

Manpower Requirements Determination (MRD) Business Model

The Manpower Requirements Determination (MRD) system is a verifiable, repeatable, and defensible program that collects, measures, and analyzes the human capital needed to perform Coast Guard missions. Currently, Resource Managers use different methods of measuring human capital (including Snapshot, staffing standards, station staffing standards, etc.) which are often based on local or programmatic needs and do not allow for a standardized comparison of human capital requirements across units or programs.

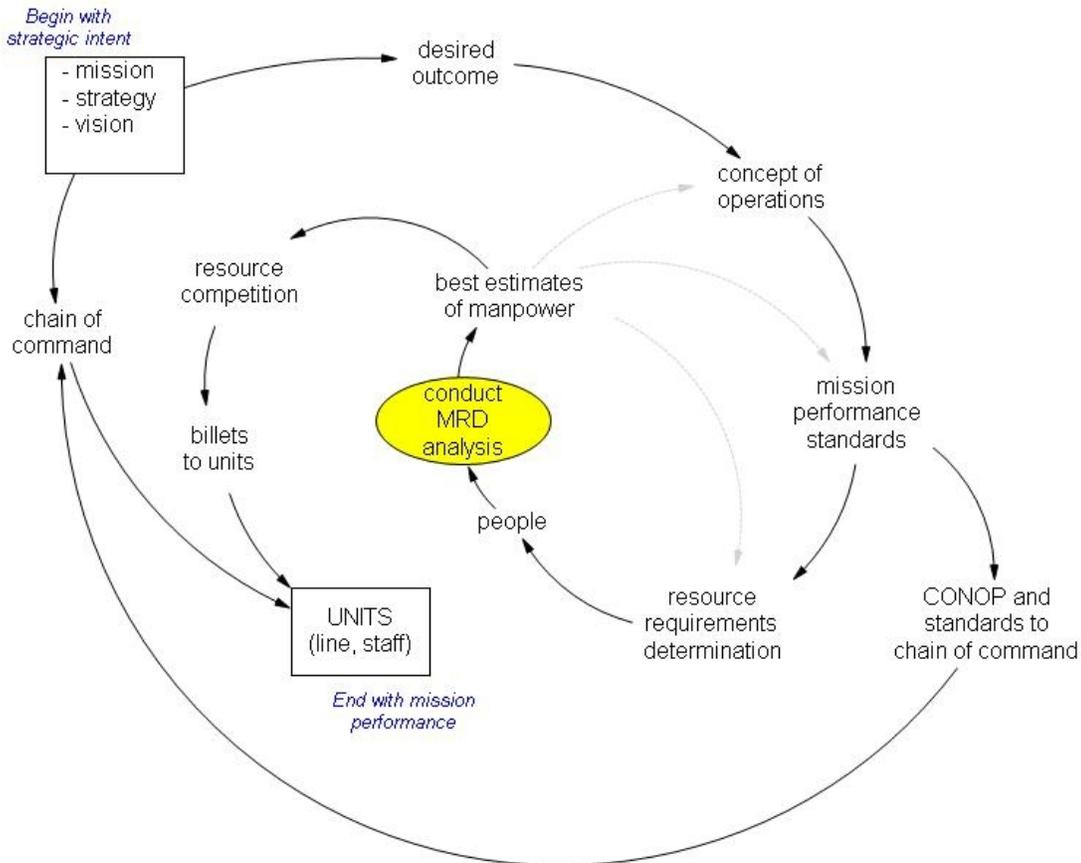
The MRD process can be applied on behalf of individual programs, operational commands, and all Coast Guard planning elements. The MRD process will give them the tools they need to accurately determine either existing human capital needs or human resource demands for emerging or changing mission requirements. MRD analysis is designed to make use of data from every component of the organization and will provide useful information to a wide variety of decision making processes. As a result, decision makers throughout the Coast Guard will be able to evaluate personnel requirements based on a common set of standards and analytical approaches.

The goal of MRD is not to replace or alter existing resource management processes (e.g. the Resource Group (RG), Senior Leadership Group (SLG), and Resource Proposals (RP)) but to provide senior managers the information they need to make better informed resource management decisions. MRD will provide critical data on the quantity and type of personnel resources required to carry out a mission, operate an asset, etc. It will not make the final decision on how or where resources are ultimately employed. That decision will continue to reside with senior leadership.

Capital Requirements

As noted in Commandant's Intent Action Order 8 – Human Resource Strategies to support Coast Guard Maritime Strategy “The Coast Guard’s staffing standards are obsolete and no process exists to remedy this state. Leaders and resource managers do not have confidence that any particular set of human capital requirements are based on industrial engineering principles, or any objective science, and cannot compare sets of requirements to optimize human resource allocation” The MRD system will provide the tools needed to resolve this discrepancy.

