



# U.S. COAST GUARD COMPETENCY MANAGEMENT SYSTEM MANUAL



**COMDTINST M5300.2A**  
**June 2015**





Commandant  
United States Coast Guard

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Subj: U. S. COAST GUARD COMPETENCY MANAGEMENT SYSTEM MANUAL

- Ref: (a) Coast Guard Officer Specialty Management System Manual, COMDINST M5300.3 (series)  
 (b) Personnel and Pay Procedures Manual, PPCINST M1000.2 (series)  
 (c) Personnel Resources and Reprogramming Manual, COMDTINST M5312.13 (series)  
 (d) Military Assignments and Authorized Absences, COMDTINST M1000.8 (series)  
 (e) Enlisted Accessions, Evaluations, and Advancements, COMDTINST M1000.2 (series)  
 (f) Officer Accessions, Evaluations, and Promotions, COMDTINST M1000.3 (series)  
 (g) Mandatory Use of the Training Management Tool, COMDTINST 5270.2 (series)  
 (h) Reserve Policy Manual, COMDTINST M1001.28 (series)  
 (i) Military Separations, COMDTINST M1000.4 (series)

1. PURPOSE. This Manual establishes policy and outlines specific practices and procedures for the employment of the Coast Guard's Competency Management System.
2. ACTION. All Coast Guard unit commanders, commanding officers, officers-in-charge, deputy and assistant commandants, and chiefs of headquarters staff elements shall comply with the provisions of this Manual. Internet release is authorized.
3. DIRECTIVES AFFECTED. U.S. Coast Guard Competency Management System Manual, COMDTINST M5300.2 is cancelled.
4. DISCUSSION.
  - a. The Competency Management System is a vital component of the Coast Guard's ongoing effort to improve the capabilities of its Human Resource Management System. At the most basic level, the Competency Management System assists decision makers in better understanding the

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demands of Service and job requirements, and the supply of people available to meet those demands. It provides a clear picture of the links that connect the highest-level organizational, strategic objectives to the work an individual member assigned to a specific unit performs. Through the accurate collection and management of competency data, the system improves operational performance while preserving the agility and flexibility for which the Service's personnel management system is known.

- b. It is our duty as leaders and good stewards of the Coast Guard's resources to do everything possible to ensure our people understand the requirements of their specialty, subspecialty, rating and job. Furthermore, it is our duty to ensure they are well-trained and prepared to meet those requirements. The Competency Management System provides an excellent method to track the knowledge, skills, abilities, education, and experience required for specific positions; it also offers a method of measuring our workforce's ability to meet Service requirements. The end state is an integrated human resource system that allows the Coast Guard to frame manpower requirements as well as recruit, train, distribute, and professionally mature our personnel based on a common competency framework.
  - c. The instrument that ensures the success of the Competency Management System is a comprehensive, flexible data management system. Direct Access (DA) is the primary system the Coast Guard uses to store and manage competency data. This Manual provides specific, detailed information regarding the use of DA to support Competency Management. The Training Management Tool (TMT) <http://aopsweb.osc.uscg.mil/aops.shtml>, and the Aviation Logistics Management Information System (ALMIS) <http://cgweb.almis.uscg.mil> are also key elements of the system as they provide the direct means by which many users will capture certain types of competency data for reporting into the system.
  - d. There is a close relationship between the Competency Management System and the Coast Guard Business Intelligence (CGBI) System. CGBI is a system comprised of a data warehouse, and contains processes and tools to extract data from the Coast Guard's authoritative data sources and display that data in a manner relevant to the user.
5. **DISCLAIMER.** This guidance is not a substitute for applicable legal requirements, nor is itself a rule. It is 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. **MAJOR CHANGES.** While the intent and scope of this Manual remain the same, each chapter has undergone the following significant changes:
    - a. Memorandum: Updated all references and format.
    - b. Chapter 1, 2, & 3: Reworked sentence structure throughout manual to eliminate passive voice and wordy, confusing run-on sentences.
    - c. Forms: Replaced actual forms in manual with hyperlinks to most-up-to-date forms. This will prevent the necessity to submit a manual change or update the manual each time a form is updated.

d. Formatting: Removed chapter table of contents and updated page number format throughout.

