              |                   |
| Day Work Hours per Day                   | day work day = 8 hours                       | 8.0000       |              |                   |
| Assigned Hours per Month                 | (duty days/mo X 24) + (day work days/mo X 8) | 295.6786     |              |                   |
| Assigned Hours per Week                  | assigned hours/mo divided by 4.35 wks/mo     | 67.9721      |              |                   |
| <b>Assigned Time per Week</b>            | Assigned Hours/week rounded off              | <b>68.00</b> |              |                   |
| <b>Duty Status Breakdown</b>             |  |              |              |                   |
| Hours per week                           | duty days/wk X 24; day work days/wk X 8      | <b>42.00</b> | <b>26.00</b> |                   |
| <b>Non-Available Time per Week</b>       |  |              |              |                   |
| Federal Holidays                         | 5 holidays X 8 hrs/day divided by 26.09 wks  | 0.00         | 1.53         | 9                 |
| Annual Leave                             | hourly leave rate X workweek length          | 4.74         | 2.90         | 10, 10B           |
| Other Leave                              | hourly leave rate X workweek length          | 0.20         | 0.12         | 11, 11A, 11B, 11C |
| Sleep                                    | 1.75 duty days X 8 hrs of sleep/day          | 14.00        |              | 12, 12A, 12B      |
| Messing                                  | 1.75 duty days X 2 hrs messing/day           | 3.50         |              | 13                |
| Personal/Readiness Standby               | 1.75 duty days X 2.43 hrs/day                | 4.25         |              | 14                |
| <b>Available Time per Week</b>           | Assigned Time minus Non-Available Time       | <b>15.31</b> | <b>21.45</b> | 15                |
| <b>Non-Productive Time per Week</b>      |  |              |              |                   |
| See Non-Availability Allowance Matrix    |  | <b>0.00</b>  | <b>7.16</b>  | 16                |
| Service Diversions                       |  |              | 4.74         | 17                |
| Servicewide Training & Pro Dev           |  |              | 1.01         | 18                |
| General Unit Training                    |  |              | 0.11         | 19                |
| Unit-Specific Training; Inport           |  |              | 1.30         | 20                |
| <b>Productive Time per Week</b>          |  |              |              |                   |
| Available Time minus Non-Productive Time |  | <b>15.31</b> | <b>14.29</b> |                   |
| Watchstanding                            | N/A  | 0.00         | 0.00         |                   |
| Day Work                                 | Productive Time minus Watchstanding          | 15.31        | 14.29        |                   |
| <b>Productive Time per Week</b>          |  |              |              |                   |
| Duty                                     | duty hours/week - leave                      | 37.06        |              |                   |
| Watchstanding                            | total watchstanding hrs/week X 26.09 weeks   | 0.00         |              |                   |
| Day Work                                 | total day work hrs/week X 26.09 weeks        | 29.60        |              |                   |

**Table A-13: Peacetime Military Inport Non-Watchstander 68-Hour Workweek**

*Continued on next page*

## Standard and Mobilization Work Week Availability, Continued

**Peacetime Military Underway Non-Watchstander Workweek** The underway workweek provides 8 hours of sleep, 2 hours for messing and 2 hours of personal time per day, with additional personal time on weekends. It also includes holiday non-availability time. Non-watchstanders perform approximately 67 hours of day work and/or operational evolutions per week.

### Peacetime Military Underway Non-Watchstander Workweek Afloat Units

| Category                            | Equation                                      | Calculation   | Assumptions |
|-------------------------------------|---|---------------|-------------|
| <b>Monthly Breakdown</b>            |   |               |             |
| Calendar Days per Month             | 365.25 days divided by 12 mo                  | 30.4375       | 1           |
| Duty Days per Month                 | days/mo X 1                                   | 30.4375       |             |
| Other Days per Month                | calendar days/mo minus duty days/mo           | 0.0000        |             |
| Relief Days per Month               | calendar days/mo X 0                          | 0.0000        |             |
| Day Work Days per Month             | other days/mo minus relief days/mo            | 0.0000        |             |
| <b>Weekly Breakdown</b>             |   |               |             |
| Duty Days per Week                  | duty days/mo divided by 4.35 weeks/mo         | 7.00          |             |
| Day Work Days per Week              | day work days/mo divided by 4.35 weeks/mo     | 0.00          |             |
| Relief Days per Week                | relief days/mo divided by 4.35 weeks/mo       | 0.00          |             |
| Total Days per Week                 | duty days + day work days + relief days       | <b>7.00</b>   |             |
| <b>Hourly Breakdown</b>             |   |               |             |
| Duty Hours per Day                  | duty day = 24 hours                           | 24.0000       |             |
| Day Work Hours per Day              | day work day = 0 hours                        | 0.0000        |             |
| Assigned Hours per Month            | (duty days/mo X 24) + (day work days/mo X 0)  | 730.5000      |             |
| Assigned Hours per Week             | assigned hours/mo divided by 4.35 wks/mo      | 167.9310      |             |
| <b>Assigned Time per Week</b>       | assigned hours/week rounded off               | <b>168.00</b> |             |
| <b>Non-Available Time per Week</b>  |   |               |             |
| Federal Holidays                    | 5 holidays X 8 hrs/day divided by 26.09 wks   | 1.53          | 9           |
| Annual Leave                        | N/A   | 0.00          | 10, 10B     |
| Other Leave                         | N/A   | 0.00          | 11, 11A     |
| Sleep                               | 8 hrs of sleep/day X 7 days                   | 56.00         | 12, 12A     |
| Messing                             | 2 hrs of messing/day X 7 days                 | 14.00         | 13          |
| Personal Time                       | 2 hrs/day X 7 days plus 3 extra hrs on Sunday | 17.00         | 14          |
| <b>Available Time per Week</b>      | Assigned Time minus Non-Available Time        | <b>79.47</b>  | 15          |
| <b>Non-Productive Time per Week</b> |   |               |             |
| Service Diversions                  | See Non-Availability Allowance Matrix         | <b>12.69</b>  | 16          |
| Service-wide Training/Pro Dev       |   | 4.74          | 17          |
| General Unit Training               |   | 1.01          | 18          |
| Unit-Specific Training;             |   | 0.11          | 19          |
| Afloat/Underway                     |   | 6.83          | 20          |
| <b>Productive Time per Week</b>     |   |               |             |
| Watchstanding                       | Available Time minus Non-Productive Time      | <b>66.78</b>  |             |
| Day Work                            | N/A   | 0.00          | 21          |
| <b>Productive Time per Week</b>     | Productive Time minus Watchstanding           | <b>66.78</b>  |             |
| <b>Productive Time per Week</b>     |   |               |             |
| Duty                                |   | N/A           |             |
| Watchstanding                       | total watchstanding hrs/week                  | 0.00          |             |
| Day Work                            | total day work hrs/week                       | 66.78         |             |

**Table A-14: Peacetime Military Underway Non-Watchstander Workweek**

*Continued on next page*

## Standard and Mobilization Work Week Availability, Continued

**Peacetime Military Inport Watchstander 68-Hour Workweek** The 68-hour workweek inport averages 1.75 duty days (1 in 4 rotation), with 3.25 non-duty days spent as eight hour workdays and two days as consecutive 24-hour liberty periods. The total hours per year for the 68-hour inport workweek vary with the unit's inport time. Productive time is split between watchstanding and day work.

**Peacetime Military Inport Watchstander 68-Hour Workweek  
Afloat Units (1 in 4 Duty Day Rotation)**

| Category                            | Equation                                     | Calculation  |                 | Assumptions    |
|-------------------------------------|--|--------------|-----------------|----------------|
| <b>Monthly Breakdown</b>            |  |              |                 |                |
| Calendar Days per Month             | 365.25 days divided by 12 mo                 | 30.4375      |                 | 1              |
| Duty Days per Month                 | days/mo X .25 (1 in 4)                       | 7.6094       |                 |                |
| Other Days per Month                | calendar days/mo minus duty days/mo          | 22.8281      |                 |                |
| Relief Days per Month               | calendar days/mo X 2/7                       | 8.6964       |                 | 5              |
| Day Work Days per Month             | other days/mo minus relief days/mo           | 14.1317      |                 |                |
| <b>Weekly Breakdown</b>             |  |              |                 |                |
| Duty Days per Week                  | duty days/mo divided by 4.35 weeks/mo        | 1.75         |                 |                |
| Day Work Days per Week              | day work days/mo divided by 4.35 weeks/mo    | 3.25         |                 |                |
| Relief Days per Week                | relief days/mo divided by 4.35 weeks/mo      | 2.00         |                 | 5              |
| Total Days per Week                 | duty days + day work days + relief days      | <b>7.00</b>  |                 |                |
| <b>Hourly Breakdown</b>             |  |              |                 |                |
| Duty Hours per Day                  | duty day = 24 hours                          | 24.0000      |                 |                |
| Day Work Hours per Day              | day work day = 8 hours                       | 8.0000       |                 |                |
| Assigned Hours per Month            | (duty days/mo X 24) + (day work days/mo X 8) | 295.6786     |                 |                |
| Assigned Hours per Week             | assigned hours/mo divided by 4.35 wks/mo     | 67.9721      |                 |                |
| <b>Assigned Time per Week</b>       | Assigned Hours/week rounded off              | <b>68.00</b> |                 |                |
| <b>Duty Status Breakdown</b>        |  | <b>Duty</b>  | <b>Day Work</b> |                |
| Hours per week                      | duty days/wk X 24; day work days/wk X 8      | <b>42.00</b> | <b>26.00</b>    |                |
| <b>Non-Available Time per Week</b>  |  | <b>26.69</b> | <b>4.55</b>     | 9              |
| Federal Holidays                    | 5 holidays X 8 hrs/day divided by 26.09 wks  | 0.00         | 1.53            | 10, 10B        |
| Annual Leave                        | hourly leave rate X workweek length          | 4.74         | 2.90            | 11,11A,11B,11C |
| Other Leave                         | hourly leave rate X workweek length          | 0.20         | 0.12            | 12, 12A, 12B   |
| Sleep                               | 1.75 duty days X 8 hrs of sleep/day          | 14.00        |                 | 13             |
| Messing                             | 1.75 duty days X 2 hrs messing/day           | 3.50         |                 | 14             |
| Personal/Readiness Standby          | 1.75 duty days X 2.43 hrs/day                | 4.25         |                 | 15             |
| <b>Available Time per Week</b>      | Assigned Time minus Non-Available Time       | <b>15.31</b> | <b>21.45</b>    |                |
| <b>Non-Productive Time per Week</b> |  | <b>0.00</b>  | <b>7.16</b>     | 16             |
| Service Diversions                  |  |              | 4.74            | 17             |
| Servicewide Training & Pro Dev      |  |              | 1.01            | 18             |
| General Unit Training               |  |              | 0.11            | 19             |
| Unit-Specific Training; Inport      |  |              | 1.30            | 20             |
| <b>Productive Time per Week</b>     |  | <b>15.31</b> | <b>14.29</b>    |                |
| Watchstanding                       | 1.75 duty days X 8 hrs of watchstanding/day  | 14.00        | 0.00            | 21             |
| Day Work                            | Productive Time minus Watchstanding          | 1.31         | 14.29           |                |
| <b>Productive Time per Week</b>     |  |              |                 |                |
| Duty                                | duty hours/week - leave                      | 37.06        |                 |                |
| Watchstanding                       | total watchstanding hrs/week                 | 14.00        |                 |                |
| Day Work                            | total day work hrs/week                      | 15.60        |                 |                |

**Table A-15: Peacetime Military Inport Watchstander 68-Hour Workweek**

*Continued on next page*

## Standard and Mobilization Work Week Availability, Continued

**Peacetime Military Underway Watchstander Workweek (1 in 3)**      The underway workweek provides 8-hours of sleep per day, 2-hours per day for messing and 2-hours per day of personal time, with additional personal time on weekends. Watchstanders average 56 hours of watch per 7-day week and approximately 12-hours of day work and/or operational evolutions.

### Peacetime Military Underway Watchstander Workweek Afloat Units (1 in 3 Rotation)

| Category                            | Equation                                      | Calculation   | Assumptions |
|-------------------------------------|---|---------------|-------------|
| <b>Monthly Breakdown</b>            |   |               |             |
| Calendar Days per Month             | 365.25 days divided by 12 mo                  | 30.4375       | 1           |
| Duty Days per Month                 | days/mo X 1                                   | 30.4375       |             |
| Other Days per Month                | calendar days/mo minus duty days/mo           | 0.0000        |             |
| Relief Days per Month               | calendar days/mo X 0                          | 0.0000        |             |
| Day Work Days per Month             | other days/mo minus relief days/mo            | 0.0000        |             |
| <b>Weekly Breakdown</b>             |   |               |             |
| Duty Days per Week                  | duty days/mo divided by 4.35 weeks/mo         | 7.00          |             |
| Day Work Days per Week              | day work days/mo divided by 4.35 weeks/mo     | 0.00          |             |
| Relief Days per Week                | relief days/mo divided by 4.35 weeks/mo       | 0.00          |             |
| Total Days per Week                 | duty days + day work days + relief days       | <b>7.00</b>   |             |
| <b>Hourly Breakdown</b>             |   |               |             |
| Duty Hours per Day                  | duty day = 24 hours                           | 24.0000       |             |
| Day Work Hours per Day              | day work day = 0 hours                        | 0.0000        |             |
| Assigned Hours per Month            | (duty days/mo X 24) + (day work days/mo X 0)  | 730.5000      |             |
| Assigned Hours per Week             | assigned hours/mo divided by 4.35 wks/mo      | 167.9310      |             |
| <b>Assigned Time per Week</b>       | assigned hours/week rounded off               | <b>168.00</b> |             |
| <b>Non-Available Time per Week</b>  |   |               |             |
| Federal Holidays                    | N/A   | 0.00          | 9           |
| Annual Leave                        | N/A   | 0.00          | 10, 10B     |
| Other Leave                         | N/A   | 0.00          | 11, 11A     |
| Sleep                               | 8 hrs of sleep/day X 7 days                   | 56.00         | 12, 12A     |
| Messing                             | 2 hrs of messing/day X 7 days                 | 14.00         | 13          |
| Personal Time                       | 2 hrs/day X 7 days plus 3 extra hrs on Sunday | 17.00         | 14          |
| <b>Available Time per Week</b>      | Assigned Time minus Non-Available Time        | <b>81.00</b>  | 15          |
| <b>Non-Productive Time per Week</b> |   |               |             |
| Service Diversions                  | See Non-Availability Allowance Matrix         | <b>12.69</b>  | 16          |
| Service-wide Training/Pro Dev       |   | 4.74          | 17          |
| General Unit Training               |   | 1.01          | 18          |
| Unit-Specific Training;             |   | 0.11          | 19          |
| Afloat/Underway                     |   | 6.83          | 20          |
| <b>Productive Time per Week</b>     |   |               |             |
| Watchstanding                       | Available Time minus Non-Productive Time      | <b>68.31</b>  |             |
| Day Work                            | 8 hrs of watchstanding/day X 7 days           | 56.00         | 21          |
|                                     | Productive Time minus Watchstanding           | 12.31         |             |
| <b>Productive Time per Week</b>     |   |               |             |
| Duty                                |   | N/A           |             |
| Watchstanding                       | total watchstanding hrs/week                  | 56.00         |             |
| Day Work                            | total day work hrs/week X 26.09 weeks         | 12.31         |             |

**Table A-16: Peacetime Military Underway Watchstander Workweek (1 in 3)**

*Continued on next page*

## Standard and Mobilization Work Week Availability, Continued

**Peacetime Military Underway Watchstander Workweek (1 in 4)** Watchstanders average 42 hours of watch per 7-day week and approximately 26 hours of day work and/or operational evolutions.