The process to get to human capital requirements (staffing) must be understood before the Coast Guard can move towards a formal MRD system. In a macro sense, mission, strategy, and vision (intent) are communicated by senior leadership to the organization, particularly to Program Managers. Between senior leadership and programs, desired outcomes are described, usually in terms of policy or mission results. Those results imply a certain kind of action (activity) which can best be understood as a concept of operations (CONOP) – how do we accomplish these outcomes? Programs also determine the standards to which activities will be performed (quality, quantity, cost, time).



The CONOP and standards are communicated to the chain of command so that Unit Commanders (including staff chiefs, support Unit Commanders, etc.) can begin to look for synergies with current missions and resources.

Mission performance standards are the entering argument for determining the kinds and numbers of resources that will be needed to achieve the desired results. Although this model focuses on human capital (people as a resource), the same logic applies to assets, infrastructure, systems, and information. The signal that human capital is needed for mission performance initiates an analysis of work and working conditions or Manpower Requirements Determination (MRD). Using a variety of techniques ranging in rigor from industrial engineering to subjective judgment, with inputs derived from current workload data and competency accounting systems, an estimate of personnel requirements is generated that includes the numbers, competencies, and experience levels.

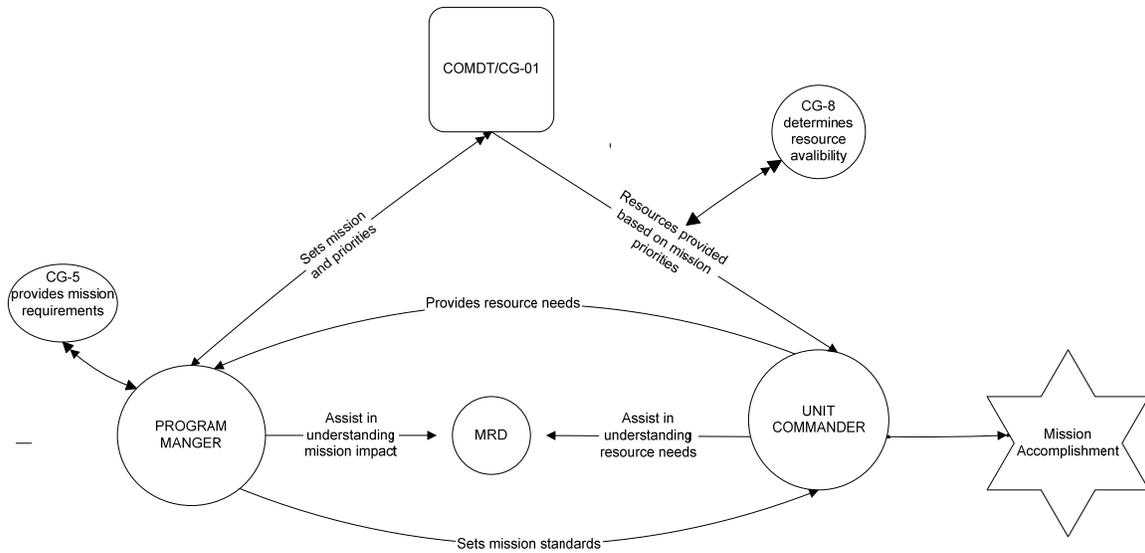
Those estimates are then compared to the CONOP and the mission performance standards in an iterative process that may result in adjustment of, the CONOP, the standards, or the resource requirements – or some combination of all three. These loops also reflect the need to validate requirements against outcomes as actually performed (in the future, an audit function).

The estimates of manpower are then used as the opening argument in a resource competition process that brings all requirements together, assesses the relative risk and return, and makes the final determination regarding resources and standards of performance. Billets are then issued to units, and the Human Resource (HR) system assumes responsibility for filling those billets (meeting the requirement).

During this process, the chain of command clarifies expectations regarding intent, CONOP, and standards with Unit Commanders, and assumes accountability for mission accomplishment. Although not part of this model, programs then assume the role of monitor, measuring the degree to which units are meeting the standards and achieving the desired result and the resource cost agreed to.

Key Players in the Manpower Requirements Determination Process

The primary players in the MRD system are the Program Manager, who sets mission standards, and the Unit Commander who will carry out the mission. Working together, this duo must take the Commandant's mission direction and translate it to mission accomplishment. The MRD system provides the Program Manager, members of the chain of command, and the Unit Commanders with critical resource information needed to make decisions on how best to use often limited resources to meet mission requirements. To be successful, they will rely on the inputs provided by the Assistant Commandant for Policy and Planning (CG-5) and the Assistant Commandant for Resources (CG-8).



After the **Commandant and/or the Chief of Staff (CG-01)** has set the strategy, the **Program Manager** works with the **MRD Division** to conduct a Manpower Requirement Analysis (MRA) to determine the human capital cost of the mission requirement. The Program Manager also works with **CG-5** to help shape mission requirements and then communicates the mission to the chain of command (abbreviated as “**Unit Commander**” for this discussion). The **Unit Commander** can also initiate requests for additional analyses to determine the specific unit-level resources he/she needs to meet the mission standards. When summed across all units, the total requirements associated with a particular mission can be advocated by the program or by the unit in a resource prioritization and allocation process managed by **CG-01**. Resources (in the form of billets, assets or funding) are granted to the **Unit Commander** (units) who then pursue the mission performance standards as set forth and measured by **Program Managers**.