7. ENVIRONMENTAL ASPECT AND IMPACT CONSIDERATIONS.

- a. The development of this directive and the general policies contained within it have been thoroughly reviewed by the originating office and are categorically excluded under current USCG categorical exclusion (CE) under USCG CE #33 from further environmental analysis, in accordance with Section 2.B.2. and Figure 2-1 of the National Environmental Policy Act Implementing Procedures and Policy for Considering Environmental Impacts, COMDINST M16475.1 (series).
- b. This directive will not have any of the following: significant cumulative impacts on the human environment; substantial controversy or substantial change to existing environmental conditions; or inconsistencies with any Federal, State, or local laws or administrative determinations relating to the environment. All future specific actions resulting from the general policies in this Manual must be individually evaluated for compliance with the National Environmental Policy Act (NEPA), Council on Environmental Policy NEPA regulations at 40 CFR Parts 1500-1508, DHS and Coast Guard NEPA policy, and compliance with all other environmental mandates.

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. PROCEDURE.

- a. The Competency Management System is designed to apply to both positions and personnel in all segments of the workforce (Active Duty, Reserve, Civilian, and Auxiliary). Direct access contains “person profiles” for each individual member and “non-person profiles” for each position. Further, all positions will have a competency or an Officer Specialty Code assigned. All Officer positions will have at least one Officer Specialty Code assigned to that position.
- b. The Competency Management System is described in three parts. The first part is the Competency Management System itself. The Second part is the Officer Specialty Management System. The third part is the Competency Dictionary, a dynamic online database that contains a list and description of every approved competency in the system.

10. 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.

11. FORMS/REPORTS. The forms referenced in this Manual are available in USCG Electronic Forms on the Standard Workstation on the Internet: <http://www.uscg.mil/forms/>; CG Portal at

<https://cgportal2.uscg.mil/library/forms/SitePages/Home.aspx>; and Intranet at <http://cgweb.comdt.uscg.mil/CGForms>.

12. **REQUEST FOR CHANGES.** Requests for changes to this Manual can be sent directly to the Competency Management System Administrator in Commandant (CG-1B1) via email: [lst-CG-1B1-Competency@comdt.uscg.mil](mailto:lst-CG-1B1-Competency@comdt.uscg.mil).

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Assistant Commandant for Human Resources







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- (1) Request to Assign Competencies, Education, or Officer Specialty to a Position, Form CG-5311
- (2) Request to Create, Change or Inactivate a Competency, Form CG-5311A
- (3) Pertinent Website Links

### List of Acronyms

<b>ACRONYM</b>	<b>DEFINITION</b>
AEP	Advanced Education Program
ALMIS	Aviation Logistics Management Information System
AO	Assignment Officer
AOR	Area of Responsibility
ASVAB	Armed Services Vocational Aptitude Battery
CAC	Central Assignment Coordinator
CGBI	Coast Guard Business Intelligence
CGRC	Coast Guard Recruiting Command
CMSA	Competency Management System Administrator
CO	Commanding Officer
DA	Direct Access
EERS	Enlisted Employee Review System
ESS	Employee Summary Sheet
FORCECOM	Office of Performance, Training & Education
HR	Human Resources
IAP	Integrated Accession Plan
IDP	Individual Development Plan
OER	Officer Evaluation Report
OES	Officer Evaluation System
OIC	Officer In Charge
OOD	Officer of the Deck
OSF	Officer Support Form
OSM	Officer Specialty Manager
PAA	Personnel Allowance Amendment
PAL	Personnel Allowance List
PERSRU	Personnel Reporting Unit - see SPO
PM	Program Manager
POAM	Plan of Action and Milestones
POC	Point of Contact
PPC	Pay and Personnel Center
PPPM	Personnel and Pay Procedures Manual
PQS	Personnel Qualification Standard
PSC	Coast Guard Personnel Service Center
RFA	Request for Analysis
RFMC	Rating Force Master Chief
SFM	Specialty Force Manager
SPO	Servicing Personnel Office (formerly PERSRU)
TAB	Training Allowance Billet
TMT	Training Management Tool
WQS	Watchstation Qualification Station
XO	Executive Officer
XPO	Executive Petty Officer

**List of CMS Related Offices**

<b>CG OFFICES</b>	<b>CG OFFICES</b>
CG-1	Assistant Commandant for Human Resources
CG-1B1	Future Force Division
CG-631	HR Systems Management Division
CG-751	Office of Cutter Forces