**Peacetime Military Underway Watchstander Workweek  
Afloat Units (1 in 4 Rotation)**

| Category                                   | Equation                                      | Calculation   | Assumptions |
|--|---|---------------|-------------|
| <b>Monthly Breakdown</b>                   |   |               |             |
| Calendar Days per Month                    | 365.25 days divided by 12 mo                  | 30.4375       | 1           |
| Duty Days per Month                        | days/mo X 1                                   | 30.4375       |             |
| Other Days per Month                       | calendar days/mo minus duty days/mo           | 0.0000        |             |
| Relief Days per Month                      | calendar days/mo X 0                          | 0.0000        |             |
| Day Work Days per Month                    | other days/mo minus relief days/mo            | 0.0000        |             |
| <b>Weekly Breakdown</b>                    |   |               |             |
| Duty Days per Week                         | duty days/mo divided by 4.35 weeks/mo         | 7.00          |             |
| Day Work Days per Week                     | day work days/mo divided by 4.35 weeks/mo     | 0.00          |             |
| Relief Days per Week                       | relief days/mo divided by 4.35 weeks/mo       | 0.00          |             |
| Total Days per Week                        | duty days + day work days + relief days       | <b>7.00</b>   |             |
| <b>Hourly Breakdown</b>                    |   |               |             |
| Duty Hours per Day                         | duty day = 24 hours                           | 24.0000       |             |
| Day Work Hours per Day                     | day work day = 0 hours                        | 0.0000        |             |
| Assigned Hours per Month                   | (duty days/mo X 24) + (day work days/mo X 0)  | 730.5000      |             |
| Assigned Hours per Week                    | assigned hours/mo divided by 4.35 wks/mo      | 167.9310      |             |
| <b>Assigned Time per Week</b>              | assigned hours/week rounded off               | <b>168.00</b> |             |
| <b>Non-Available Time per Week</b>         |   |               |             |
|  |   | <b>87.00</b>  | 9           |
| Federal Holidays                           | N/A   | 0.00          | 10, 10B     |
| Annual Leave                               | N/A   | 0.00          | 11, 11A     |
| Other Leave                                | N/A   | 0.00          | 12, 12A     |
| Sleep                                      | 8 hrs of sleep/day X 7 days                   | 56.00         | 13          |
| Messing                                    | 2 hrs of messing/day X 7 days                 | 14.00         | 14          |
| Personal Time                              | 2 hrs/day X 7 days plus 3 extra hrs on Sunday | 17.00         | 15          |
| <b>Available Time per Week</b>             | Assigned Time minus Non-Available Time        | <b>81.00</b>  |             |
| <b>Non-Productive Time per Week</b>        |   |               |             |
|  | See Non-Availability Allowance Matrix         | <b>12.69</b>  | 16          |
| Service Diversions                         |   | 4.74          | 17          |
| Servicewide Training/Pro Dev               |   | 1.01          | 18          |
| General Unit Training                      |   | 0.11          | 19          |
| Unit-Specific Training;<br>Afloat/Underway |   | 6.83          | 20          |
| <b>Productive Time per Week</b>            |   |               |             |
|  | Available Time minus Non-Productive Time      | <b>68.31</b>  |             |
| Watchstanding                              | 6 hrs of watchstanding/day X 7 days           | 42.00         | 22          |
| Day Work                                   | Productive Time minus Watchstanding           | 26.31         |             |
| <b>Productive Time per Week</b>            |   |               |             |
| Duty                                       |   | N/A           |             |
| Watchstanding                              | total watchstanding hrs/week                  | 42.00         |             |
| Day Work                                   | total day work hrs/week X 26.09 weeks         | 26.31         |             |

**Table A-17: Peacetime Military Underway Watchstander Workweek (1 in 4)**

*Continued on next page*

## Standard and Mobilization Work Week Availability, Continued

| <b>U.S. Coast Guard Standard Workweek Assumptions</b> |  |
|---|--|
| <b>Note</b>   | <b>Assumption</b>  |
| 1   | All workweek calculations are based on 365.25 days/year, 52.18 weeks/year, and 4.35 weeks/month.   |
| 2   | Per 5 USC §6101, the basic 40-hour workweek is scheduled on 5 days, Monday through Friday when possible, and the 2 relief days outside the basic workweek are consecutive.   |
| 3   | Four section watch schedule leads to 1/4 of the month off, or 1.75 relief days per week.   |
| 4   | Four section watch schedule leads to 1/2 of the month off, or 3.5 relief days per week.  |
| 5   | The 68 hour workweek averages 1.75 duty days (one in four rotation), with non-duty days spent either as 8-hour workdays or as two consecutive 24-hour liberty periods.   |
| 6   | The underway workweeks do not allow relief days; instead, personal time is provided in the weekly calculations.  |
| 7   | Mobilization workweeks allow for one day of relief per 7-day week.   |
| 8   | Afloat Availability is based on Coast Guard wide average of 26.09 weeks at sea and 26.09 weeks inport for cutters. Variances greater than 3 weeks from this standard require recalculation of cutter availability.   |
| 9   | Non-Available Time is time dedicated to those activities that render personnel unavailable to perform any type of work. Non-available time includes Federal holidays, leave, sleep, messing, and personal time. For additional information, including a calculation of all non-available time factors, see the Non-Availability Allowance Matrix dated December 28, 2012.  |
| 10  | Federal holiday hours per week are based on 10 Federal holidays per year (New Year's Day, MLK Day, President's Day, Memorial Day, Independence Day, Labor Day, Columbus Day, Veteran's Day, Thanksgiving, and Christmas). The factor of 1.53 holiday hours per week is calculated by multiplying the 10 holidays by 8 hours/day, and then dividing by 52.18 weeks. For the 50-hour workweek, 1.91 hours per week is calculated by multiplying the 10 holidays by 10 hours/day, and then dividing by 52.18 weeks. |
| 10A   | For the Ashore Unit Watchstander Workweeks (i.e., 8-hr Continuous Watch; 12-hr Continuous Watch; Peacetime Military Watchstander 68-hour Workweek), holidays that fall on a duty day are <b>NOT</b> compensated on a non-duty day. Federal Holidays are not counted toward Non-Available Time.   |

**Table A-18: U. S. Coast Guard Standard Workweek Assumptions**

*Continued on next page*

## Standard and Mobilization Work Week Availability, Continued

| <b>U.S. Coast Guard Standard Workweek Assumptions</b> |   |
|---|---|
| <b>Note</b>   | <b>Assumption</b>   |
| 10B   | Federal holiday hours are not applied to the Peacetime Military Watchstander Underway Workweek, as watchstanders are not compensated for the time. Federal holiday hours are applied to the Peacetime Military Non-Watchstander Underway Workweek, as non-watchstanders are generally authorized holiday routine those days. A factor of 1.53 holiday hours per week is calculated by multiplying 5 holidays by 8-hours/day, and then dividing by 26.09 weeks. Federal holiday hours are applied to the Peacetime Military Inport Workweeks for Afloat Units. Holidays that fall on a duty day are compensated on a non-duty day, so that all holiday time is counted against non-duty time. A factor of 1.53 holiday hours per week is calculated by multiplying 5 holidays by 8-hours/day, and then dividing by 26.09 weeks.  |
| 10C   | Federal holiday hours are not applied to the Mobilization Workweeks.  |
| 11  | Annual leave factors are based on actual leave taken by military members and civilian employees. Annual leave is calculated at 20.5 days per year for military members, and 155.04 hours per year for civilian employees. Leave during normally scheduled liberty periods is not counted.   |
| 11A   | No leave is applied to the Underway Workweeks; consequently, the entire year's worth of annual leave is incorporated in the 26.09 inport workweeks.   |
| 11B   | Military members use 8-hours of leave per day per non-duty day, 12-hours of leave per day for a 12-hour continuous watch, and 24-hours of leave per duty day.   |
| 11C   | For military members, hourly "annual leave" hours is calculated by multiplying days of annual leave days per year (from the Non-Availability Allowance Matrix) by 24 hours to determine annual leave hours; dividing annual leave hours by 365.25 days (ashore) or 182.625 (afloat inport) to obtain daily leave hours; and then dividing by 24 hours to obtain an hourly leave rate. The hourly leave rate is then multiplied by the workweek length (40-, 42-, 50-, or 68-hours) to obtain the leave hours per week. By doing this, leave taken during normally scheduled liberty periods is also discounted. To obtain the duty/day work leave apportionment split for the 68-hour workweek: <ul style="list-style-type: none"> <li>• For duty leave, multiply the leave hours per week by .62 (duty hours = 42 hours out of 68 hour workweek [1.75 X 24], or 62% of workweek hours).</li> <li>• For day work leave, multiply the leave hours per week by .38 (day work hours = 26 hours out of 68 hour workweek [3.25 X 8], or 38% of workweek hours).</li> </ul> |
| 11D   | For civilian employees, hourly "annual" leave hours is calculated by dividing total leave hours per year by 52.18 weeks to determine weekly leave hours, and then dividing weekly leave hours by 40 to determine an hourly leave rate. The hourly leave rate is then multiplied by the workweek length (40-, 42-, or 72-hours) to obtain the leave hours per week.  |
| 11E   | Annual leave is not applied to the Mobilization Workweeks.  |

**Table A-18: U. S. Coast Guard Standard Workweek Assumptions**

*Continued on next page*

## Standard and Mobilization Work Week Availability, Continued

| U.S. Coast Guard Standard Workweek Assumptions |  |
|--|--|
| Note   | Assumption   |
| 12   | <p>"Other" Leave factors are based on actual leave taken by military members and civilian employees.</p> <ul style="list-style-type: none"> <li>• Other Leave is calculated at 0.20 days per year for active duty military members, and includes Sick Leave, Adoption Leave, Paternity Leave, Maternity Leave, and Deductible time (also known as bad time).</li> <li>• Other leave is calculated at 0.02 days per year for Selected Reserve (SELRES) military members.</li> <li>• Other Leave is calculated at 96.84 hours per year for civilian employees, and includes Sick Leave, Injury Leave, Administrative Leave and Leave without Pay (LWOP). Leave during normally scheduled liberty periods is not counted.</li> </ul>  |
| 12A  | No leave is applied to the Underway Workweeks; consequently, the entire year's worth of "other" leave is incorporated in the inport workweeks.   |
| 12B  | <p>For military members, hourly "other leave" hours is calculated by multiplying days of annual leave days per year (from the Non-Availability Allowance Matrix) by 24 hours to determine annual leave hours; dividing annual leave hours by 365.25 days (ashore) or 182.625 (afloat inport) to obtain daily leave hours; and then dividing by 24 hours to obtain an hourly leave rate. The hourly leave rate is then multiplied by the workweek length (40-, 42-, 50-, or 68-hours) to obtain the leave hours per week. To obtain the duty/day work leave apportionment split for the 68-hour workweek:</p> <ul style="list-style-type: none"> <li>• For duty leave, multiply the leave hours per week by .62 (duty hours = 42 hours out of 68 hour workweek [1.75 X 24], or 62% of workweek hours).</li> <li>• For day work leave, multiply the leave hours per week by .38 (day work hours = 26 hours out of 68 hour workweek [3.25 X 8], or 38% of workweek hours).</li> </ul> |
| 12C  | For civilian employees, hourly "other leave" hours is calculated by dividing total leave hours per year by 52.18 weeks to determine weekly leave hours, and then dividing weekly leave hours by 40 to determine an hourly leave rate. The hourly leave rate is then multiplied by the workweek length (40-, 42-, or 72-hours) to obtain the leave hours per week.  |
| 13   | Watchstanders/duty personnel are afforded 8-hours of sleep per duty day.   |
| 14   | Watchstanders/duty personnel are afforded 2-hours of messing per duty day.   |
| 15   | Watchstanders/duty personnel are afforded 2-hours of personal/readiness standby time per duty day, with an additional 3-hours provided on Sundays.   |
| 16   | Non-Productive Time is time spent participating in Coast Guard-directed, -recognized, or -approved activities, rendering personnel unavailable to accomplish/support the OE's missions, functions, and goals (direct work), or help manage organizational, personnel, and capital assets (indirect work). Non-productive time includes service diversions, service-wide training and professional development, general unit training, and unit-specific training. For additional information, including a calculation of all non-productive time factors, see the Non-Availability Allowance Matrix dated December 28, 2012.   |