The Outputs of MRD Analyses

For a given unit of work associated with a mission, the basic outputs are the number of people needed and the competencies, experience, and other characteristics (rank, rate, training, etc.) required to achieve a mission standard. The analysis also includes the softer competencies involved in leadership and management. In addition, MRD calculations also account for the need for grade pyramids to support continuous growth of members, and to guarantee the ability of any particular specialty across all the work of the Coast Guard. This information is crucial to many elements of the HR system and the continuous and flexible provision of the competencies needed for unit commanders to perform their missions now and tomorrow. For example, MRD supports:

- Recruiting; by helping define how many people are needed to accomplish the Coast Guard's missions.

- Technical training; by identifying the quantities of needed competencies, which informs the training system about the numbers of people who must be trained to have those competencies.
- Development and advancement systems; by providing a better understanding of the logical, work related, grade structure of the workforce.

A key point is that through the MRD process, each level of the organization, and each entity within that level, will be analyzing the workforce with the same set of data, the same standards and the same variables. This will result in data that is better defined, from the very specific level of data at the unit (Tactical) to the more broad data elements used at the Strategic level. This will result in a balanced, consistent approach to workforce allocation throughout the organization.

A defining characteristic of the Coast Guard is that each unit may be assigned a multitude of missions. While Program Managers attempt to prioritize and optimize resources across missions using human capital consumption data in the MRD system, units must also perform this optimization. Using a MRA, units can make conscious decisions about how efficiencies can be achieved by combining human capital in an assortment of ways to meet mission standards. In a case where the total requirements placed on a unit exceeds the personnel resources available to that unit, the MRD system provides the necessary frame of reference for the unit and Program Manager to negotiate revisions to mission performance standards or resources.

The Ideal State versus Practical Reality

MRD analyses, as with Human Performance Technology (HPT) analyses, Activities Based Costing (ABC) analyses, and organizational or process analyses performed by Organizational Performance Consultants (OPCs), takes time and effort. The more accurate a picture needed, the more analytic rigor is required, with commensurate costs in money, time, skills, opportunity costs, etc. Requiring a full blown industrial engineering effort for every new job or task would be not only prohibitively expensive, but would put a tremendous constraint on the Coast Guard's ability to respond quickly and flexibly to changing missions. Therefore, the MRD process must offer a range of analytical tools that allows senior leaders to determine how rigorous the analysis needs to be for a particular case. For Scenario:

- A detailed and very accurate level of analysis of the crew requirements for the National Security Cutter was appropriate since the decision about the size of the crew drove the number of racks and the mechanical services required on the ship. In turn, these factors affected the size, speed, and cost of the unit. MRD in this case had to be rigorous up front, and will require follow up after the unit is in service to verify estimates and assumptions that were necessary before the unit existed. Since the cost of errors in the initial staffing equation was very high in this case, the time and effort spent on MRD reduced the risk of costly rework later.

- Analytical requirements to support staffing a small element at headquarters involved in policy work may be satisfied with much less rigor. Not only is the cost of error lower, but our ability to measure largely cognitive work is less developed. Therefore, the cost of accuracy may far outweigh the benefit.

The MRD Division

The MRD Division will consist of a Headquarters element and deployable field staffs. Because the work is similar, the staffs should reside with the Area Organizational Performance Consultants (OPCs) and the Human Performance Technology (HPT) diagnosticians. The OPCs concentrate on helping commands understand the linkages from strategy to action and how to create processes to enable mission accomplishment. HPT analysts concentrate on the connections between work, workplace, and worker, with an eye toward how those connections operate. MRD analysts (will) focus on understanding the quantity of manpower required to do the necessary work, the competencies and other qualities necessary, and on measuring workload and how it changes over time. Locating these field staffs together will result in powerful synergies, further enabling mission performance.

A third element of a MRD organization is the liaison staff. These personnel will serve on detached duty at the MRD centers of excellence for the other branches of the military (Navy Manpower Analysis Center (NAVMAC), Army Manpower Analysis Agency (USAMAA) and the Air Force Manpower Agency (AFMA)) and will ensure that the Coast Guard MRD system continues to use best practices in manpower determination. Liaison staff will also be available for analysis.

Specific responsibilities of the MRD Division will include:

- Determine and document manpower requirements for all unit types.
- Determine and document manpower requirements for all programs.
- Maintain staffing standards.
- Develop, analyze and coordinate new methods and enhancements to the MRD process.
- Provide research and analysis of MRD policies, procedures, tools and ideas that facilitate the determination of an accurate and consistent statement of the manpower required for the Coast Guard.
- Review, assess, and validate the implications of Coast Guard wide programs, policies and initiatives that may have manpower requirements.
- Review and test prospective manpower analysis tools.
- Conduct special studies, merge studies/analysis and prepare reports in support of tasks, ratings or project assignments.
- Provide advice, guidance, and technical consulting to Program Managers and Unit Commanders.
- Ensure all MRD Automated Information Systems (AIS) functional integrity requirements are maintained.
- Maintain manpower policy documents.