## CHAPTER 1. COMPETENCY MANAGEMENT SYSTEM OVERVIEW

### A. Purpose of the Competency Management System.

1. A competency is the job-related knowledge, skills, and abilities that a person exercises while performing the business of any given position.
2. The definition of 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. The tasks are usually related as parts of a larger process in support of or contributing to the goals of the organization, unit, or work group.”**
3. The Competency Management System is an organized and structured group of related processes that includes:
  - a. Establishing and modifying competencies,
  - b. Assigning competencies to positions,
  - c. Recording competencies earned by members,
  - d. Collecting and organizing competency data and information, including its display, data compilation, and use of the competency information in personnel management decisions.
4. The Competency Management System serves a variety of purposes:
  - a. The Competency Management System supports Coast Guard management activities that require accurate information on position requirements and workforce capabilities. Human Resource (HR) Management activities exist to meet the needs of the Service through its people, thereby increasing Service readiness and effectiveness.
  - b. The Competency Management System links and aligns interdependent HR system components with the Coast Guard’s strategic direction and mission requirements. Figure 1-1 illustrates:
    - (1) In a vertical dimension, alignment must exist among the strategic goals and missions of the organization, Coast Guard resources, support/operational activities that support those goals, and the people that perform those activities.
    - (2) In a horizontal dimension, alignment must exist between the processes that identify personnel requirements and the HR processes of accessions, individual development, assignments, evaluations, promotions, and separations. This horizontal linkage is described in Chapter 3.

- c. The Competency Management System improves the Service's ability to supply the right number of trained and qualified people to perform the Coast Guard's varied missions, and allows them to assume greater responsibility and authority over time.
- d. The Competency Management System supports individual members by providing accurate and real time information related to qualifications, career planning, training justification, and promotion/advancement expectations.