**Table A-18: U. S. Coast Guard Standard Workweek Assumptions**

*Continued on next page*

## Standard and Mobilization Work Week Availability, Continued

| <b>U.S. Coast Guard Standard Workweek Assumptions</b> |  |
|---|--|
| <b>Note</b>   | <b>Assumption</b>  |
| 16A   | For the Peacetime Military and Civilian 8-Hour and 12-Hour Continuous Watch Workweeks, and the Peacetime Civilian Firefighters Workweek, watchstanders must be given time off from watch to perform non-productive time activities. See the Non-Availability Allowance Matrix dated December 28, 2012 (App A) for additional information.  |
| 17  | Service diversions are activities required by regulations or policy which must be accomplished during working hours and which detract from a worker's availability to perform productive work. Service diversions categories include PCS-related allowances, organizational requirements, administrative requirements, and health services allowances. See the Non-Availability Allowance Matrix dated December 28, 2012 (App A) for additional information. |
| 17A   | Service diversions are minimized for mobilization workweeks. For Active Duty and Selected Reserve (SELRES) military members, the only Service diversions included in the calculation are personnel record upkeep and medical/dental outpatient treatment. For civilian employees, the only Service diversions included in the calculation are personnel record upkeep and timekeeping.   |
| 18  | Service-wide training and professional development includes mandated training (A) and (B); enlisted testing; workforce professional development; the mandatory Individual Development Plan (IDP) program; and the Reserve Member Individual Training Plan (ITP) program.   |
| 18A   | Service-wide training and professional development is minimized for mobilization workweeks. For Active Duty and Selected Reserve (SELRES) military members, the only allowance is for enlisted testing. For civilian employees, no allowances are applied.   |
| 19  | General unit training is calculated at ½ hour per month to cover all-hands training and drills at all Coast Guard units, based on general all-hands training requirements established by various Commandant Instructions at a rate of one course/drill per month.  |
| 19A   | General unit training is not applied to the Mobilization Workweeks.  |
| 20  | Unit-specific training differs between unit types and is based on assigned mission training requirements. This factor for ashore units will be calculated during Unit Type-specific MRAs.  |
| 20A   | Unit-specific training is not applied to the Mobilization Workweeks.   |
| 21  | Watchstanders are scheduled 8-hours of watch per duty day for a one-in-three watch rotation. This equates to 4-hours of watch followed by 8-hours of non-watch (4 on – 8 off).   |
| 22  | Watchstanders are scheduled 6-hours of watch per duty day for a one-in-four watch rotation. This equates to 4-hours of watch followed by 12-hours of non-watch (4 on 12 off).  |

**Table A-18: U. S. Coast Guard Standard Workweek Assumptions**

*Continued on next page*

## Standard and Mobilization Work Week Availability, Continued

### General Information

Mobilization workweeks are for planning purposes, and adjustments to meet extenuating circumstances or exigent operating parameters during the initial surge may be required to meet the command mobilization mission. The following chart identifies the non-availability and non-productive work factors used when calculating productive time for all Mobilization Workweeks.

| <b>Non-Availability and Non-Productive Work Allowances for Mobilization Workweeks</b> |                    |                    |                    |
|---|--------------------|--------------------|--------------------|
| <b>Hours Allotted per Week for:</b>   | <b>Active Duty</b> | <b>SELRES</b>      | <b>Civilian</b>    |
| All Other Leave   | 0.13               | 0.01               | 1.86               |
| Personnel Record Upkeep   | 0.11               | 0.23               | 0.11               |
| Timekeeping   | 0.00               | 0.00               | 0.11               |
| Medical & Dental Outpatient Treatment   | 0.19               | 0.02               | 0.00               |
| Enlisted Testing  | 0.03               | 0.01               | 0.00               |
| <b>TOTAL</b>  | <b>0.46 hrs/wk</b> | <b>0.27 hrs/wk</b> | <b>2.08 hrs/wk</b> |

The following adjustments are made to the various Coast Guard peacetime standard workweeks, to provide increased capacity.

- Mobilization Location
  - Underway workweeks for afloat units are recalculated using the non-availability and non-productive work factors listed above. The inport 40-hour workweek is dropped; all non-watchstanders stand the Mobilization Military Inport Non-Watchstander 68-Hour Workweek.
  - The continuous watch, duty standing, and firefighter workweeks are recalculated using the non-availability and non-productive work factors listed above.
  - The ashore 5-day workweeks are modified as follows, and productive time is calculated using the non-availability and non-productive work factors listed above:
    - Phase 1 (M-day through M+2 months): 10 hours/day, six days/week (60 hour workweek)
    - Phase 2 (M+2 months and beyond): 8 hours/day, six days/week (48 hour workweek)

*Continued on next page*

## Standard and Mobilization Work Week Availability, Continued

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### Mobilization Work Weeks

There are two mobilization-specific workweeks that replace the standard 40-Hour Workweek. These workweeks have been established to provide increased capabilities with assigned military and civilian manpower resources:

- Mobilization Phase 1 60-Hour Workweek. This workweek consists of six work days a week, 10-hours a day, and is used to staff surge operations during the first two months of the mobilization event.
- Mobilization Phase 2 48-Hour Workweek. This workweek consists of six work days a week, 8-hours a day, and is used to sustain operations after the first two months of the mobilization event.

Mobilization Work Weeks can be categorized as:

- Ashore Units – Civilian Employee Workweeks
  - Non-Watchstanders
    - Mobilization Phase 1 Civilian 60-Hour Workweek
    - Mobilization Phase 2 Civilian 48-Hour Workweek
  - Watchstanders
    - Mobilization Civilian 8-Hour Continuous Watch Workweek
    - Mobilization Civilian 12-Hour Continuous Watch Workweek
    - Mobilization Civilian Firefighter Workweek
- Ashore Units – Military Personnel Workweeks
  - Non-Watchstanders
    - Mobilization Phase 1 Military Ashore 60-Hour Workweek
    - Mobilization Phase 2 Military Ashore 48-Hour Workweek
    - Mobilization Military Ashore Non-Watchstander 68-Hour Workweek
  - Watchstanders
    - Mobilization Military 8-Hour Continuous Watch Workweek
    - Mobilization Military 12-Hour Continuous Watch Workweek
    - Mobilization Military Ashore Watchstander 68-Hour Workweek
- Afloat Units – Military Personnel Workweeks
  - Non-Watchstanders
    - Mobilization Military Inport Non-Watchstander 68-Hour Workweek
    - Mobilization Military Underway Non-Watchstander
  - Watchstanders
    - Mobilization Military Inport Watchstander 68-Hour Workweek
    - Mobilization Military Underway Watchstander (1 in 3)
    - Mobilization Military Underway Watchstander (1 in 4)

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## Standard and Mobilization Work Week Availability, Continued

### Summary of Total Productive Time for Mobilization Workweeks

(see Figures 6-03 to 6-18 for detailed calculations)

| Mobilization Workweeks   | Servicewide Average (1)<br>Hrs/Week |
|--|-------------------------------------|
| <b>Ashore Units - Civilian Employee Workweeks</b>                      |                                     |
| Non-Watchstanders  |                                     |
| Mobilization Phase I; Civilian 60-Hour Workweek                        | 57.00                               |
| Mobilization Phase II; Civilian 48-Hour Workweek                       | 45.55                               |
| Watchstanders  |                                     |
| Mobilization Civilian 8-Hour Continuous Watch Workweek                 | 39.83                               |
| Mobilization Civilian 12-Hour Continuous Watch Workweek                | 39.83                               |
| Mobilization Civilian Firefighter Workweek                             | 31.15                               |
| <b>Ashore Units - Military Workweeks</b>                               |                                     |
| Non-Watchstanders  |                                     |
| Mobilization Phase I; Military Ashore 60-Hour Workweek                 | 59.53                               |
| Mobilization Phase II; Military Ashore 48-Hour Workweek                | 47.56                               |
| Mobilization Military Ashore Non-Watchstander 68-Hour Workweek         | 45.76                               |
| Watchstanders  |                                     |
| Mobilization Military 8-Hour Continuous Watch Workweek                 | 41.57                               |
| Mobilization Military 12-Hour Continuous Watch Workweek                | 41.57                               |
| Mobilization Military Ashore Watchstander 68-Hour Workweek             | 45.76                               |
| <b>Afloat Units – Military Personnel Workweeks</b>                     |                                     |
| Non-Watchstanders  |                                     |
| Mobilization Military Inport Non-Watchstander 68-Hour Workweek         | 45.60                               |
| Mobilization Military Underway Non-Watchstander Workweek               | 80.67                               |
| Watchstanders  |                                     |
| Mobilization Military Inport Watchstander 68-Hour Workweek             | 45.60                               |
| Mobilization Military Underway Watchstander Workweek (1 in 3 Rotation) | 80.67                               |
| Mobilization Military Underway Watchstander Workweek (1 in 4 Rotation) | 80.67                               |

Notes:

1. Hours based on total productive time. See the appropriate Figure for a complete breakdown of duty availability, as well as productive time by watchstanding and day work hours.

**Table A-19: Summary of Total Productive Time for Mobilization Workweeks**

*Continued on next page*

## Standard and Mobilization Work Week Availability, Continued

### Mobilization Phase I; 60-Hour Workweek 6 Days/Week, 10 Hours/Day

| Category                            | Equation                                     | Calculation  | Assumptions |
|-------------------------------------|--|--------------|-------------|
| <b>Monthly Breakdown</b>            |  |              |             |
| Calendar Days per Month             | 365.25 days divided by 12 mo                 | 30.4375      | 1           |
| Duty Days per Month                 | days/mo X 0 (no duty days)                   | 0.0000       |             |
| Other Days per Month                | calendar days/mo minus duty days/mo          | 30.4375      |             |
| Relief Days per Month               | calendar days/mo X 1/7                       | 4.3482       | 7           |
| Day Work Days per Month             | other days/mo minus relief days/mo           | 26.0893      |             |
| <b>Weekly Breakdown</b>             |  |              |             |
| Duty Days per Week                  | duty days/mo divided by 4.35 weeks/mo        | 0.00         |             |
| Day Work Days per Week              | day work days/mo divided by 4.35 weeks/mo    | 6.00         |             |
| Relief Days per Week                | relief days/mo divided by 4.35 weeks/mo      | 1.00         |             |
| Total Days per Week                 | duty days + day work days + relief days      | <b>7.00</b>  |             |
| <b>Hourly Breakdown</b>             |  |              |             |
| Duty Hours per Day                  | duty day = 0 hours                           | 0.0000       |             |
| Day Work Hours per Day              | day work day = 10 hours                      | 10.0000      |             |
| Assigned Hours per Month            | (duty days/mo X 0) + (day work days/mo X 10) | 260.8929     |             |
| Assigned Hours per Week             | assigned hours/mo divided by 4.35 wks/mo     | 59.9754      |             |
| <b>Assigned Time per Week</b>       | assigned hours/week rounded off              | <b>60.00</b> |             |
| <b>Non-Available Time per Week</b>  |  |              |             |
|                                     |  | <b>2.78</b>  | 9           |
| Federal Holidays                    | N/A  | 0.00         | 10, 10C     |
| Annual Leave                        | N/A  | 0.00         | 11, 11E     |
| Other Leave                         | hourly leave rate X workweek length          | 2.78         | 12, 12C     |
| <b>Available Time per Week</b>      | Assigned Time minus Non-Available Time       | <b>57.22</b> |             |
| <b>Non-Productive Time per Week</b> |  |              |             |
|                                     | See Non-Availability Allowance Matrix        | <b>0.22</b>  | 16          |
| Service Diversions                  |  | 0.22         | 17, 17A     |
| Service-wide Training/Pro Dev       |  | 0.00         | 18, 18A     |
| General Unit Training               |  | 0.00         | 19, 19A     |
| Unit-Specific Training; Ashore      |  | 0.00         | 20, 20A     |
| <b>Productive Time per Week</b>     | Available Time minus Non-Productive Time     | <b>57.00</b> |             |
| Watchstanding                       | N/A  | 0.00         |             |
| Day Work                            | Productive Time minus Watchstanding          | 57.00        |             |

**Table A-20: Mobilization Phase I; 60-Hour Workweek**

*Continued on next page*

## Standard and Mobilization Work Week Availability, Continued

### Mobilization Phase II; 48-Hour Workweek 6 Days/Week, 8 Hours/Day

| Category                            | Equation                                    | Calculation  | Assumptions |
|-------------------------------------|---|--------------|-------------|
| <b>Monthly Breakdown</b>            |   |              |             |
| Calendar Days per Month             | 365.25 days divided by 12 mo                | 30.4375      | 1           |
| Duty Days per Month                 | days/mo X 0 (no duty days)                  | 0.0000       |             |
| Other Days per Month                | calendar days/mo minus duty days/mo         | 30.4375      |             |
| Relief Days per Month               | calendar days/mo X 1/7                      | 4.3482       | 7           |
| Day Work Days per Month             | other days/mo minus relief days/mo          | 26.0893      |             |
| <b>Weekly Breakdown</b>             |   |              |             |
| Duty Days per Week                  | duty days/mo divided by 4.35 weeks/mo       | 0.00         |             |
| Day Work Days per Week              | day work days/mo divided by 4.35 weeks/mo   | 6.00         |             |
| Relief Days per Week                | relief days/mo divided by 4.35 weeks/mo     | 1.00         |             |
| Total Days per Week                 | duty days + day work days + relief days     | <b>7.00</b>  |             |
| <b>Hourly Breakdown</b>             |   |              |             |
| Duty Hours per Day                  | duty day = 0 hours                          | 0.0000       |             |
| Day Work Hours per Day              | day work day = 8 hours                      | 8.0000       |             |
| Assigned Hours per Month            | (duty days/mo X 0) + (day work days/mo X 8) | 208.7143     |             |
| Assigned Hours per Week             | assigned hours/mo divided by 4.35 wks/mo    | 47.9803      |             |
| <b>Assigned Time per Week</b>       | assigned hours/week rounded off             | <b>48.00</b> |             |
| <b>Non-Available Time per Week</b>  |   |              |             |
| Federal Holidays                    | N/A   | 0.00         | 9           |
| Annual Leave                        | N/A   | 0.00         | 10, 10C     |
| Other Leave                         | hourly leave rate X workweek length         | 2.23         | 11, 11E     |
|                                     |   |              | 12, 12C     |
| <b>Available Time per Week</b>      | Assigned Time minus Non-Available Time      | <b>45.77</b> |             |
| <b>Non-Productive Time per Week</b> |   |              |             |
| Service Diversions                  | See Non-Availability Allowance Matrix       | <b>0.22</b>  | 16          |
| Service-wide Training/Pro Dev       |   | 0.22         | 17, 17A     |
| General Unit Training               |   | 0.00         | 18, 18A     |
| Unit-Specific Training; Ashore      |   | 0.00         | 19, 19A     |
|                                     |   | 0.00         | 20, 20A     |
| <b>Productive Time per Week</b>     | Available Time minus Non-Productive Time    | <b>45.55</b> |             |
| Watchstanding                       | N/A   | 0.00         |             |
| Day Work                            | Productive Time minus Watchstanding         | 45.55        |             |