- Maintain a library of all unit type analysis.
- Perform such manpower analysis as may be required by higher authority.

Attached are six Coast Guard specific scenarios of how a MRD system can be utilized to assist senior leaders with resource management decisions. These scenarios are not intended to be all encompassing. They are provided to demonstrate how the MRD process can be incorporated in current Coast Guard processes.

SCENARIO 1:

STANDING UP A NEW UNIT AND SETTING UNIT BASELINES

Before a new unit is established, the Program Manager, with the assistance of a MRD consultant, develops a manpower estimate report (MER) based upon the manpower requirements determination methodology. The MRD consultant collects workload data based upon the mission requirements for the unit, information on the facility infrastructure, the overhead workload requirements, and associated delay factors (Scenarios; maintenance, service diversion, training allowance). The MER describes the number and type of requirements based upon pay grade, rating, or civilian series.

These MER requirements are then compared to the available labor pool in the Coast Guard. The impact of this new demand on human capital is reviewed and recommendations are made on the optimal direction to proceed. These recommendations would very likely include compromises between capability and capacity, the application of technology, adjustments to policy, and a redefinition of additional personnel that would be required for the new unit to achieve the desired goal.

In the case of setting a baseline for an existing unit, the process is similar, but rather than the MRD Consultant conducting a MER, they would review the MRD database for “like” units as a starting point. The MRD consultant would meet with the unit CO to determine how much of the mission is being performed. Using this information, the Consultant would identify the required human capital, based on pay grade and rating, required for that unit to meet its mission requirements. That information would be reviewed and recommendations made on the optimal direction to proceed. These recommendations would very likely include compromises between capability and capacity, the application of technology, adjustments to policy, and a redefinition of additional personnel.

Scenario

The CO of Station Seattle has evaluated the current operational status of the unit and does not feel that he has sufficient human resources to meet mission performance standards. In this case, the number of boats is adequate if he runs them to the max allowable hours, but to do so he thinks he needs an additional boat crew and two watch standers to cover the extended operating hours. The CO discusses the situation with the District Resource Manager, who coordinates with the Area Resource Manager and the Area MRD Consultant. After evaluation, the Area Resource Manager and the Area MRD Consultant determine that no baseline MRD analysis has been conducted on this unit. The request for a MRD analysis is submitted to the MRD Division at Headquarters via command channels and the Program Manager.

The MRD Consultants meet with the CO and senior staff to get an initial assessment of the situation. Based on a preliminary evaluation, it is agreed that further analysis is justified.

The Consultants review the MRD database for similar sized units to see how workload had been determined. Records are obtained for Station Seattle which shows an increase in the number and complexity of Search and Rescue cases. It also shows a marked increase in the boarding of suspicious vessels due to an increasingly stringent requirement to conduct random boardings of pleasure craft less than 65 feet to deter terrorist activity. While these requirements have always been part of the mission of Station Seattle, the volume has increased significantly.

This information gives the Consultants and the MRD Division sufficient reason to approach CG-5 (Policy and Planning Directorate) to further examine the assumptions behind the increased workload, ensuring all aspects of the increased mission are understood. The MRD analysis confirms the CO's estimate that one more boat crew and two communications watch standers are required and identifies rank, rate, and competency requirements for the new billets. While establishing the unit baseline and assessing the impact of the additional personnel and op tempo on Station Seattle's engineering and support functions, the MRD analyst identifies two mission support billets that are unique to the Station. The CO recognizes that these billets are not as important as the additional watch standers and that some of the unit's needs can be met using its own resources. The Consultant develops a set of optimal staffing specifications. The report is delivered to the Program Manager, Resource Managers within the chain of command and the CO of Station Seattle, who both work with CG-5 to generate the appropriate requirements document for use in the reprogramming and budget process.

In the interim, the Unit Commander makes a request to PACAREA for temporary help for the unit. If the request is denied, the Program Manager will provide alternatives to the unit and examine alternative resourcing or adjust the standard to conform to available resources.

SCENARIO 2:

**NEW MISSION
OR
INCREASED EMPHASIS ON EXISTING MISSION**

The Commandant communicates a new or enhanced mission and strategy to a Program Manager who develops required outcomes and sets mission performance standards. The Program Manager has the flexibility to determine the mission performance standards based on the available resources. The Program Manager notifies the chain of command that it will be tasked to perform this new mission and requests the Unit determine what human capital resources will be required. The Unit and the MRD Consultant work together to determine the human capital required to meet the new mission requirements. The Program Manager and the operational commander attempt to find synergy where possible and finally reach an agreement on the ability of the unit to meet the mission performance standards.