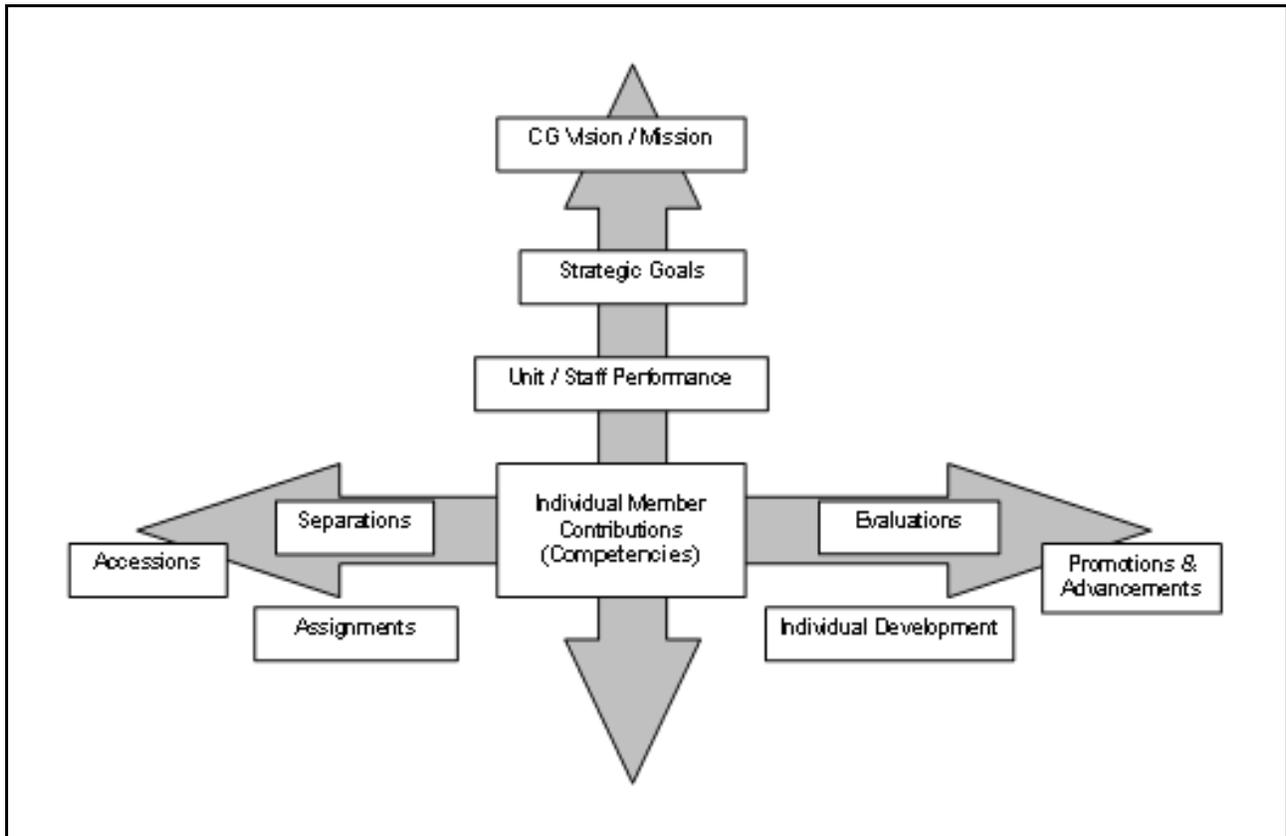


Figure 1-1. Human Resource Management Linkage and Alignment

- e. The Competency Management System promotes active comparison between the competencies required by positions (demand), as captured in DA non-person profiles and the competencies held by members (supply), as captured in DA person profiles. Information from this comparison helps support personnel management decisions by reducing gaps between the requirements and the capabilities across the Service and over time.
- f. The comparison between the competencies required by positions and the competencies held by members provides an indication of readiness. As such, the Competency Management System is connected with the Personnel and Training dimensions of CGBI.

5. The full benefit of the Competency Management System is realized when competencies are appropriately aligned with organizational requirements, captured for mission needs (demands), while members' competencies are recorded and maintained. This is a primary and unifying focus of all HR Management activities. The Coast Guard can identify gaps and overlaps by tracking:
  - a. The rate at which competencies are acquired through accessions, individual development, assignments, evaluations and promotions,
  - b. The rate at which competencies are lost through attrition and separations,
  - c. The creation of new requirements and associated costs caused by dynamically changing missions as well as new missions.

B. Competency Management System Architecture.

1. Figure 1-2 displays the integrated competency architecture for the Coast Guard. The architecture places the entire Competency Management System in the context of supply and demand. It shows the linkage between the mission and strategic direction of the organization, the people, and the positions within the organization. The basic idea is that, like any other organization, demand for certain competencies in the Service is based on the nature of the work the organization does. On the other side of the figure, members of the workforce supply competencies, and that supply can be adjusted over time using the HR processes of accessions, individual development, assignments, evaluations, promotions, and separations. Application of information from the Competency Management System in these HR processes is fully described in Chapter 3.

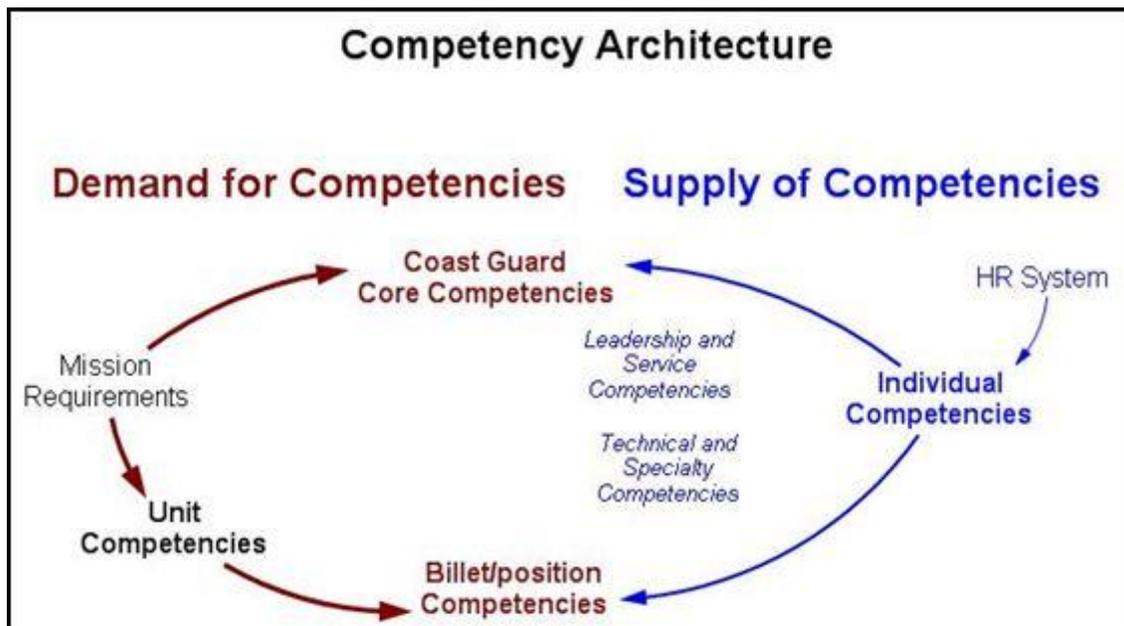


Figure 1-2. Integrated Competency Architecture for the Coast Guard

2. As shown in Figure 1-2, the demand for competencies is driven by mission requirements, and helps generate organizational core competencies, unit competencies, and position competencies. On the supply side, competencies reflect a member’s inventory of training, education, assignments, and other experiences. The collection of these competencies and accomplishments make up a member’s competency portfolio, and also enables the Service to label the member with a particular specialty, subspecialty, or rating. The HR system then matches people to positions and **may** base those decisions, in part, on a member’s competencies, choosing the member with the competencies that best support the needs of the Service. A well-maintained competency management system supports all HR processes including accessions, individual development, assignments, evaluations, promotions and separations, by tracking and matching competency demands to workforce capabilities.