**Table A-21: Mobilization Phase II; 48-Hour Workweek**

*Continued on next page*

## Standard and Mobilization Work Week Availability, Continued

### Mobilization Civilian 8-Hour Continuous Watch Workweek Ashore Units

| Category                            | Equation                                    | Calculation  | Assumptions |
|-------------------------------------|---|--------------|-------------|
| <b>Monthly Breakdown</b>            |   |              |             |
| Calendar Days per Month             | 365.25 days divided by 12 mo                | 30.4375      | 1           |
| Duty Days per Month                 | days/mo X .75 (3 in 4)                      | 22.8281      |             |
| Other Days per Month                | calendar days/mo minus duty days/mo         | 7.6094       |             |
| Relief Days per Month               | other days/mo X 1                           | 7.6094       | 3           |
| Day Work Days per Month             | other days/mo minus relief days/mo          | 0.0000       |             |
| <b>Weekly Breakdown</b>             |   |              |             |
| Duty Days per Week                  | duty days/mo divided by 4.35 weeks/mo       | 5.25         |             |
| Day Work Days per Week              | day work days/mo divided by 4.35 weeks/mo   | 0.00         |             |
| Relief Days per Week                | relief days/mo divided by 4.35 weeks/mo     | 1.75         |             |
| Total Days per Week                 | duty days + day work days + relief days     | <b>7.00</b>  |             |
| <b>Hourly Breakdown</b>             |   |              |             |
| Duty Hours per Day                  | duty day = 8 hours                          | 8.0000       |             |
| Day Work Hours per Day              | day work day = 0 hours                      | 0.0000       |             |
| Assigned Hours per Month            | (duty days/mo X 8) + (day work days/mo X 0) | 182.6250     |             |
| Assigned Hours per Week             | assigned hours/mo divided by 4.35 wks/mo    | 41.9828      |             |
| <b>Assigned Time per Week</b>       | assigned hours/week rounded off             | <b>42.00</b> |             |
| <b>Non-Available Time per Week</b>  |   |              |             |
| Federal Holidays                    | N/A   | 0.00         | 9           |
| Annual Leave                        | N/A   | 0.00         | 10, 10C     |
| Other Leave                         | hourly leave rate X workweek length         | 1.95         | 11, 11E     |
|                                     |   |              | 12, 12C     |
| <b>Available Time per Week</b>      | Assigned Time minus Non-Available Time      | <b>40.05</b> |             |
| <b>Non-Productive Time per Week</b> |   |              |             |
| Service Diversions                  | See Non-Availability Allowance Matrix       | <b>0.22</b>  | 16, 16A     |
| Service Divisions                   |   | 0.22         | 17, 17A     |
| Service-wide Training/Pro Dev       |   | 0.00         | 18, 18A     |
| General Unit Training               |   | 0.00         | 19, 19A     |
| Unit-Specific Training; Ashore      |   | 0.00         | 20, 10A     |
| <b>Productive Time per Week</b>     |   |              |             |
| Watchstanding                       | Available Time minus Non-Productive Time    | <b>39.83</b> |             |
| Day Work                            | All hours are watchstanding hours           | 39.83        |             |
|                                     | Productive Time minus Watchstanding         | 0.00         |             |

**Table A-22: Mobilization Civilian 8-Hour Continuous Watch Workweek**

*Continued on next page*

## Standard and Mobilization Work Week Availability, Continued

### Mobilization Civilian 12-Hour Continuous Watch Workweek Ashore Units

| Category                            | Equation                                     | Calculation  | Assumptions |
|-------------------------------------|--|--------------|-------------|
| <b>Monthly Breakdown</b>            |  |              |             |
| Calendar Days per Month             | 365.25 days divided by 12 mo                 | 30.4375      | 1           |
| Duty Days per Month                 | days/mo X .5 (1 in 2)                        | 15.2188      |             |
| Other Days per Month                | calendar days/mo minus duty days/mo          | 15.2188      |             |
| Relief Days per Month               | other days/mo X 1                            | 15.2188      | 4           |
| Day Work Days per Month             | other days/mo minus relief days/mo           | 0.0000       |             |
| <b>Weekly Breakdown</b>             |  |              |             |
| Duty Days per Week                  | duty days/mo divided by 4.35 weeks/mo        | 3.50         |             |
| Day Work Days per Week              | day work days/mo divided by 4.35 weeks/mo    | 0.00         |             |
| Relief Days per Week                | relief days/mo divided by 4.35 weeks/mo      | 3.50         |             |
| Total Days per Week                 | duty days + day work days + relief days      | <b>7.00</b>  |             |
| <b>Hourly Breakdown</b>             |  |              |             |
| Duty Hours per Day                  | duty day = 12 hours                          | 12.0000      |             |
| Day Work Hours per Day              | day work day = 0 hours                       | 0.0000       |             |
| Assigned Hours per Month            | (duty days/mo X 12) + (day work days/mo X 0) | 182.6250     |             |
| Assigned Hours per Week             | assigned hours/mo divided by 4.35 wks/mo     | 41.9828      |             |
| <b>Assigned Time per Week</b>       | assigned hours/week rounded off              | <b>42.00</b> |             |
| <b>Non-Available Time per Week</b>  |  |              |             |
| Federal Holidays                    | N/A  | 0.00         | 9           |
| Annual Leave                        | N/A  | 0.00         | 10, 10C     |
| Other Leave                         | hourly leave rate X workweek length          | 1.95         | 11, 11E     |
|                                     |  |              | 12, 12C     |
| <b>Available Time per Week</b>      | Assigned Time minus Non-Available Time       | <b>40.05</b> |             |
| <b>Non-Productive Time per Week</b> |  |              |             |
| Service Diversions                  | See Non-Availability Allowance Matrix        | <b>0.22</b>  | 16, 16A     |
| Service Divisions                   |  | 0.22         | 17, 17A     |
| Service-wide Training/Pro Dev       |  | 0.00         | 18, 18A     |
| General Unit Training               |  | 0.00         | 19, 19A     |
| Unit-Specific Training; Ashore      |  | 0.00         | 20, 10A     |
| <b>Productive Time per Week</b>     |  |              |             |
| Watchstanding                       | Available Time minus Non-Productive Time     | <b>39.83</b> |             |
| Day Work                            | All hours are watchstanding hours            | 39.83        |             |
|                                     | Productive Time minus Watchstanding          | 0.00         |             |

**Table A-23: Mobilization Civilian 12-Hour Continuous Watch Workweek**

*Continued on next page*

## Standard and Mobilization Work Week Availability, Continued

### Mobilization Civilian Firefighter Workweek 3 Duty Days/Week, 24 Hour Duty Day

| Category                            | Equation                                     | Calculation  | Assumptions |
|-------------------------------------|--|--------------|-------------|
| <b>Monthly Breakdown</b>            |  |              |             |
| Calendar Days per Month             | 365.25 days divided by 12 mo                 | 30.4375      | 1           |
| Duty Days per Month                 | days/mo X (3/7)                              | 13.0446      |             |
| Other Days per Month                | calendar days/mo minus duty days/mo          | 17.3929      |             |
| Relief Days per Month               | other days/mo X 1                            | 17.3929      |             |
| Day Work Days per Month             | other days/mo minus relief days/mo           | 0.0000       |             |
| <b>Weekly Breakdown</b>             |  |              |             |
| Duty Days per Week                  | duty days/mo divided by 4.35 weeks/mo        | 3.00         |             |
| Day Work Days per Week              | day work days/mo divided by 4.35 weeks/mo    | 0.00         |             |
| Relief Days per Week                | relief days/mo divided by 4.35 weeks/mo      | 4.00         |             |
| Total Days per Week                 | duty days + day work days + relief days      | <b>7.00</b>  |             |
| <b>Hourly Breakdown</b>             |  |              |             |
| Duty Hours per Day                  | duty day = 24 hours                          | 24.0000      |             |
| Day Work Hours per Day              | day work day = 0 hours                       | 0.0000       |             |
| Assigned Hours per Month            | (duty days/mo X 24) + (day work days/mo X 0) | 313.0714     |             |
| Assigned Hours per Week             | assigned hours/mo divided by 4.35 wks/mo     | 71.9704      |             |
| <b>Assigned Time per Week</b>       | assigned hours/week rounded off              | <b>72.00</b> |             |
| <b>Non-Available Time per Week</b>  |  |              |             |
|                                     |  | <b>40.63</b> | 9           |
| Federal Holidays                    | N/A  | 0.00         | 10, 10C     |
| Annual Leave                        | N/A  | 0.00         | 11, 11E     |
| Other Leave                         | hourly leave rate X workweek length          | 3.34         | 12, 12C     |
| Sleep                               | 3 duty days X 8 hrs of sleep/day             | 24.00        | 13          |
| Messing                             | 3 duty days X 2 hrs messing/day              | 6.00         | 14          |
| Personal/Readiness Standby          | 3 duty days X 2.43 hrs/day                   | 7.29         | 15          |
| <b>Available Time per Week</b>      | Assigned Time minus Non-Available Time       | <b>31.37</b> |             |
| <b>Non-Productive Time per Week</b> |  |              |             |
|                                     | See Non-Availability Allowance Matrix        | <b>0.22</b>  | 16, 16A     |
| Service Diversions                  |  | 0.22         | 17, 17A     |
| Service-wide Training/Pro Dev       |  | 0.00         | 18, 18A     |
| General Unit Training               |  | 0.00         | 19, 19A     |
| Unit-Specific Training; Ashore      |  | 0.00         | 20, 10A     |
| <b>Productive Time per Week</b>     |  |              |             |
|                                     | Available Time minus Non-Productive Time     | <b>31.15</b> |             |
| Watchstanding                       | All hours are watchstanding hours            | 31.15        |             |
| Day Work                            | Productive Time minus Watchstanding          | 0.00         |             |

**Table A-24: Mobilization Civilian Firefighter Workweek**

*Continued on next page*

## Standard and Mobilization Work Week Availability, Continued

### Mobilization Phase I; Military Ashore 60-Hour Workweek Ashore Units

| Category                            | Equation                                    | Calculation  | Assumptions |
|-------------------------------------|---|--------------|-------------|
| <b>Monthly Breakdown</b>            |   |              |             |
| Calendar Days per Month             | 365.25 days divided by 12 mo                | 30.4375      | 1           |
| Duty Days per Month                 | days/mo X 0 (no duty days)                  | 0.0000       |             |
| Other Days per Month                | calendar days/mo minus duty days/mo         | 30.4375      |             |
| Relief Days per Month               | calendar days/mo X 1/7                      | 4.3482       | 7           |
| Day Work Days per Month             | other days/mo minus relief days/mo          | 26.0893      |             |
| <b>Weekly Breakdown</b>             |   |              |             |
| Duty Days per Week                  | duty days/mo divided by 4.35 weeks/mo       | 0.00         |             |
| Day Work Days per Week              | day work days/mo divided by 4.35 weeks/mo   | 6.00         |             |
| Relief Days per Week                | relief days/mo divided by 4.35 weeks/mo     | 1.00         |             |
| Total Days per Week                 | duty days + day work days + relief days     | <b>7.00</b>  |             |
| <b>Hourly Breakdown</b>             |   |              |             |
| Duty Hours per Day                  | duty day = 0 hours                          | 0.0000       |             |
| Day Work Hours per Day              | day work day = 10 hours                     | 10.0000      |             |
| Assigned Hours per Month            | (duty days/mo X 0) + (day work days/mo X 8) | 260.8929     |             |
| Assigned Hours per Week             | assigned hours/mo divided by 4.35 wks/mo    | 59.9754      |             |
| <b>Assigned Time per Week</b>       | assigned hours/week rounded off             | <b>60.00</b> |             |
| <b>Non-Available Time per Week</b>  |   |              |             |
| Federal Holidays                    | N/A   | 0.00         | 9           |
| Annual Leave                        | N/A   | 0.00         | 10, 10C     |
| Other Leave                         | hourly leave rate X workweek length         | 0.14         | 11, 11E     |
|                                     |   |              | 12, 12B     |
| <b>Available Time per Week</b>      | Assigned Time minus Non-Available Time      | <b>59.86</b> |             |
| <b>Non-Productive Time per Week</b> |   |              |             |
| Service Diversions                  | See Non-Availability Allowance Matrix       | <b>0.33</b>  | 16, 16A     |
| Service-wide Training/Pro Dev       |   | 0.30         | 17, 17A     |
| General Unit Training               |   | 0.03         | 18, 18A     |
| Unit-Specific Training; Ashore      |   | 0.00         | 19, 19A     |
|                                     |   | 0.00         | 20, 10A     |
| <b>Productive Time per Week</b>     | Available Time minus Non-Productive Time    | <b>59.53</b> |             |
| Watchstanding                       | N/A   | 0.00         |             |
| Day Work                            | Productive Time minus Watchstanding         | 59.53        |             |