The Program Manager becomes engaged in the resource prioritization and allocation process as an advocate for the mission and its resources. Program Managers and the Assistant Commandants can then attempt to find synergy where possible, establish cross-program priorities, and develop a resource allocation plan. Based on this plan, the Commandant assigns the mission and allocates human capital in the form of billets to the units tasked to pursue the mission. These billets are then filled by CG-1. The role of the Program Manager becomes one of monitoring mission performance standards. Should performance slip below standards, the Program Manager will alert the chain of command so that the operational commander can adjust resources accordingly. The resources do not *belong* to the Program Manager, but responsibility for the mission does. As a result, the Program Manager must be able to hold the operational chain accountable for performance.

Scenario

The Commandant announces that the Coast Guard will enhance the security of all tankers entering American ports to ensure that they are protected against terrorist threats. The Program Manager, along with a team made up of Unit Commanders, develops options to meet this increased emphasis on vessel safety and security. The Headquarters MRD division assigns a Consultant to review what impact each option would have on the overall human resources system. A specific set of capabilities is developed.

Using the information provided by the analysis, the Program Manager recommends that Coast Guard vessels will meet all tankers entering American ports no less than 10 miles offshore to provide a security escort until safe mooring is completed. In determining unit capabilities, the Consultant obtains information on all aspects of the new mission, including type of escort required (MEC only, WPB, Response Boats, MSST, etc), the number of boats needed for escort duty, status of Coast Guard personnel aboard the tanker, their unit and means of delivery. After all of the variables have been calculated,

CG-01 concurs with the Program's recommendation. CG-5 adds this task to the unit's mission requirements.

Once the Program has developed a clear set of mission performance standards, CG-01 instructs the MRD division to compute workload demand on specific mission requirements. The model accounts for appropriate delay allowances and additional increases in overhead workload. Understanding variables such as when maintenance requirements increase as asset hours are extended, and the time allocated to maintenance is compressed, the shore support workload is increased. The Consultant applies this information to the targeted sector where increases in workload will occur. In the MRD system, the Consultant has immediate access to data that provides the number of tankers entering each port along with historical arrival and departure data. The Consultant uses this information to compute the number of teams, cutters, and personnel required in each port to meet the increased demand.

The Consultant adds the workload hours and asset demand to the current operational requirements established in the baseline MRA when the MRD program was launched. This information will indicate what effect the increased emphasis will have on the assets and the manpower at the targeted sectors. The MRA can also provide information on the projected manpower required to not only meet the new demand but also to sustain all other mission requirements. In addition, the available data may provide alternative solutions to optimize the strain of a new mission requirement by reducing workload and operational expectations in other mission areas.

The Program may make a request to AREA to assign temporary help to the units affected. The additional manpower may come in the form of TAD or as contract labor to meet the new requirement while the Resource Proposal works through the system. If the requirement is denied, the program through CG-5 may consider use of alternative resources or adjust the standard to meet the resources that are available.

SCENARIO 3:

REALLOCATION OF RESOURCES

Program Managers would be apprised of a strategy to emphasize one mission area while de-emphasizing another. Program Managers would adjust mission performance standards accordingly, communicating their intent to the chain of command. Program Managers or Units estimate the loss from one mission area and assess what additional resources are required for the mission that is to receive increased emphasis. After negotiation between Program Managers and Units (through their chain of command), resource requests are passed from Units to CG-01, who may make an allocation in support of the new mission or return it back to the Program Manager to adjust the mission requirements.

Scenario

R 072109Z DEC 06 ZUI ASN-A00341000016 ZYB FM COMDT COGARD WASHINGTON DC//

ALCOAST 576/06 COMDTNOTE 3100

SUBJ: 123 WPB SUSPENDED OPERATIONS SITREP A. COMDT COGARD WASHINGTON DC 300800Z NOV 06/ALCOAST 567/06 1. IN ACCORDANCE WITH REF A, 123 WPB OPERATIONS WERE SUSPENDED EFFECTIVE 30 NOV. IN ADDITION TO THE DIRECT IMPACT ON THE CREWS OF THE EIGHT 123S, OTHER UNITS WITHIN THE COAST GUARD WILL BE DIRECTLY OR INDIRECTLY IMPACTED AS FUTURE COURSES OF ACTION ARE PURSUED TO MAKE UP THE LOST PATROL BOAT HOURS AND CAPACITY. THE PURPOSE OF THIS SITREP IS TO DISCUSS THE POTENTIAL IMPACTS OF THESE DECISIONS.

2. WE ARE AGGRESSIVELY WORKING ON NEAR AND LONG TERM SOLUTIONS TO MITIGATE THE PATROL BOAT OPHOUR GAP. THIS IS A TEAM EFFORT WITH MEMBERS OF HEADQUARTERS, LANTAREA, MLC LANT, DISTRICT SEVEN AND SECTOR KEY WEST. *THE MRD DIVISION AT HEADQUARTERS WILL CONDUCT MANPOWER REQUIREMENTS ANALYSES FOR EACH OPTION TO ASSIST WITH THE RISK ANALYSIS FOR EACH POSSIBILITY.* MANY QUESTIONS REMAIN, AND WE PLEDGE TO KEEP YOU INFORMED AS WE MAKE DECISIONS TO CLOSE THE GAP.