C. Organizational Structure: Roles, Responsibilities, and Authorities. The roles, responsibilities, and authorities in the Competency Management System are shown in Table 1-1 below. These items are discussed in more detail in the procedures listed in Chapters 2 and 3.

Table 1-1. Roles, Responsibilities, and Authorities in the Competency Management System

Responsibility	Applicable Section	Role
CG-1B1	2-C-2 2-D-4	Act as the Competency Management System Administrator (CMSA). Coordinate the establishment, modification, inactivation, and definition of competencies. This includes cross-programmatic coordination when competencies involve more than one Program Manager (PM).
	2-B-2	Establish procedures for data collection, data integrity, and data currency.
	2-C-1 2-C-2	Maintain Competency Dictionary.
	2-C-6 2-E-2	Perform technical and administrative review of Competency Change Forms submitted by PMs.
	2-C-6	Return proposed changes that are not in compliance with established procedures to PMs.
	2-I-2	Process requests for inactivation of competencies.
CG-631	2-B-2 Appendix A	Provide Commandant (CG-1) with the guide of what each page accomplishes in Direct Access.
CG-833	2-B-2 2-B-4	Approve Personnel Allowance List (PAL) changes driven by updated or new competencies that require a rank, grade, specialty, subspecialty, or rating change in a given position, or creation of a new position.
Program Manager (PMs)	2-C-3 2-D-1	Establish and define competencies for positions that fall within their Program.
Rating Force Master Chief (RFMCs)	2-B-2 2-C-6	Review and update competency definitions regularly.

Responsibility	Applicable Section	Role
Specialty Force Managers (SFM)	2-C-6 2-E-1 2-E-2 Encl (1)	Propose changes to competencies by submitting a Request to Assign Competencies, Education, or Officer Specialty to a Position, Form CG-5311 to Commandant (CG-1B1).
Officer Specialty Managers (OSM)	Encl (2) 2-F-3 2-F-4	Designate and review requests to designate competencies for positions within their Program.
	2-D-2	Establish and maintain requirements for earning a competency.
	2-C-6	Assist PMs in the biannual review of competencies in their AOR.
	2-I-2	Request to inactivate a competency.
Coast Guard PSC	1-B-2	Use the Competency Management System as a tool to manage assignments, advancements, promotions, separations, and evaluations
FORCECOM	Appendix B	Establish procedures for conducting competency/performance intervention analysis of items identified by PMs in their reviews.
	Appendix B	Assist PMs in conducting further analysis.
Servicing Personnel Offices (SPO)	2-B-2	Enter individual member competency information into DA when provided with proper documentation and per existing procedures and standards.
Commanding Officers (CO)	2-C-7 2-D-2	Propose the establishment of new competencies or changes to existing competencies to PMs via chain of command.
	Encl (1) 2-B-2 3-I-1	Review and recommend competency requirements for positions within their unit.
	2-G-1 2-G-3	Award competencies earned by members; submit appropriate data entry forms.
	2-H-1 2-H-4	Make decisions concerning removal of previously earned competencies.

D. Key Terms and Definitions. This Manual uses many terms and definitions the reader must understand to gain a full understanding of the Competency Management System. Table 1-2 contains the most important terms used here. A comprehensive list of HR terms and definitions can be found on the CG Portal. See Enclosure (3).