**Table A-25: Mobilization Phase I; Military Ashore 60-Hour Workweek**

*Continued on next page*

## Standard and Mobilization Work Week Availability, Continued

### Mobilization Phase II; Military Ashore 48-Hour Workweek Ashore Units

| Category                            | Equation                                    | Calculation  | Assumptions |
|-------------------------------------|---|--------------|-------------|
| <b>Monthly Breakdown</b>            |   |              |             |
| Calendar Days per Month             | 365.25 days divided by 12 mo                | 30.4375      | 1           |
| Duty Days per Month                 | days/mo X 0 (no duty days)                  | 0.0000       |             |
| Other Days per Month                | calendar days/mo minus duty days/mo         | 30.4375      |             |
| Relief Days per Month               | calendar days/mo X 1/7                      | 4.3482       | 7           |
| Day Work Days per Month             | other days/mo minus relief days/mo          | 26.0893      |             |
| <b>Weekly Breakdown</b>             |   |              |             |
| Duty Days per Week                  | duty days/mo divided by 4.35 weeks/mo       | 0.00         |             |
| Day Work Days per Week              | day work days/mo divided by 4.35 weeks/mo   | 6.00         |             |
| Relief Days per Week                | relief days/mo divided by 4.35 weeks/mo     | 1.00         |             |
| Total Days per Week                 | duty days + day work days + relief days     | <b>7.00</b>  |             |
| <b>Hourly Breakdown</b>             |   |              |             |
| Duty Hours per Day                  | duty day = 0 hours                          | 0.0000       |             |
| Day Work Hours per Day              | day work day = 8 hours                      | 8.0000       |             |
| Assigned Hours per Month            | (duty days/mo X 0) + (day work days/mo X 8) | 208.7143     |             |
| Assigned Hours per Week             | assigned hours/mo divided by 4.35 wks/mo    | 47.9803      |             |
| <b>Assigned Time per Week</b>       | assigned hours/week rounded off             | <b>48.00</b> |             |
| <b>Non-Available Time per Week</b>  |   |              |             |
| Federal Holidays                    | N/A   | 0.00         | 9           |
| Annual Leave                        | N/A   | 0.00         | 10, 10C     |
| Other Leave                         | hourly leave rate X workweek length         | 0.11         | 11, 11E     |
|                                     |   |              | 12, 12B     |
| <b>Available Time per Week</b>      | Assigned Time minus Non-Available Time      | <b>47.89</b> |             |
| <b>Non-Productive Time per Week</b> |   |              |             |
| Service Diversions                  | See Non-Availability Allowance Matrix       | <b>0.33</b>  | 16, 16A     |
| Service Diversion                   |   | 0.30         | 17, 17A     |
| Service-wide Training/Pro Dev       |   | 0.03         | 18, 18A     |
| General Unit Training               |   | 0.00         | 19, 19A     |
| Unit-Specific Training; Ashore      |   | 0.00         | 20, 10A     |
| <b>Productive Time per Week</b>     |   |              |             |
| Watchstanding                       | Available Time minus Non-Productive Time    | <b>47.56</b> |             |
| Day Work                            | N/A   | 0.00         |             |
|                                     | Productive Time minus Watchstanding         | 47.56        |             |

**Table A-26: Mobilization Phase II; Military Ashore 48-Hour Workweek**

*Continued on next page*

## Standard and Mobilization Work Week Availability, Continued

### Mobilization Military Ashore Non-Watchstander 68-Hour Workweek Ashore Units (1 in 4 Duty Rotation)

| Category                            | Equation                                     | Calculation  |                 | Assumptions |
|-------------------------------------|--|--------------|-----------------|-------------|
| <b>Monthly Breakdown</b>            |  |              |                 |             |
| Calendar Days per Month             | 365.25 days divided by 12 mo                 | 30.4375      |                 | 1           |
| Duty Days per Month                 | days/mo X .25 (1 in 4)                       | 7.6094       |                 |             |
| Other Days per Month                | calendar days/mo minus duty days/mo          | 22.8281      |                 |             |
| Relief Days per Month               | calendar days/mo X 2/7                       | 8.6964       |                 | 5           |
| Day Work Days per Month             | other days/mo minus relief days/mo           | 14.1317      |                 |             |
| <b>Weekly Breakdown</b>             |  |              |                 |             |
| Duty Days per Week                  | duty days/mo divided by 4.35 weeks/mo        | 1.75         |                 |             |
| Day Work Days per Week              | day work days/mo divided by 4.35 weeks/mo    | 3.25         |                 |             |
| Relief Days per Week                | relief days/mo divided by 4.35 weeks/mo      | 2.00         |                 | 5           |
| Total Days per Week                 | duty days + day work days + relief days      | <b>7.00</b>  |                 |             |
| <b>Hourly Breakdown</b>             |  |              |                 |             |
| Duty Hours per Day                  | duty day = 24 hours                          | 24.0000      |                 |             |
| Day Work Hours per Day              | day work day = 8 hours                       | 8.0000       |                 |             |
| Assigned Hours per Month            | (duty days/mo X 24) + (day work days/mo X 8) | 295.6786     |                 |             |
| Assigned Hours per Week             | assigned hours/mo divided by 4.35 wks/mo     | 67.9721      |                 |             |
| <b>Assigned Time per Week</b>       | Assigned Hours/week rounded off              | <b>68.00</b> |                 |             |
| <b>Duty Status Breakdown</b>        |  | <b>Duty</b>  | <b>Day Work</b> |             |
| Hours per week                      | duty days/wk X 24; day work days/wk X 8      | <b>42.00</b> | <b>26.00</b>    |             |
| <b>Non-Available Time per Week</b>  |  | <b>21.85</b> | <b>0.06</b>     | 9           |
| Federal Holidays                    | N/A  | 0.00         | 0.00            | 10, 10C     |
| Annual Leave                        | N/A  | 0.00         | 0.00            | 11, 11E     |
| Other Leave                         | hourly leave rate X workweek length          | 0.10         | 0.06            | 12, 12B     |
| Sleep                               | 1.75 duty days X 8 hrs of sleep/day          | 14.00        |                 | 13          |
| Messing                             | 1.75 duty days X 2 hrs messing/day           | 3.50         |                 | 14          |
| Personal/Readiness Standby          | 1.75 duty days X 2.43 hrs/day                | 4.25         |                 | 15          |
| <b>Available Time per Week</b>      | Assigned Time minus Non-Available Time       | <b>20.15</b> | <b>25.94</b>    |             |
| <b>Non-Productive Time per Week</b> |  | <b>0.00</b>  | <b>0.33</b>     | 16, 16A     |
| Service Diversions                  | See Non-Availability Allowance Matrix        |              | 0.30            | 17, 17A     |
| Service-wide Training & Pro Dev     |  |              | 0.03            | 18, 18A     |
| General Unit Training               |  |              | 0.00            | 19, 19A     |
| Unit-Specific Training; Ashore      |  |              | 0.00            | 20, 10A     |
| <b>Productive Time per Week</b>     |  | <b>20.15</b> | <b>25.61</b>    |             |
| Watchstanding                       | N/A  | 0.00         | 0.00            | 21          |
| Day Work                            | Productive Time minus Watchstanding          | 20.15        | 25.61           |             |

**Table A-27: Mobilization Military Ashore Non-Watchstander 68-Hour Workweek**

*Continued on next page*

## Standard and Mobilization Work Week Availability, Continued

### Mobilization Military 8-Hour Continuous Watch Workweek Ashore Units

| Category                            | Equation                                    | Calculation  | Assumptions |
|-------------------------------------|---|--------------|-------------|
| <b>Monthly Breakdown</b>            |   |              |             |
| Calendar Days per Month             | 365.25 days divided by 12 mo                | 30.4375      | 1           |
| Duty Days per Month                 | days/mo X .75 (3 in 4)                      | 22.8281      |             |
| Other Days per Month                | calendar days/mo minus duty days/mo         | 7.6094       |             |
| Relief Days per Month               | other days/mo X 1                           | 7.6094       | 3           |
| Day Work Days per Month             | other days/mo minus relief days/mo          | 0.0000       |             |
| <b>Weekly Breakdown</b>             |   |              |             |
| Duty Days per Week                  | duty days/mo divided by 4.35 weeks/mo       | 5.25         |             |
| Day Work Days per Week              | day work days/mo divided by 4.35 weeks/mo   | 0.00         |             |
| Relief Days per Week                | relief days/mo divided by 4.35 weeks/mo     | 1.75         |             |
| Total Days per Week                 | duty days + day work days + relief days     | <b>7.00</b>  |             |
| <b>Hourly Breakdown</b>             |   |              |             |
| Duty Hours per Day                  | duty day = 8 hours                          | 8.0000       |             |
| Day Work Hours per Day              | day work day = 0 hours                      | 0.0000       |             |
| Assigned Hours per Month            | (duty days/mo X 8) + (day work days/mo X 0) | 182.6250     |             |
| Assigned Hours per Week             | assigned hours/mo divided by 4.35 wks/mo    | 41.9828      |             |
| <b>Assigned Time per Week</b>       | assigned hours/week rounded off             | <b>42.00</b> |             |
| <b>Non-Available Time per Week</b>  |   |              |             |
| Federal Holidays                    | N/A   | 0.00         | 9           |
| Annual Leave                        | N/A   | 0.00         | 10, 10C     |
| Other Leave                         | hourly leave rate X workweek length         | 0.10         | 11, 11E     |
|                                     |   |              | 12, 12B     |
| <b>Available Time per Week</b>      | Assigned Time minus Non-Available Time      | <b>41.90</b> |             |
| <b>Non-Productive Time per Week</b> |   |              |             |
| Service Diversions                  | See Non-Availability Allowance Matrix       | <b>0.33</b>  | 16, 16A     |
| Service Divisions                   |   | 0.30         | 17, 17A     |
| Service-wide Training/Pro Dev       |   | 0.03         | 18, 18A     |
| General Unit Training               |   | 0.00         | 19, 19A     |
| Unit-Specific Training; Ashore      |   | 0.00         | 20, 10A     |
| <b>Productive Time per Week</b>     |   |              |             |
| Watchstanding                       | Available Time minus Non-Productive Time    | <b>41.57</b> |             |
| Day Work                            | All hours are watchstanding hours           | 41.57        |             |
|                                     | Productive Time minus Watchstanding         | 0.00         |             |

**Figure A-28: Mobilization Military 8-Hour Continuous Watch Workweek**

*Continued on next page*

## Standard and Mobilization Work Week Availability, Continued

### Mobilization Military 12-Hour Continuous Watch Workweek Ashore Units

| Category                            | Equation                                     | Calculation  | Assumptions        |
|-------------------------------------|--|--------------|--------------------|
| <b>Monthly Breakdown</b>            |  |              |                    |
| Calendar Days per Month             | 365.25 days divided by 12 mo                 | 30.4375      | 1                  |
| Duty Days per Month                 | days/mo X .5 (1 in 2)                        | 15.2188      |                    |
| Other Days per Month                | calendar days/mo minus duty days/mo          | 15.2188      |                    |
| Relief Days per Month               | other days/mo X 1                            | 15.2188      | 4                  |
| Day Work Days per Month             | other days/mo minus relief days/mo           | 0.0000       |                    |
| <b>Weekly Breakdown</b>             |  |              |                    |
| Duty Days per Week                  | duty days/mo divided by 4.35 weeks/mo        | 3.50         |                    |
| Day Work Days per Week              | day work days/mo divided by 4.35 weeks/mo    | 0.00         |                    |
| Relief Days per Week                | relief days/mo divided by 4.35 weeks/mo      | 3.50         |                    |
| Total Days per Week                 | duty days + day work days + relief days      | <b>7.00</b>  |                    |
| <b>Hourly Breakdown</b>             |  |              |                    |
| Duty Hours per Day                  | duty day = 12 hours                          | 12.0000      |                    |
| Day Work Hours per Day              | day work day = 0 hours                       | 0.0000       |                    |
| Assigned Hours per Month            | (duty days/mo X 12) + (day work days/mo X 0) | 182.6250     |                    |
| Assigned Hours per Week             | assigned hours/mo divided by 4.35 wks/mo     | 41.9828      |                    |
| <b>Assigned Time per Week</b>       | assigned hours/week rounded off              | <b>42.00</b> |                    |
| <b>Non-Available Time per Week</b>  |  |              |                    |
| Federal Holidays                    | N/A  | 0.00         | 9                  |
| Annual Leave                        | N/A  | 0.00         | 10, 10C            |
| Other Leave                         | hourly leave rate X workweek length          | 0.10         | 11, 11E<br>12, 12B |
| <b>Available Time per Week</b>      | Assigned Time minus Non-Available Time       | <b>41.90</b> |                    |
| <b>Non-Productive Time per Week</b> |  |              |                    |
| Service Diversions                  | See Non-Availability Allowance Matrix        | <b>0.33</b>  | 16, 16A            |
| Service Divisions                   |  | 0.30         | 17, 17A            |
| Service-wide Training/Pro Dev       |  | 0.03         | 18, 18A            |
| General Unit Training               |  | 0.00         | 19, 19A            |
| Unit-Specific Training; Ashore      |  | 0.00         | 20, 10A            |
| <b>Productive Time per Week</b>     |  |              |                    |
| Watchstanding                       | Available Time minus Non-Productive Time     | <b>41.57</b> |                    |
| Day Work                            | All hours are watchstanding hours            | 41.57        |                    |
|                                     | Productive Time minus Watchstanding          | 0.00         |                    |

**Table A-29: Mobilization Military 12-Hour Continuous Watch Workweek**

*Continued on next page*

## Standard and Mobilization Work Week Availability, Continued

### Mobilization Military Ashore Watchstander 68-Hour Workweek Ashore Units (1 in 4 Duty Rotation)

| Category                            | Equation                                     | Calculation  |                 | Assumptions |
|-------------------------------------|--|--------------|-----------------|-------------|
| <b>Monthly Breakdown</b>            |  |              |                 |             |
| Calendar Days per Month             | 365.25 days divided by 12 mo                 | 30.4375      |                 | 1           |
| Duty Days per Month                 | days/mo X .25 (1 in 4)                       | 7.6094       |                 |             |
| Other Days per Month                | calendar days/mo minus duty days/mo          | 22.8281      |                 |             |
| Relief Days per Month               | calendar days/mo X 2/7                       | 8.6964       |                 | 5           |
| Day Work Days per Month             | other days/mo minus relief days/mo           | 14.1317      |                 |             |
| <b>Weekly Breakdown</b>             |  |              |                 |             |
| Duty Days per Week                  | duty days/mo divided by 4.35 weeks/mo        | 1.75         |                 |             |
| Day Work Days per Week              | day work days/mo divided by 4.35 weeks/mo    | 3.25         |                 |             |
| Relief Days per Week                | relief days/mo divided by 4.35 weeks/mo      | 2.00         |                 | 5           |
| Total Days per Week                 | duty days + day work days + relief days      | <b>7.00</b>  |                 |             |
| <b>Hourly Breakdown</b>             |  |              |                 |             |
| Duty Hours per Day                  | duty day = 24 hours                          | 24.0000      |                 |             |
| Day Work Hours per Day              | day work day = 8 hours                       | 8.0000       |                 |             |
| Assigned Hours per Month            | (duty days/mo X 24) + (day work days/mo X 8) | 295.6786     |                 |             |
| Assigned Hours per Week             | assigned hours/mo divided by 4.35 wks/mo     | 67.9721      |                 |             |
| <b>Assigned Time per Week</b>       | Assigned Hours/week rounded off              | <b>68.00</b> |                 |             |
| <b>Duty Status Breakdown</b>        |  | <b>Duty</b>  | <b>Day Work</b> |             |
| Hours per week                      | duty days/wk X 24; day work days/wk X 8      | <b>42.00</b> | <b>26.00</b>    |             |
| <b>Non-Available Time per Week</b>  |  | <b>21.85</b> | <b>0.06</b>     | 9           |
| Federal Holidays                    | N/A  | 0.00         | 0.00            | 10, 10C     |
| Annual Leave                        | N/A  | 0.00         | 0.00            | 11, 11E     |
| Other Leave                         | hourly leave rate X workweek length          | 0.10         | 0.06            | 12, 12B     |
| Sleep                               | 1.75 duty days X 8 hrs of sleep/day          | 14.00        |                 | 13          |
| Messing                             | 1.75 duty days X 2 hrs messing/day           | 3.50         |                 | 14          |
| Personal/Readiness Standby          | 1.75 duty days X 2.43 hrs/day                | 4.25         |                 | 15          |
| <b>Available Time per Week</b>      | Assigned Time minus Non-Available Time       | <b>20.15</b> | <b>25.94</b>    |             |
| <b>Non-Productive Time per Week</b> |  | <b>0.00</b>  | <b>0.33</b>     | 16, 16A     |
| Service Diversions                  |  |              | 0.30            | 17, 17A     |
| Service-wide Training & Pro Dev     |  |              | 0.03            | 18, 18A     |
| General Unit Training               |  |              | 0.00            | 19, 19A     |
| Unit-Specific Training; Ashore      |  |              | 0.00            | 20, 10A     |
| <b>Productive Time per Week</b>     |  | <b>20.15</b> | <b>25.61</b>    |             |
| Watchstanding                       | 1.75 duty days X 8 hrs of watchstanding/day  | 14.00        | 0.00            | 21          |
| Day Work                            | Productive Time minus Watchstanding          | 6.15         | 25.61           |             |