3. LANTAREA, IN CONJUNCTION WITH D7, *THE MANPOWER REQUIREMENTS STAFF* AND SECTOR KEY WEST, *HAVE CONCENTRATED ON IDENTIFYING THE CORE MISSION REQUIREMENTS OF THE 123 FLEET AND* HAVE BEEN PROACTIVE IN DEVELOPING MITIGATING STRATEGIES FOR THE PATROL BOAT GAP. IN THE SHORT TERM HEADQUARTERS WILL DEFER TO THE OPERATIONAL COMMANDER REGARDING THE NEAR TERM OPERATIONAL SCHEDULE OF THE 123 CREWS AND ANY IMPACT ON THEIR HOLIDAY PLANS.

4. AY07 PCS ASSIGNMENTS ARE NOT CURRENTLY AFFECTED BY THE DECISION TO SUSPEND 123 OPERATIONS AND PCS ORDERS TO OR FROM THE 123 FLEET WILL CONTINUE TO BE EXECUTED. IF REQUESTED BY THE SECTOR COMMANDER, CGPC IS PREPARED TO MAKE A DEDICATED FIELD VISIT TO SECTOR KW IN EARLY JAN 07. WE WILL MAKE EVERY EFFORT TO SUPPORT THE CAREER/PERSONAL NEEDS OF OUR PEOPLE AND MITIGATE ANY POTENTIAL IMPACT ONCE DECISIONS ARE MADE ON LONG-TERM EMPLOYMENT OF THE 123 CREWS.

5. WE ARE TAKING ACTION TO MITIGATE THE PATROL BOAT OPHOUR AND CAPACITY GAP. THE AREA AND DISTRICT COMMANDERS HAVE BEEN AUTHORIZED MAXIMUM FLEXIBILITY FOR THE EMPLOYMENT OF FORCES TO MITIGATE THE GAP. OPHOURS WILL BE DISTRIBUTED, TO THE MAXIMUM EXTENT POSSIBLE, TO

MINIMIZE IMPACT TO CG MISSIONS NATIONWIDE. ADDITIONAL INITIATIVES INCLUDE, AMONG OTHERS, THE FOLLOWING NEAR-TERM ACTIONS:

A. *ADJUSTING THE MISSION OF THE 110S TO ASSUME MUCH OF THE 123S WORKLOAD. WE HAVE MODELED THE IMPACTS TO THE HUMAN CAPITAL REQUIRED IN MEETING THESE INCREASED MISSION REQUIREMENTS, WE WILL IMPLEMENT* MULTI-CREWING OF 110 WPBS. THE 123 CREWS AND BASE FUNDING WILL BE USED TO SUPPORT THIS EFFORT. THE MULTI-CREWED WPBS WILL REMAIN IN THEIR CURRENT HOMEPORTS, AND THE 123 CREWS WILL BE UTILIZED TO SUPPORT THE D7 MULTI-CREW PLAN.

B. INCREASING COAST GUARD-WIDE WPB/WPC OPHOUR TARGETS. THIS INITIATIVE WILL DECREASE THE SYSTEM-WIDE OPHOUR GAP. *USING MRD TOOLS WE HAVE DETERMINED THE ADDITIONAL MAINTENANCE SUPPORT REQUIRED FOR THE 110S TO ABSORB THE ADDITIONAL MISSIONS AND IDENTIFIED ADDITIONAL HUMAN CAPITAL RESOURCES THAT* ARE NECESSARY TO ACCOMPLISH THIS HIGHER OPTEMPO.

6. CG-4 WILL CONTINUE TO EXPLORE ALL OPTIONS FOR A LONG TERM STRUCTURAL REPAIR. IF A DECISION IS MADE TO IMPLEMENT A PROOF OF CONCEPT STRUCTURAL REPAIR, THE SELECTED CUTTER WILL UNDERGO THE AVAILABILITY WITHOUT A CREW.

7. MLCA IS CURRENTLY ORGANIZING AN OPERATIONS AND ENGINEERING TEAM TO IDENTIFY ALL OF THE STEPS TO DEVELOP A DETAILED TEMPORARY STORAGE PLAN FOR THE 123S. THERE WILL BE AN INCREASED VOLUME OF ASSESSMENTS BY NAVAL ENGINEERING PERSONNEL FROM ELC, MLC AND NESU OVER THE NEXT SEVERAL DAYS. ASSESSMENT TEAMS WILL BE PERFORMING INSPECTIONS IN ALL COMPARTMENTS AND MAY NEED ACCESS TO TANKS, VOIDS, AND BILGES TO DOCUMENT EXISTING CONDITIONS. CREW AND MAT ASSISTANCE MAY BE REQUIRED FOR TAG OUTS, REMOVAL OF DECK PLATES AND MINOR INTERFERENCES. THE ENGINEERS ON THESE ASSESSMENT TEAMS ARE EXPERTS IN NAVAL ARCHITECTURE AND THEIR REPORT WILL BE USED FOR FUTURE TECHNICAL RECOMMENDATIONS. ALL TEAMS WILL COORDINATE THEIR SCHEDULES THROUGH SECTOR KEY WEST TO REDUCE CONFUSION AND NEGATIVE IMPACTS ON THE CREWS.