E. Information Related to the Competency Management System. Beyond recording competencies, the Coast Guard uses DA to record the information used to establish personnel capabilities. Examples may include, but are not limited to the following:

1. Education and Degree information
2. Licenses and Certifications
3. Honors and Awards
4. Coast Guard Non-Resident course completion tests
5. Coast Guard Class “A”, “C”, Non-resident courses, and PQS
6. Assignment History

Table 1-2. Key Competency Terms and Definitions

<b>Term</b>	<b>Definition</b>
Accomplishment	A tangible achievement. An accomplishment may be an individual's degree, license, certification, language proficiency, test score, honor, award, or professional membership. Accomplishments have specified achievement dates and may have defined durations or expiration dates.
Broadened Specialist	An officer who possesses in-depth knowledge and skills in two or more officer specialties or subspecialties through education, training, and/or Service experience.
Certification	An endorsement in written form by a recognized government authority (i.e. CO or OIC) or delegated representative that specifies standards of knowledge or performance have been met in a particular subject area, e.g. a certified public accountant.
Competency	A collection of tasks with the associated knowledge, skills, abilities, and wherewithal (tools, methods, information, doctrine, procedures, materials, etc.) needed to perform the tasks to a predetermined, measurable, performance standard. The tasks are usually related as parts of a larger process in support of or contributing to the goals of the organization, unit, or work group.
Competency Code	A unique code that identifies a Competency in DA. This code is limited to 8 characters.
Direct Access (People Soft)	The Coast Guard's central military pay and personnel data management system.
Department	A DA term used to describe a Coast Guard unit or subordinate element of a unit. Used in place of the terms "Unit" or "subunit."
Department ID	A unique 6-digit number used in DA to identify all units and subunits in the Coast Guard.
Employee	A DA term used to describe all Coast Guard personnel; military and civilian.
Employee Competencies	Term used in DA to describe the competencies possessed by an individual who has met the required standards for assignment.
Employee ID Number (EMPLID)	A unique 7-digit number used in DA to identify all members in the Coast Guard. (Active Duty, Reserve, Civilian, and Auxiliary)
Importance	A DA term of measurement used to establish the desired/required need for the competency for an assigned position. This characteristic is assigned to a competency when it is attached to a position.
License	A legal document issued by a government entity giving official authority/permission to perform certain acts or to carry on a certain business, i.e. a driver's license.

Table 1-2 (cont). Key Competency Terms and Definitions

<b>Term</b>	<b>Definition</b>
Organizational Core Competencies	Coast Guard-wide competencies that potentially apply to every Program in the Coast Guard. These are “enduring attributes that enable successful mission performance of the organization.” The Coast Guard’s core competencies emerge from decades of experience in pursuing missions. They are the accumulation of lessons learned from repeated action, observation, and experimentation. Many of these lessons are now so ingrained as to be implicit and an integral part of the Coast Guard’s culture.
Officer Specialty	As defined in Reference (a), an area of expertise defined by a set of competencies and possessing an authorized billet structure capable of sustaining a viable population of career specialists who have requisite work experience, education, training, certification, or license.
Officer Specialty Code	As defined in Reference (a), a unique 8-character (seven digit) code used in DA to identify all Officer Specialties and Subspecialties in the Coast Guard.
Officer Specialty Manager	As defined in Reference (a), a person who performs a function similar to the RFMC. OSMs are primarily assigned to perform this function as a collateral duty on the staff of a given Headquarters PM.
Officer Subspecialty	As defined in Reference (a), a focused area of expertise within a specialty defined by competencies acquired through work experience, education, training, certification, or license. Officers may acquire multiple subspecialties during the course of their careers.
Personnel Allowance List (PAL)	The position allocation of a unit as defined by the unit OFCO and any subsequent approved changes.
Portfolio	A list of a member’s competencies and other accomplishments including: knowledge, skills, abilities, degrees, education, training, certifications, and licenses. The term “portfolio” might also be referred to as a Personal Portfolio and/or Competency Portfolio.
Position	Term used to describe all authorized military and civilian positions in the Coast Guard. It includes the following information as appropriate: pay grade, specialty information (civilian series, warrant specialty, enlisted rate, or Officer Specialty Code), location (Unit/Dept), title/description, funding source, sponsoring program, required qualifications or training, billet/position expiration dates, AC&I project affiliations, and other administrative fields.

<b>Term</b>	<b>Definition</b>
Position Competencies	Term used in DA to describe the competencies assigned to Positions via the Position Number. Position Competencies are assigned by a CG Program to ensure job quality match.
Position Number	A unique 8-digit number used in DA to identify all positions in the Coast Guard.
Proficiency	A measurable, established level of skill or ability required for the competency attached to a specific position. This characteristic is assigned to a competency when it is attached to a position.
Program Core Competencies	Program-wide competencies that potentially apply to an entire program specialty and its subspecialties in support of Coast Guard Missions.
Program Manager	The staff officer at Headquarters designated by, and accountable to, the Program Director for the detailed management of a Coast Guard Program.
Rating Force Master Chief (RFMC)	RFMCs are the principal advocate for their rating and are responsible for the overall health of the rating. RFMCs manage the structure of and develop requirements for their workforce to ensure personnel are prepared to meet current and future missions. RFMCs develop and manage competencies uniquely related to their rating for the sponsoring Program.
Specialty Force Manager (SFM)	A person who performs a function similar to the RFMC. The Specialty Force Manager serves as the advocate and technical authority for the Warrant Officer Specialties they represent for the designated Headquarters Program Manager.
Training Allowance Billet (TAB)	That portion of the General Detail used to support military personnel in fully-funded training and AEPs.