**Table A-30: Mobilization Military Ashore Watchstander 68-Hour Workweek**

*Continued on next page*

## Standard and Mobilization Work Week Availability, Continued

### Mobilization Military Inport Non-Watchstander 68-Hour Workweek Afloat Units (1 in 4 Duty Rotation)

| Category                            | Equation                                     | Calculation  |                 | Assumptions |
|-------------------------------------|--|--------------|-----------------|-------------|
| <b>Monthly Breakdown</b>            |  |              |                 |             |
| Calendar Days per Month             | 365.25 days divided by 12 mo                 | 30.4375      |                 | 1           |
| Duty Days per Month                 | days/mo X .25 (1 in 4)                       | 7.6094       |                 |             |
| Other Days per Month                | calendar days/mo minus duty days/mo          | 22.8281      |                 |             |
| Relief Days per Month               | calendar days/mo X 2/7                       | 8.6964       |                 | 5           |
| Day Work Days per Month             | other days/mo minus relief days/mo           | 14.1317      |                 |             |
| <b>Weekly Breakdown</b>             |  |              |                 |             |
| Duty Days per Week                  | duty days/mo divided by 4.35 weeks/mo        | 1.75         |                 |             |
| Day Work Days per Week              | day work days/mo divided by 4.35 weeks/mo    | 3.25         |                 |             |
| Relief Days per Week                | relief days/mo divided by 4.35 weeks/mo      | 2.00         |                 | 5           |
| Total Days per Week                 | duty days + day work days + relief days      | <b>7.00</b>  |                 |             |
| <b>Hourly Breakdown</b>             |  |              |                 |             |
| Duty Hours per Day                  | duty day = 24 hours                          | 24.0000      |                 |             |
| Day Work Hours per Day              | day work day = 8 hours                       | 8.0000       |                 |             |
| Assigned Hours per Month            | (duty days/mo X 24) + (day work days/mo X 8) | 295.6786     |                 |             |
| Assigned Hours per Week             | assigned hours/mo divided by 4.35 wks/mo     | 67.9721      |                 |             |
| <b>Assigned Time per Week</b>       | Assigned Hours/week rounded off              | <b>68.00</b> |                 |             |
| <b>Duty Status Breakdown</b>        |  | <b>Duty</b>  | <b>Day Work</b> |             |
| Hours per week                      | duty days/wk X 24; day work days/wk X 8      | <b>42.00</b> | <b>26.00</b>    |             |
| <b>Non-Available Time per Week</b>  |  | <b>21.95</b> | <b>0.12</b>     | 9           |
| Federal Holidays                    | N/A  | 0.00         | 0.00            | 10, 10C     |
| Annual Leave                        | N/A  | 0.00         | 0.00            | 11, 11E     |
| Other Leave                         | hourly leave rate X workweek length          | 0.20         | 0.12            | 12, 12B     |
| Sleep                               | 1.75 duty days X 8 hrs of sleep/day          | 14.00        |                 | 13          |
| Messing                             | 1.75 duty days X 2 hrs messing/day           | 3.50         |                 | 14          |
| Personal/Readiness Standby          | 1.75 duty days X 2.43 hrs/day                | 4.25         |                 | 15          |
| <b>Available Time per Week</b>      | Assigned Time minus Non-Available Time       | <b>20.05</b> | <b>25.88</b>    |             |
| <b>Non-Productive Time per Week</b> |  | <b>0.00</b>  | <b>0.33</b>     | 16, 16A     |
| Service Diversions                  |  |              | 0.30            | 17, 17A     |
| Service-wide Training & Pro Dev     |  |              | 0.03            | 18, 18A     |
| General Unit Training               |  |              | 0.00            | 19, 19A     |
| Unit-Specific Training; Ashore      |  |              | 0.00            | 20, 10A     |
| <b>Productive Time per Week</b>     |  | <b>20.05</b> | <b>25.55</b>    |             |
| Watchstanding                       | N/A  | 0.00         | 0.00            |             |
| Day Work                            | Productive Time minus Watchstanding          | 20.05        | 25.55           |             |

**Table A-31: Mobilization Military Inport Non-Watchstander 68-Hour Workweek**

*Continued on next page*

## Standard and Mobilization Work Week Availability, Continued

### Mobilization Military Underway Non-Watchstander Workweek Afloat Units

| Category                                   | Equation                                      | Calculation   | Assumptions |
|--|---|---------------|-------------|
| <b>Monthly Breakdown</b>                   |   |               |             |
| Calendar Days per Month                    | 365.25 days divided by 12 mo                  | 30.4375       | 1           |
| Duty Days per Month                        | days/mo X 1                                   | 30.4375       |             |
| Other Days per Month                       | calendar days/mo minus duty days/mo           | 0.0000        |             |
| Relief Days per Month                      | calendar days/mo X 0                          | 0.0000        |             |
| Day Work Days per Month                    | other days/mo minus relief days/mo            | 0.0000        |             |
| <b>Weekly Breakdown</b>                    |   |               |             |
| Duty Days per Week                         | duty days/mo divided by 4.35 weeks/mo         | 7.00          |             |
| Day Work Days per Week                     | day work days/mo divided by 4.35 weeks/mo     | 0.00          |             |
| Relief Days per Week                       | relief days/mo divided by 4.35 weeks/mo       | 0.00          |             |
| Total Days per Week                        | duty days + day work days + relief days       | <b>7.00</b>   |             |
| <b>Hourly Breakdown</b>                    |   |               |             |
| Duty Hours per Day                         | duty day = 24 hours                           | 24.0000       |             |
| Day Work Hours per Day                     | day work day = 0 hours                        | 0.0000        |             |
| Assigned Hours per Month                   | (duty days/mo X 24) + (day work days/mo X 0)  | 730.5000      |             |
| Assigned Hours per Week                    | assigned hours/mo divided by 4.35 wks/mo      | 167.9310      |             |
| <b>Assigned Time per Week</b>              | assigned hours/week rounded off               | <b>168.00</b> |             |
| <b>Non-Available Time per Week</b>         |   |               |             |
|  |   | <b>87.00</b>  | 9           |
| Federal Holidays                           | N/A   | 0.00          | 10, 10C     |
| Annual Leave                               | N/A   | 0.00          | 11, 11A     |
| Other Leave                                | N/A   | 0.00          | 12, 12A     |
| Sleep                                      | 8 hrs of sleep/day X 7 days                   | 56.00         | 13          |
| Messing                                    | 2 hrs of messing/day X 7 days                 | 14.00         | 14          |
| Personal Time                              | 2 hrs/day X 7 days plus 3 extra hrs on Sunday | 17.00         | 15          |
| <b>Available Time per Week</b>             | Assigned Time minus Non-Available Time        | <b>81.00</b>  |             |
| <b>Non-Productive Time per Week</b>        |   |               |             |
|  | See Non-Availability Allowance Matrix         | <b>0.33</b>   | 16, 16A     |
| Service Diversions                         |   | 0.30          | 17, 17A     |
| Service-wide Training/Pro Dev              |   | 0.03          | 18, 18A     |
| General Unit Training                      |   | 0.00          | 19, 19A     |
| Unit-Specific Training;<br>Afloat/Underway |   | 0.00          | 20, 10A     |
| <b>Productive Time per Week</b>            |   |               |             |
|  | Available Time minus Non-Productive Time      | <b>80.67</b>  |             |
| Watchstanding                              | N/A   | 0.00          | 21          |
| Day Work                                   | Productive Time minus Watchstanding           | 80.67         |             |

**Table A-32: Mobilization Military Underway Non-Watchstander Workweek**

*Continued on next page*

## Standard and Mobilization Work Week Availability, Continued

### Mobilization Military Inport Watchstander 68-Hour Workweek Afloat Units (1 in 4 Duty Rotation)

| Category                            | Equation                                     | Calculation  |                 | Assumptions |
|-------------------------------------|--|--------------|-----------------|-------------|
| <b>Monthly Breakdown</b>            |  |              |                 |             |
| Calendar Days per Month             | 365.25 days divided by 12 mo                 | 30.4375      |                 | 1           |
| Duty Days per Month                 | days/mo X .25 (1 in 4)                       | 7.6094       |                 |             |
| Other Days per Month                | calendar days/mo minus duty days/mo          | 22.8281      |                 |             |
| Relief Days per Month               | calendar days/mo X 2/7                       | 8.6964       |                 | 5           |
| Day Work Days per Month             | other days/mo minus relief days/mo           | 14.1317      |                 |             |
| <b>Weekly Breakdown</b>             |  |              |                 |             |
| Duty Days per Week                  | duty days/mo divided by 4.35 weeks/mo        | 1.75         |                 |             |
| Day Work Days per Week              | day work days/mo divided by 4.35 weeks/mo    | 3.25         |                 |             |
| Relief Days per Week                | relief days/mo divided by 4.35 weeks/mo      | 2.00         |                 | 5           |
| Total Days per Week                 | duty days + day work days + relief days      | <b>7.00</b>  |                 |             |
| <b>Hourly Breakdown</b>             |  |              |                 |             |
| Duty Hours per Day                  | duty day = 24 hours                          | 24.0000      |                 |             |
| Day Work Hours per Day              | day work day = 8 hours                       | 8.0000       |                 |             |
| Assigned Hours per Month            | (duty days/mo X 24) + (day work days/mo X 8) | 295.6786     |                 |             |
| Assigned Hours per Week             | assigned hours/mo divided by 4.35 wks/mo     | 67.9721      |                 |             |
| <b>Assigned Time per Week</b>       | Assigned Hours/week rounded off              | <b>68.00</b> |                 |             |
| <b>Duty Status Breakdown</b>        |  | <b>Duty</b>  | <b>Day Work</b> |             |
| Hours per week                      | duty days/wk X 24; day work days/wk X 8      | <b>42.00</b> | <b>26.00</b>    |             |
| <b>Non-Available Time per Week</b>  |  | <b>21.95</b> | <b>0.12</b>     | 9           |
| Federal Holidays                    | N/A  | 0.00         | 0.00            | 10, 10C     |
| Annual Leave                        | N/A  | 0.00         | 0.00            | 11, 11E     |
| Other Leave                         | hourly leave rate X workweek length          | 0.20         | 0.12            | 12, 12B     |
| Sleep                               | 1.75 duty days X 8 hrs of sleep/day          | 14.00        |                 | 13          |
| Messing                             | 1.75 duty days X 2 hrs messing/day           | 3.50         |                 | 14          |
| Personal/Readiness Standby          | 1.75 duty days X 2.43 hrs/day                | 4.25         |                 | 15          |
| <b>Available Time per Week</b>      | Assigned Time minus Non-Available Time       | <b>20.05</b> | <b>25.88</b>    |             |
| <b>Non-Productive Time per Week</b> |  | <b>0.00</b>  | <b>0.33</b>     | 16, 16A     |
| Service Diversions                  | See Non-Availability Allowance Matrix        |              | 0.30            | 17, 17A     |
| Service-wide Training & Pro Dev     |  |              | 0.03            | 18, 18A     |
| General Unit Training               |  |              | 0.00            | 19, 19A     |
| Unit-Specific Training; Inport      |  |              | 0.00            | 20, 10A     |
| <b>Productive Time per Week</b>     |  | <b>20.05</b> | <b>25.55</b>    |             |
| Watchstanding                       | 1.75 duty days X 8 hrs of watchstanding/day  | 14.00        | 0.00            | 21          |
| Day Work                            | Productive Time minus Watchstanding          | 6.05         | 25.55           |             |