8. WHILE A TEMPORARY STORAGE PLAN IS BEING DEVELOPED, CREWS, IN COORDINATION WITH MAT SUPPORT, SHOULD CONTINUE TO PERFORM PMS. FINAL PLANS WILL INCLUDE REQUIRED MAINTENANCE AND PRESERVATION OF HM&E EQUIPMENT, WHICH WILL NOT BE DONE BY THE CREW IF THEY ARE MULTI-CREWING OTHER WPBS. THIS PLAN WILL SPECIFY WHERE THE VESSELS WILL BE STORED AND THE METHOD OF MOVING THEM TO THAT LOCATION. WE ANTICIPATE A DISPOSITION DECISION AND TIMELINE FOR THE NEXT SITREP. ALL ENGINEERING EQUIPMENT, OUTFIT ITEMS, PARTS INVENTORIES, AND LOGS SHALL BE MAINTAINED, AND PENDING PROCUREMENTS TRACKED.

9. THE OFFICE OF BOAT FORCES IS PREPARED TO REDIRECT BOATS THAT ARE IN THE ACQUISITION PIPELINE TO DISTRICT SEVEN THAT HAVE BOTH INSHORE AND OFFSHORE CAPABILITY TO MITIGATE THE LOSS OF OPERATIONAL HOURS ASSOCIATED WITH THE 123S. LANTAREA WAS PROVIDED WITH A LIST OF BOAT TYPES AVAILABLE TO INCLUDE SPECIAL PURPOSE CRAFT - LAW ENFORCEMENT (SPC-LE), OVER THE HORIZON CUTTERBOATS (CB- OTH), AND TRAILERABLE AID TO NAVIGATION BOATS (TANBS) THAT CAN BE DELIVERED ON SHORT NOTICE TO SUPPORT DISTRICT SEVEN MISSIONS. *THE MRD STAFF WILL PROVIDE THE HUMAN CAPITAL REQUIREMENTS FOR EACH TYPE OF RESOURCE BASED ON THE ADDITIONAL MISSION REQUIREMENTS THEY WOULD ASSUME.*

ALTHOUGH IMPACTS TO BOAT FORCES UNITS ARE MINIMAL, CHANGES TO DELIVERY SCHEDULES MAY RESULT.

10. WE FULLY RECOGNIZE THE TIRELESS EFFORTS OF THE 123 CREWS, NESU/MAT/ESU, SECTOR KEY WEST AND OTHERS TO MAKE THE 123S FULLY OPERATIONAL. WHILE OPERATIONS HAVE BEEN SUSPENDED, IT IS CLEAR THAT THE 123S HAVE MADE SIGNIFICANT OPERATIONAL CONTRIBUTIONS IN THE STRAITS OF FLORIDA, INCLUDING INTERDICTING OVER 1700 ILLEGAL MIGRANTS, CONDUCTING 62 REPATRIATIONS AND SAVING MANY LIVES.

LIKewise, 110 AND 87 WPBS IN D7 HAVE OPERATED AT A HIGHER OPTEMPO TO OFFSET THE OPERATIONAL LIMITATIONS OF THE 123S - THEIR CONTRIBUTIONS HAVE ALSO BEEN TREMENDOUS. THE SUSPENSION OF 123 OPERATIONS IS A COAST GUARD-WIDE CHALLENGE THAT WE WILL OVERCOME.

AS WE MOVE FORWARD, WE ALL MUST STAND SHOULDER-TO-SHOULDER TO FILL THE OPERATIONAL GAP. WE HAVE TRIED TO ANTICIPATE AND PLAN FOR MANY DIFFERENT CONTINGENCIES, BUT THERE WILL UNDOUBTEDLY BE SURPRISES. WE ARE RELYING ON YOUR CONTINUED CAN-DO ATTITUDE AND PROFESSIONALISM TO MEET THESE CHALLENGES.

11. INTERNET RELEASE AUTHORIZED.

12. RADM C.I. PEARSON, RADM D.P. PEKOSKE, RADM D.G. GABEL, AND MCPOCG C.W. BOWEN SEND.

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SCENARIO 4:

SEMI ANNUAL REPROGRAMMING REVIEW (SARR)

The purpose of the SARR process is to provide Program Managers and Area Commanders, and Resource Manager a common forum to advocate upcoming staffing reprogramming needs for the upcoming military assignment year. This process is held in the Fall and Spring preceding the next 1 August kickoff of the Assignment Season. The Fall SARR normally has final concurrence date in early January while the Spring SARR normally has a final concurrence date in mid-April. After April, no further reprogramming will be considered for the upcoming assignment year. With the implementation of the MRD process, reprogramming requests desired for SARR will have been thoroughly studied, vetted, and have gained pre-approval status by the Area Commanders and Headquarters Program Manager. This will ease the review and decision process during the SARR.