## CHAPTER 2. POLICY

- A. Introduction. This chapter addresses two primary topics associated with the Competency Management System.
1. Section B focuses on policy as it relates to the information system used to store and manage competency-related information.
  2. Section C describes the policy framework for establishing, changing, and managing competencies.
- B. The Competency System.
1. Direct Access. A critical piece to any competency management system is a current, accurate database to capture, store, and maintain competency information, both by position and on individual members. DA is the system of record for HR data. DA contains a robust competency management section that serves as the foundation for the Competency Management System.
  2. Responsibilities.
    - a. Commandant (CG-631) is the IT Portfolio manager and acts as the intermediary, providing direction to the Direct Access System Development Activity/System Support Activity (SDA/SSA). CG-631 directs the SDA/SSA's actions for configuration, development, upgrades, operation, and maintenance as requested by the CG-1 PMO.
    - b. Commandant (CG-1B1) is responsible for developing and establishing procedures for collecting and managing data for the competency management system. Throughout the approval processes described in sections 2.D. through 2.I., the Competency Management System Administrator (CMSA) shall initiate the exchange of information and approval activities of the parties involved. Deadlines shall be set to submit input either in favor of or against the action being requested, either in whole or in part. If there is disagreement on any action within the request, a decision shall be made as to whether the entire request should be eliminated or if only those parts of the request that were not agreed upon should be discarded. Once the deadline has passed, the CMSA shall continue the approval process for those actions where parties are in agreement. During the process, the CMSA serves only as the initiator of information exchanged and shall remain a neutral party during any discussions between the parties involved.
    - c. PMs shall regularly (at least biannually) validate the competency definitions and requirements that it sponsors. This validation should involve communicating new and changed requirements with PSC and Commandant (CG-12A) for competencies associated with officer specialties/subspecialties. The validation should also accompany any occupational analysis completed for ratings or specialties under their purview.

- d. Unit COs/Officers in Charge (CO/OICs) should annually review the competency portfolios of all personnel assigned to their unit and ensure they are credited with the competencies they have earned. CO/OICs shall also review the distribution of all competencies associated with unit positions biannually and submit recommendations for changes through the appropriate chain of command.
- e. Servicing Personnel Offices (SPOs) shall document the personnel competency information in DA in accordance with Reference (b) and the DA instructions available on the Pay and Personnel Center (PPC) website. See Enclosure (3). They shall complete this action only when individual members and/or their commands provide proper documentation.
- f. Commands should ensure that individual members review their Employee Summary Sheet (ESS) while drafting e-resumes, and when completing their Officer Evaluation Reports (OER)/Enlisted Employee Review (EER) input, or as otherwise needed. Members must work with their command and SPO to correct any discrepancies revealed. Members can view their competencies at any time in CGBI via the ESS.
- g. Commandant (CG-833) maintains the PAL and, per Reference (c), shall submit any proposed changes for positions that alter rank/rate, specialty/rating/series, workforce segment (military/civilian), or location.

### 3. Nomenclature.

- a. The Coast Guard uses specific terms to describe the complete construction of a competency. Basic information is included here for reference only to familiarize the reader with the construct of a competency. See the PPC website for complete descriptions and the actual steps used to enter competency information into DA.
- b. The Competency Management System does not use all data fields presented to you in DA. This Manual only presents routinely used data fields.
- c. The following DA data fields are used to describe each competency. In some cases, certain data fields may be left blank. It is not necessary for you to be intimately familiar with the construct and meaning of the terms in these examples; they are included here to introduce the subject matter and for informational purposes.
  - (1) Competency Description (Title). An alphanumeric string of up to **30 characters** long that provides the full title of the competency. This is the primary identification for a competency as displayed by DA. The competency description describes “what” the competency qualifies the holder to be or do.