**Table A-33: Mobilization Military Inport Watchstander 68-Hour Workweek**

*Continued on next page*

## Standard and Mobilization Work Week Availability, Continued

### Mobilization Military Underway Watchstander Workweek Afloat Units (1 in 3 Duty Rotation)

| Category                                   | Equation                                      | Calculation   | Assumptions |
|--|---|---------------|-------------|
| <b>Monthly Breakdown</b>                   |   |               |             |
| Calendar Days per Month                    | 365.25 days divided by 12 mo                  | 30.4375       | 1           |
| Duty Days per Month                        | days/mo X 1                                   | 30.4375       |             |
| Other Days per Month                       | calendar days/mo minus duty days/mo           | 0.0000        |             |
| Relief Days per Month                      | calendar days/mo X 0                          | 0.0000        |             |
| Day Work Days per Month                    | other days/mo minus relief days/mo            | 0.0000        |             |
| <b>Weekly Breakdown</b>                    |   |               |             |
| Duty Days per Week                         | duty days/mo divided by 4.35 weeks/mo         | 7.00          |             |
| Day Work Days per Week                     | day work days/mo divided by 4.35 weeks/mo     | 0.00          |             |
| Relief Days per Week                       | relief days/mo divided by 4.35 weeks/mo       | 0.00          |             |
| Total Days per Week                        | duty days + day work days + relief days       | <b>7.00</b>   |             |
| <b>Hourly Breakdown</b>                    |   |               |             |
| Duty Hours per Day                         | duty day = 24 hours                           | 24.0000       |             |
| Day Work Hours per Day                     | day work day = 0 hours                        | 0.0000        |             |
| Assigned Hours per Month                   | (duty days/mo X 24) + (day work days/mo X 0)  | 730.5000      |             |
| Assigned Hours per Week                    | assigned hours/mo divided by 4.35 wks/mo      | 167.9310      |             |
| <b>Assigned Time per Week</b>              | assigned hours/week rounded off               | <b>168.00</b> |             |
| <b>Non-Available Time per Week</b>         |   |               |             |
| <b>Non-Available Time per Week</b>         |   | <b>87.00</b>  | 9           |
| Federal Holidays                           | N/A   | 0.00          | 10, 10C     |
| Annual Leave                               | N/A   | 0.00          | 11, 11A     |
| Other Leave                                | N/A   | 0.00          | 12, 12A     |
| Sleep                                      | 8 hrs of sleep/day X 7 days                   | 56.00         | 13          |
| Messing                                    | 2 hrs of messing/day X 7 days                 | 14.00         | 14          |
| Personal Time                              | 2 hrs/day X 7 days plus 3 extra hrs on Sunday | 17.00         | 15          |
| <b>Available Time per Week</b>             | Assigned Time minus Non-Available Time        | <b>81.00</b>  |             |
| <b>Non-Productive Time per Week</b>        |   |               |             |
| <b>Non-Productive Time per Week</b>        | See Non-Availability Allowance Matrix         | <b>0.33</b>   | 16, 16A     |
| Service Diversions                         |   | 0.30          | 17, 17A     |
| Service-wide Training/Pro Dev              |   | 0.03          | 18, 18A     |
| General Unit Training                      |   | 0.00          | 19, 19A     |
| Unit-Specific Training;<br>Afloat/Underway |   | 0.00          | 20, 10A     |
| <b>Productive Time per Week</b>            |   |               |             |
| <b>Productive Time per Week</b>            | Available Time minus Non-Productive Time      | <b>80.67</b>  |             |
| Watchstanding                              | 8 hrs of watchstanding/day X 7 days           | 56.00         | 21          |
| Day Work                                   | Productive Time minus Watchstanding           | 24.67         |             |

**Table A-34: Mobilization Military Underway Watchstander Workweek (1 in 3)**

*Continued on next page*

## Standard and Mobilization Work Week Availability, Continued

### Mobilization Military Underway Watchstander Workweek Afloat Units (1 in 4 Duty Rotation)

| Category                                   | Equation                                      | Calculation   | Assumptions |
|--|---|---------------|-------------|
| <b>Monthly Breakdown</b>                   |   |               |             |
| Calendar Days per Month                    | 365.25 days divided by 12 mo                  | 30.4375       | 1           |
| Duty Days per Month                        | days/mo X 1                                   | 30.4375       |             |
| Other Days per Month                       | calendar days/mo minus duty days/mo           | 0.0000        |             |
| Relief Days per Month                      | calendar days/mo X 0                          | 0.0000        |             |
| Day Work Days per Month                    | other days/mo minus relief days/mo            | 0.0000        |             |
| <b>Weekly Breakdown</b>                    |   |               |             |
| Duty Days per Week                         | duty days/mo divided by 4.35 weeks/mo         | 7.00          |             |
| Day Work Days per Week                     | day work days/mo divided by 4.35 weeks/mo     | 0.00          |             |
| Relief Days per Week                       | relief days/mo divided by 4.35 weeks/mo       | 0.00          |             |
| Total Days per Week                        | duty days + day work days + relief days       | <b>7.00</b>   |             |
| <b>Hourly Breakdown</b>                    |   |               |             |
| Duty Hours per Day                         | duty day = 24 hours                           | 24.0000       |             |
| Day Work Hours per Day                     | day work day = 0 hours                        | 0.0000        |             |
| Assigned Hours per Month                   | (duty days/mo X 24) + (day work days/mo X 0)  | 730.5000      |             |
| Assigned Hours per Week                    | assigned hours/mo divided by 4.35 wks/mo      | 167.9310      |             |
| <b>Assigned Time per Week</b>              | assigned hours/week rounded off               | <b>168.00</b> |             |
| <b>Non-Available Time per Week</b>         |   |               |             |
| <b>Non-Available Time per Week</b>         |   | <b>87.00</b>  | 9           |
| Federal Holidays                           | N/A   | 0.00          | 10, 10C     |
| Annual Leave                               | N/A   | 0.00          | 11, 11A     |
| Other Leave                                | N/A   | 0.00          | 12, 12A     |
| Sleep                                      | 8 hrs of sleep/day X 7 days                   | 56.00         | 13          |
| Messing                                    | 2 hrs of messing/day X 7 days                 | 14.00         | 14          |
| Personal Time                              | 2 hrs/day X 7 days plus 3 extra hrs on Sunday | 17.00         | 15          |
| <b>Available Time per Week</b>             | Assigned Time minus Non-Available Time        | <b>81.00</b>  |             |
| <b>Non-Productive Time per Week</b>        |   |               |             |
| <b>Non-Productive Time per Week</b>        | See Non-Availability Allowance Matrix         | <b>0.33</b>   | 16, 16A     |
| Service Diversions                         |   | 0.30          | 17, 17A     |
| Service-wide Training/Pro Dev              |   | 0.03          | 18, 18A     |
| General Unit Training                      |   | 0.00          | 19, 19A     |
| Unit-Specific Training;<br>Afloat/Underway |   | 0.00          | 20, 10A     |
| <b>Productive Time per Week</b>            |   |               |             |
| <b>Productive Time per Week</b>            | Available Time minus Non-Productive Time      | <b>80.67</b>  |             |
| Watchstanding                              | 6 hrs of watchstanding/day X 7 days           | 42.00         | 22          |
| Day Work                                   | Productive Time minus Watchstanding           | 38.67         |             |

**Table A-35: Mobilization Military Underway Watchstander Workweek (1 in 4)**

*Continued on next page*

## Standard and Mobilization Work Week Availability, Continued

| U.S. Coast Guard Mobilization Workweek Assumptions |   |
|--|---|
| Note   | Assumption  |
| 1  | All workweek calculations are based on 365.25 days/year, 52.18 weeks/year, and 4.35 weeks/month.  |
| 2  | Per 5 USC §6101, the basic 40-hour workweek is scheduled on 5 days, Monday through Friday when possible, and the 2 relief days outside the basic workweek are consecutive.  |
| 3  | Four section watch schedule leads to 1/4 of the month off, or 1.75 relief days per week.  |
| 4  | Four section watch schedule leads to 1/2 of the month off, or 3.5 relief days per week.   |
| 5  | The 68 hour workweek averages 1.75 duty days (one in four rotation), with non-duty days spent either as 8-hour workdays or as two consecutive 24-hour liberty periods.  |
| 6  | The underway workweeks do not allow relief days; instead, personal time is provided in the weekly calculations.   |
| 7  | Mobilization workweeks allow for one day of relief per 7-day week.  |
| 8  | Afloat Availability is based on Coast Guard wide average of 26.09 weeks at sea and 26.09 weeks inport for cutters. Variances greater than 3 weeks from this standard require recalculation of cutter availability.  |
| 9  | Non-Available Time is time dedicated to those activities that render personnel unavailable to perform any type of work. Non-available time includes Federal holidays, leave, sleep, messing, and personal time. For additional information, including a calculation of all non-available time factors, see the Non-Availability Allowance Matrix dated December 28, 2012 (App A).   |
| 10   | Federal holiday hours per week are based on 10 Federal holidays per year (New Year's Day, MLK Day, President's Day, Memorial Day, Independence Day, Labor Day, Columbus Day, Veteran's Day, Thanksgiving, and Christmas). The factor of 1.53 holiday hours per week is calculated by multiplying the 10 holidays by 8 hours/day, and then dividing by 52.18 weeks.<br><br>For the 50-hour workweek, 1.91 hours per week is calculated by multiplying the 10 holidays by 10 hours/day, and then dividing by 52.18 weeks. |
| 10A  | For the Ashore Unit Watchstander Workweeks (i.e., 8-hr Continuous Watch; 12-hr Continuous Watch; Peacetime Military Watchstander 68-hour Workweek), holidays that fall on a duty day are <b>NOT</b> compensated on a non-duty day. Federal Holidays are not counted toward Non-Available Time.  |

**Table A-36: U. S. Coast Guard Mobilization Workweek Assumptions**

*Continued on next page*

## Standard and Mobilization Work Week Availability, Continued

| U.S. Coast Guard Mobilization Workweek Assumptions |   |
|--|---|
| Note   | Assumption  |
| 10B  | Federal holiday hours are not applied to the Peacetime Military Watchstander Underway Workweek, as watchstanders are not compensated for the time. Federal holiday hours are applied to the Peacetime Military Non-Watchstander Underway Workweek, as non-watchstanders are generally authorized holiday routine those days. A factor of 1.53 holiday hours per week is calculated by multiplying 5 holidays by 8-hours/day, and then dividing by 26.09 weeks. Federal holiday hours are applied to the Peacetime Military Inport Workweeks for Afloat Units. Holidays that fall on a duty day are compensated on a non-duty day, so that all holiday time is counted against non-duty time. A factor of 1.53 holiday hours per week is calculated by multiplying 5 holidays by 8-hours/day, and then dividing by 26.09 weeks.  |
| 10C  | Federal holiday hours are not applied to the Mobilization Workweeks.  |
| 11   | Annual leave factors are based on actual leave taken by military members and civilian employees. Annual leave is calculated at 20.5 days per year for military members, and 155.04 hours per year for civilian employees. Leave during normally scheduled liberty periods is not counted.   |
| 11A  | No leave is applied to the Underway Workweeks; consequently, the entire year's worth of annual leave is incorporated in the 26.09 inport workweeks.   |
| 11B  | Military members use 8-hours of leave per day per non-duty day, 12-hours of leave per day for a 12-hour continuous watch, and 24-hours of leave per duty day.   |
| 11C  | For military members, hourly "annual leave" hours is calculated by multiplying days of annual leave days per year (from the Non-Availability Allowance Matrix) by 24 hours to determine annual leave hours; dividing annual leave hours by 365.25 days (ashore) or 182.625 (afloat inport) to obtain daily leave hours; and then dividing by 24 hours to obtain an hourly leave rate. The hourly leave rate is then multiplied by the workweek length (40-, 42-, 50-, or 68-hours) to obtain the leave hours per week. By doing this, leave taken during normally scheduled liberty periods is also discounted. To obtain the duty/day work leave apportionment split for the 68-hour workweek: <ul style="list-style-type: none"> <li>• For duty leave, multiply the leave hours per week by .62 (duty hours = 42 hours out of 68 hour workweek [1.75 X 24], or 62% of workweek hours).</li> <li>• For day work leave, multiply the leave hours per week by .38 (day work hours = 26 hours out of 68 hour workweek [3.25 X 8], or 38% of workweek hours).</li> </ul> |
| 11D  | For civilian employees, hourly "annual" leave hours is calculated by dividing total leave hours per year by 52.18 weeks to determine weekly leave hours, and then dividing weekly leave hours by 40 to determine an hourly leave rate. The hourly leave rate is then multiplied by the workweek length (40-, 42-, or 72-hours) to obtain the leave hours per week.  |
| 11E  | Annual leave is not applied to the Mobilization Workweeks.  |

**Table A-36: U. S. Coast Guard Mobilization Workweek Assumptions**

*Continued on next page*

## Standard and Mobilization Work Week Availability, Continued

| U. S. Coast Guard Mobilization Workweek Assumptions |  |
|---|--|
| Number  | Assumption   |
| 12  | <p>"Other" Leave factors are based on actual leave taken by military members and civilian employees.</p> <ul style="list-style-type: none"> <li>• Other Leave is calculated at 0.20 days per year for active duty military members, and includes Sick Leave, Adoption Leave, Paternity Leave, Maternity Leave, and Deductible time (also known as bad time).</li> <li>• Other leave is calculated at 0.02 days per year for Selected Reserve (SELRES) military members.</li> <li>• Other Leave is calculated at 96.84 hours per year for civilian employees, and includes Sick Leave, Injury Leave, Administrative Leave and Leave without Pay (LWOP). Leave during normally scheduled liberty periods is not counted.</li> </ul>  |
| 12A   | No leave is applied to the Underway Workweeks; consequently, the entire year's worth of "other" leave is incorporated in the inport workweeks.   |
| 12B   | <p>For military members, hourly "other leave" hours is calculated by multiplying days of annual leave days per year (from the Non-Availability Allowance Matrix) by 24 hours to determine annual leave hours; dividing annual leave hours by 365.25 days (ashore) or 182.625 (afloat inport) to obtain daily leave hours; and then dividing by 24 hours to obtain an hourly leave rate. The hourly leave rate is then multiplied by the workweek length (40-, 42-, 50-, or 68-hours) to obtain the leave hours per week. To obtain the duty/day work leave apportionment split for the 68-hour workweek:</p> <ul style="list-style-type: none"> <li>• For duty leave, multiply the leave hours per week by .62 (duty hours = 42 hours out of 68 hour workweek [1.75 X 24], or 62% of workweek hours).</li> <li>• For day work leave, multiply the leave hours per week by .38 (day work hours = 26 hours out of 68 hour workweek [3.25 X 8], or 38% of workweek hours).</li> </ul> |
| 12C   | For civilian employees, hourly "other leave" hours is calculated by dividing total leave hours per year by 52.18 weeks to determine weekly leave hours, and then dividing weekly leave hours by 40 to determine an hourly leave rate. The hourly leave rate is then multiplied by the workweek length (40-, 42-, or 72-hours) to obtain the leave hours per week.  |
| 13  | Watchstanders/duty personnel are afforded 8-hours of sleep per duty day.   |
| 14  | Watchstanders/duty personnel are afforded 2-hours of messing per duty day.   |
| 15  | Watchstanders/duty personnel are afforded 2-hours of personal/readiness standby time per duty day, with an additional 3-hours provided on Sundays.   |