Scenario

Due to an increase in security violations, the LANTAREA Commander plans to submit a reprogramming request to CG-8 that changes the rank of the Security Managers from Chief Warrant Officer to Lieutenant Commander. He contacts the Area MRD consultant and requests a MRA. The consultant reviews the tasks associated with the role of the Security Manger, reviews the skill sets and competencies required to complete the tasks, reviews the MRD database for data on how those tasks are performed at different units and reviews the impact to the overall unit if the position is upgraded. The Area Commander's Resource Manager attends the next SARR with the accompanying data in hand.

The intent of the SARR is to look at the cumulative impact to the Coast Guard of all reprogramming requests ranging from total numbers of human capital in each rank and rate, to the total cost of reprogramming personnel of different rank and rate.

If, in the event the SARR process does not approve a requested change stemming from the MRD process, that particular reprogramming request will enter further review between the Program, Area, and Resource staffs to arrive at a resolution. All pending issues, including those stemming from MRD, must be resolved prior to final concurrence date.

Because SARR is designed to manage the current field of budgeted positions in the Coast Guard for both military and civilian, any billets which need to be added to the Coast Guard's workforce must be managed through the Resource Proposal process and not within the SARR.

SCENARIO 5

CHANGE IN BUSINESS PROCESS

A change in business process may be directed or initiated through various command channels.

In this scenario, the Program Manager submits a request to the MRD Division for an analysis on the impact that a change in the business process would have on the program. With a clear set of expectations being received from the Program Manager, the MRD Division will compute the potential change in workload demand based upon the proposed change in process.

The model accounts for appropriate delay allowances and additional increases in overhead workload. Maintenance requirements increase as hours are extended. As time allocated to maintenance assignments is compressed, shore support workload is increased. The Consultant applies this information to the targeted personnel who may be losing workload and to those units where an increase in workload may take place. In the MRD system, the Consultant has immediate access to data that provides the workload estimated for all tasks. The Consultant is able to take this information and compute the impact on not only the program, but also the impact to the process user.

Scenario

CG-1 purchases a new system that will allow each member to complete their own travel claims, reducing the time required for administrative staff to complete this type of paperwork. CG-1 submits a request to the MRD Division for an analysis of the impact and cost savings in personnel time that this change will make.

Using their database of task measurements, the Consultant organizes data to carry out an assessment. Information includes the number of travel claims submitted and the man-hours needed to process each claim. The scenario described in this Scenario involves a basic analytical process. But it should be pointed out that the Consultant knows that if the priorities of the mission are changed, man-hours may be reduced for one group and increased for another. It is on this basis that further analysis is made. In the next step, a time study is conducted in which a random sample is made of 200 people working at different levels of knowledge to measure the time it takes to complete a travel claim. The processing of these claims is a routine task and the Consultant discovers that it takes an average of two man hours per test subject to complete each travel claim correctly. With this information in hand, the Consultant determines the actual cost of completing a travel claim. He is now in a position to compare the time and cost for three man-hours of a Third/Second Class Petty Officer to the time and cost of two man-hours of a cross section of Coast Guard Personnel.

This information would be critical in reaching a decision as to whether or not the new business process should be implemented.

SCENARIO 6:

COLLECTING TASK DATA

The success of the MRD model is predicated on the accuracy of the data used when conducting the analysis. Each of the scenarios described in this model supposes that the task information has been collected and that there is an accurate database system in place. This system has yet to be created.

The information that will populate the database will come from various sources; maintenance card information, operational policy documents, survey and activity counts, industrial engineering standards and other MRD organizations (Scenario; Navy Manpower Analysis Command, Air Force Manpower Agency and Army Manpower Analysis Agency).

Scenario

ET1 Brown is attached to ESD Miami. One of his tasks for the day is to conduct routine maintenance on the AN/SPS-73 radar on one of the cutters assigned to Sector Miami. He turns on his hand held device and clicks on AN/SPS-73 then clicks on “begin”. The maintenance card for this piece of equipment is shown. ET1 Brown follows the steps outlined on the maintenance card, indicating on his PDA each time he completes a step. When he finishes, he clicks on “finish”. He then takes the PDA and synchronizes it with the MRD database via the MRD website. He has now completed the maintenance on this piece of equipment.

When ET1 Brown synchronized his PDA, among the information uploaded to a branch of the MRD database is the following: time to complete the task, equipment used to complete the task, information on the maintenance conducted on the specific piece of equipment and any discrepancies noted during the maintenance.

This information can be used in a variety of ways. The data will be used to validate the standard man hours associated with each task, and when combined with the data in CGBI regarding mission, environment, and performance, can help understand and account for differences in manpower requirements across units, geography, or mission set. The data will also serve as a recorded history of all maintenance conducted on each piece of equipment, and it highlight areas where personnel performance may be enhanced.