**Table A-36: U. S. Coast Guard Mobilization Workweek Assumptions**

*Continued on next page*

## Standard and Mobilization Work Week Availability, Continued

| U. S. Coast Guard Mobilization Workweek Assumptions |  |
|---|--|
| Number  | Assumption   |
| 16  | Non-Productive Time is time spent participating in Coast Guard-directed, -recognized, or -approved activities, rendering personnel unavailable to accomplish/support the OE's missions, functions, and goals (direct work), or help manage organizational, personnel, and capital assets (indirect work). Non-productive time includes service diversions, service-wide training and professional development, general unit training, and unit-specific training. For additional information, including a calculation of all non-productive time factors, see the Non-Availability Allowance Matrix dated December 28, 2012. |
| 16A   | For the Peacetime Military and Civilian 8-Hour and 12-Hour Continuous Watch Workweeks, and the Peacetime Civilian Firefighters Workweek, watchstanders must be given time off from watch to perform non-productive time activities. See the Non-Availability Allowance Matrix dated December 28, 2012 for additional information.  |
| 17  | Service diversions are activities required by regulations or policy which must be accomplished during working hours and which detract from a worker's availability to perform productive work. Service diversions categories include PCS-related allowances, organizational requirements, administrative requirements, and health services allowances. See the Non-Availability Allowance Matrix dated December 28, 2012 for additional information.   |
| 17A   | Service diversions are minimized for mobilization workweeks. For Active Duty and Selected Reserve (SELRES) military members, the only Service diversions included in the calculation are personnel record upkeep and medical/dental outpatient treatment. For civilian employees, the only Service diversions included in the calculation are personnel record upkeep and timekeeping.   |
| 18  | Service-wide training and professional development includes mandated training (A) and (B); enlisted testing; workforce professional development; the mandatory Individual Development Plan (IDP) program; and the Reserve Member Individual Training Plan (ITP) program.   |
| 18A   | Service-wide training and professional development is minimized for mobilization workweeks. For Active Duty and Selected Reserve (SELRES) military members, the only allowance is for enlisted testing. For civilian employees, no allowances are applied.   |
| 19  | General unit training is calculated at ½ hour per month to cover all-hands training and drills at all Coast Guard units, based on general all-hands training requirements established by various Commandant Instructions at a rate of one course/drill per month.  |
| 19A   | General unit training is not applied to the Mobilization Workweeks.  |

**Table A-36: U. S. Coast Guard Mobilization Workweek Assumptions**

*Continued on next page*

## Standard and Mobilization Work Week Availability, Continued

| U. S. Coast Guard Mobilization Workweek Assumptions |   |
|---|---|
| Number  | Assumption  |
| 20  | Unit-specific training differs between unit types and is based on assigned mission training requirements. This factor for ashore units will be calculated during Unit Type-specific MRAs. |
| 20A   | Unit-specific training is not applied to the Mobilization Workweeks.  |
| 21  | Watchstanders are scheduled 8-hours of watch per duty day for a one-in-three watch rotation. This equates to 4-hours of watch followed by 8-hours of non-watch (4 on – 8 off).            |
| 22  | Watchstanders are scheduled 6-hours of watch per duty day for a one-in-four watch rotation. This equates to 4-hours of watch followed by 12-hours of non-watch (4 on 12 off).             |

**Table A-36: U. S. Coast Guard Mobilization Workweek Assumptions**

## Appendix B: Glossary

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|                                    |  |
|------------------------------------|--|
| <b>Accomplished Performer (AP)</b> | Worker who routinely produces accomplishments at or above the standard. Often intended to mean the “Best performer now on the job;” a person whose skill or performance exemplifies the optimal or desired state; but is not the same as a Subject Matter Expert (SME).  |
| <b>Additive</b>                    | Required work that is not part of the basic functional description for instructor, but is determined to be work-related and performed on a continuing basis.   |
| <b>Adjudication</b>                | An iterative process of an MRA which provides an opportunity for alignment regarding the documented and undocumented work to be included in the analysis.  |
| <b>Alignment</b>                   | To gain a common cause or viewpoint with all parties involved.   |
| <b>Analyze</b>                     | To separate (a material or abstract entity) into constituent parts or elements; determine the elements or essential features of and examine carefully in detail so as to identify causes, key factors, possible results, etc.  |
| <b>Assumption</b>                  | A supposition, presupposition; hypothesis, conjecture, postulate, or theory proposed for the purpose of aiding analysis when concrete data does not exist.   |
| <b>Competency</b>                  | Knowledge, skills, abilities, personal characteristics, qualifications, training, education, licenses/certifications, and prior assignments needed to perform work to a predetermined, measurable standard.  |
| <b>Constraints and Assumptions</b> | Business rules that must be taken into account when identifying work requirements or assigning workload to a particular labor force in the MRA process. Represent statutory or policy level limitations on the amount of work certain Coast Guard personnel can do, or the type of workers assigned to do the work. Factors act as filters through which final manpower options are modeled. |

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## Glossary, Continued

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|                                    |   |
|------------------------------------|---|
| <b>Corrective Maintenance (CM)</b> | Work accomplished on an unscheduled basis because of malfunction, failure, or deterioration, of disabled systems, equipment, or components. Work associated with the restoration of the affected system to an operational condition within predetermined tolerances and limitations for which there is a corresponding Planned Maintenance (PM) action. |
| <b>Directed Requirements</b>       | Manpower required to perform duties, functions or tasks specifically directed by Commandant and/or by special programs over and above the functional workload requirements.   |
| <b>Duty</b>                        | Duty defines a status in which members are required to be on board a unit to perform mission requirements and may be expected to stand watches or perform day work as needed.   |
| <b>Earned Hours</b>                | Total number of staff work hours required based on the computed Monthly Instructor Contact Hours (MOICH).   |
| <b>Exception Hours</b>             | Hours required to complete work that is not part of the primary responsibilities (functional area description) but is determined to be work-related and performed on a continuing basis.  |
| <b>Facilities Maintenance (FM)</b> | Work required maintaining the material condition of the ship, building, or other shore-side facility.   |
| <b>Full Time Equivalent (FTE)</b>  | The equivalent of 2,080 work hours (40 hours X 52 weeks), which is the standard work year.  |
| <b>Full Time Position (FTP)</b>    | Positions that are authorized without a time limit and which provide for a regular 40-hour work week.   |
| <b>Job Aid</b>                     | Tool that is broken down to segments into perform analysis. Job Aids provide step-by-step direction for completing an MRA.  |

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## Glossary, Continued

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|--|---|
| <b>Manpower Determinant Model (MDM)</b>          | Analytical representation of the relationship between mission requirements and performance standards, work, workload, and the resulting human capital requirement.  |
| <b>Manpower Estimate Report (MER)</b>            | Also known as a Level I Manpower Requirements Analysis. The MER describes all manpower requirements to operate, maintain, and support a system consistent with planned operating and logistics concepts. The MER provides information for cost estimates.   |
| <b>Manpower Requirements Analysis (MRA)</b>      | A structured, scientific analysis used to translate mission requirements into manpower requirements.  |
| <b>Manpower Requirements Determination (MRD)</b> | The output of a Manpower Requirements Analysis, which identifies the number and types of people required to accomplish a prescribed amount of work to a prescribed standard.  |
| <b>Major Accomplishment (MA)</b>                 | Output of behavior that has direct value to the goals of the job and the organization. A series of work events that lead towards a specific accomplishment. A grouping of tasks with the same output.   |
| <b>Make Ready/Put Away Allowance (MR/PA)</b>     | An allowance applied to Planned Maintenance only which includes the steps required in research to determine required parts, filling out supply forms, obtaining and returning necessary instruction manuals, tools, and materials; transit to and from the work area; removal and replacement of any interference, and any necessary cleanup. This allowance is an average of values developed from extensive activity sampling. While considered to be accurate for the adjustment of total Planned Maintenance man-hours, it must be recognized that application of the allowance factors to any specific maintenance action may distort the true man-hour requirement to accomplish a specific action. |
| <b>Modeling</b>                                  | Process that analyzes all authorized work and workload data from the Work Matrix including all of the classifiers.  |

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## Glossary, Continued

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**Monthly Instructor Contact Hours (MOICH)** Monthly average number of hours an instructor directly interfaces with students in a classroom or laboratory environment. It is determined by the number of students programmed for training in a fiscal year multiplied by the course class size, multiplied by the Instructor Contact Hours (ICH), divided by twelve.

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**MRD Division** Manpower Requirements Determination Division, CG-1B4.

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**Organizational Element (OE)** A component or cross-section of the organization to be studied through a Manpower Requirements Analysis. OEs include, but are not limited to work centers, divisions, departments, units, workforce specialties, unit types (e.g. WHECs, Sectors, etc.), or mission areas (e.g. Law Enforcement operations, Commercial Vessel Inspections, etc.).

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**Operational Manning (OM)** Often referred to as “Watch Stations”; time required to man essential operating stations during a specified condition of readiness.

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**Optimize** To maximize mission efficiency and effectiveness.

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**Own Unit Support (OUS)** Work required to perform administrative, military, re-supply, food service, hygienic, utility tasks, and special evolutions. It also includes maintenance items that are not accounted for under PM and CM categories.

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**Personnel Allowance List (PAL)** A database listing of authorized full-time permanent civilian positions, selected reserve military billets and active duty military billets (including General Detail) that includes relevant information related to that billet/position (OPFAC; position number; OBC; appropriation, program, and sponsor codes; source; special training and qualification requirements; OPM series classification codes). The PAL is the personnel resource allocation tool for the Coast Guard.

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**Performance Standard** The degree (criteria and measures) to which a performance requirement must be met to achieve proficiency. This term is for the specific instance of meeting an established requirement.

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## Glossary, Continued

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| <b>Personal, Fatigue, and Delay (PF&amp;D) Allowance</b> | <p>Workload multiplier applied to workload computations to account for various process slowing events including:</p> <ul style="list-style-type: none"> <li>• Personal allowances are time factors to take care of member needs;</li> <li>• Fatigue allowances are decreases in production or performance attributable to physical and/or mental weariness existing in a person; and,</li> <li>• Delay allowances are unavoidable delays caused by external forces such as waiting for information, mechanical delays, or other interruptions.</li> </ul>  |
| <b>Planned Maintenance (PM)</b>                          | <p>Work accomplished in response to periodically scheduled preventative maintenance mandated by policy. In quantitative terms, it is the total workload associated with the performance of preventive maintenance actions on operational systems, equipment, or components contributing to uninterrupted operations within design characteristics.</p>   |
| <b>Position</b>  | <p>A designated placeholder, as indicated in the PAL, which authorizes a person's placement within the organization. A position represents all jobs, duties, skills, responsibilities, and supervisory relationships assigned to an employee.</p>  |
| <b>Requester</b>   | <p>Office for which an MRA is conducted.</p>   |
| <b>Service Diversion Allowance (SD)</b>                  | <p>Those actions required of personnel by regulations or the nature of shipboard routine that must be, or are normally, accomplished during normal off-watch or working hours that reduce the individual's availability to accomplish productive work. Service Diversion includes quarters, inspections, sick call, haircuts, business at the ship's store, time awaiting service, administrative business, commanding officer's non-judicial punishment, participation on boards and committees, interviews, and non-training related assemblies. Variable activities considered in the SD are in many cases influenced by internal ship procedures and management.</p> |
| <b>Sponsor</b>   | <p>Organizational element that develops and documents the business case, defines and validates functional requirements, and accepts capability needed to support Coast Guard mission or business performance.</p>  |

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## Glossary, Continued

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|---|---|
| <b>Staffing Logic</b>                               | A system of reasoning used to determine the human capital required to carry out an Organizational Element's (OE) mission.   |
| <b>Staffing Standard</b>                            | The quantitative and qualitative manpower required to accomplish identified workloads for a class of units, unit or activities. Staffing standards were previously used to identify skill levels, series, rating and pay grades needed to perform Coast Guard work activity.  |
| <b>Standard Workweek</b>                            | A primary constraint for calculating manpower requirements. They are guidelines for sustained personnel utilization under projected wartime or peacetime conditions and are not intended to reflect the limits of personnel endurance. They are for planning purposes only and are non-binding on Commanders or Commanding Officers in establishing individual working hours. |
| <b>Subject Matter Expert (SME)</b>                  | A person who is identified as being extremely knowledgeable regarding a specific subject or piece of equipment; not necessarily the person with the most practical experience in the subject or the person who can best employ the piece of equipment.  |
| <b>Supervision, Management and Leadership (SML)</b> | Work capturing the direct engagement, instruction and monitoring of tasks and activities (supervision); engaging people to plan, execute, and review activities (management); and inspiring others to achieve a common goal (leadership).   |
| <b>Task List</b>                                    | A detailed description of both manual and mental activities.  |
| <b>Training Allowance (TA)</b>                      | An activity of a practical or instructional nature contributing directly to total readiness, mission readiness, or personnel effectiveness that otherwise detracts from an individual's capacity to accomplish productive work.   |

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## Glossary, Continued

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|                    |  |
|--------------------|--|
| <b>Work</b>        | <p>Consumption of resources, exertion, or effort directed to produce or accomplish an end result.</p> <ul style="list-style-type: none"> <li>• <b>Documented Work:</b> Work based on official doctrine, directives, or other authoritative written sources of information.</li> <li>• <b>Undocumented Work:</b> Work based on unofficial or informal practices, policies, or rules that must be adjudicated during the MRA process in order to be included in the manpower determinants model.</li> <li>• <b>Direct Work:</b> Work conducted to accomplish the OE's mission(s), function(s), and goal(s).</li> <li>• <b>Indirect Work:</b> Work that does not directly support an OE's assigned mission(s), function(s) or goal(s), but is performed in order to manage the organizational, personnel, and capital assets.</li> <li>• <b>Required Work:</b> A complete description of work found using all relevant documentation and determined to be a necessary part of the Requester's mission as determined during the Mission Alignment phase of the MRA.</li> </ul> <hr/> |
| <b>Work center</b> | <p>Component of an Organizational Element (OE) that performs similar type work.</p> <hr/>  |
| <b>Work item</b>   | <p>Basic identification of work accomplished or services performed. Work items should be easy to identify, convenient for obtaining productive count, and usable for scheduling, planning, and costing.</p> <hr/>  |
| <b>Workload</b>    | <p>The activity of a body or mind which can be measured against standards in time, quantity or quality including but not limited to operation of equipment, watches, military duties, military assemblies, maintenance, administration, support, utility tasks, evolutions, training, supervision, job-related conversations, etc.</p> <hr/>   |