**Example:** “EW Operator” or “378 WHEC U/W OOD”

Represent competencies with the same application (e.g., Underway (U/W) Officer of the Deck (OOD), but on different platforms or in different environments) in the following form: the platform - who or what - further detail if needed. For instance,

all cutters have U/W OOD requirements, but each one is different. They would be written as:

**Example:**        378 WHEC U/W OOD  
                      270 WMEC U/W OOD  
                      210 WMEC U/W OOD

- (2) Competency Code. An alphanumeric code up to **eight characters** long that uniquely identifies a competency in DA. Creating the competency in DA establishes the code. Users will only see this code when creating ad hoc competency queries.
- (3) Competency Short Description. An alphanumeric acronym or abbreviation up to **ten characters** long that provides enough information to allow a person to identify a competency uniquely. Used for code validation when creating ad hoc competency queries.
- (4) Competency Type. The assigned function or mission area where the requirement of the competency is concentrated; i.e., Afloat Operations; Aviation; Command, Control, Communications, Computers, Information Technology (C4IT). Competencies can have multiple assigned types. The complete list of competency types can be found in the Competency Dictionary. See Enclosure (3).
- (5) Competency Category. The classification of a competency establishing the type of competency; knowledge, skill, ability, or other (behavior).
- (6) Competency Proficiency Scale. The proficiency rating scale, displayed as “Rating” in DA, establishes the level of competence. This scale applies to both people and positions. For the individual member, it describes the proficiency level the person has achieved. For a position, it describes the level of proficiency needed to be successful in the position. The associated levels may vary with each competency.
- (7) Competency Long Description. The complete description of the competency. The competency description describes what the holder of the competency is qualified to do.
- (8) Competency Requirements. The complete listing of all qualification requirements (schools, PQS, time, prerequisite competencies, etc.), and any restriction on who the competency may be assigned to (e.g. military only, Civilian, Enlisted, Auxiliary, or by pay grade).
- (9) Importance. This field establishes the desired/required need for the competency for an assigned position. This characteristic applies only when a competency is assigned to a position. See Table 2-1 for importance level criteria.

#### 4. The Competency System and the PAL.

- a. As indicated in Reference (c), the PAL serves as the Coast Guard Chief of Staff's tool for personnel resource allocation. The PAL is a unit-specific summary of personnel resource allocations concerning a unit and its mission requirements. It contains comprehensive information on all military and civilian positions, organized on a unit basis. The Office of Resource Management, Personnel Allowance Division (CG-833) is responsible for maintaining the PAL. The Competency Management System maintains competency requirements. Although the Competency Management System and the PAL are intrinsically linked, they are separate systems and are managed independently.
- b. Changes only to competencies or educational assignments on positions are submitted in accordance with this Manual. All changes to a position's work requirements skill set that add, delete, or change the grade, officer specialty/subspecialty, or enlisted rating require a PAL change per Reference (c). These types of changes alter the organizational structure of the unit and workforce and may have resource impacts that require formal approval.
- c. Units requesting additional positions or reprogramming of existing positions (including deletion) shall follow the procedures contained in Reference (c). In addition to the position reprogramming request, the unit must submit competency and/or education information for the new or reprogrammed positions using a Request to Assign Competencies, Education, or Officer Specialty to a Position, Form CG-5311. The link for the form and complete instructions for completing it are provided as Enclosure (1). When reprogramming multiple position or unit Competencies use the CG-5311 Supplemental submittal spreadsheet. All competency-related forms can be found in the References & Templates tab at the Competency Management Systems CG Portal collaboration site. See Enclosure (3).

#### C. Competency Dictionary.

1. The Competency Dictionary is an online database developed, maintained, and published by the CMSA that contains the complete listing of every approved competency. The dictionary is available on the PPC web site and on the Competency Management System CG Portal collaboration site. The dictionary includes the competency code, title, complete description and requirements, type, category, and the sponsoring PM for each competency available in DA.
2. The CMSA coordinates the establishment, modification, inactivation, and definition of competencies, and maintains the Competency Dictionary. If a competency is not listed in the Competency Dictionary, it does not exist in the Competency Management System.
3. PMs are responsible for establishing and defining competencies within the purview of their Program. This includes those competencies managed at the program and unit level (also known as departmental competencies in DA) but not necessarily assigned to a specific position.
4. PMs shall biannually review and update competency position assignments for positions sponsored or managed within their program. PMs are responsible for the content and requirements of their competencies and connection to the mission requirements.

5. The CMSA bases all Competency Dictionary entries on current analyses of jobs and work performed usually pushed forward by PMs. A clear connection must exist among the competencies, the work performed, and the mission requirements. To ensure this connection, PMs should refer to the questions in Section 2.D.2 of this Manual. If PMs desire additional reviews, they should engage with FORCECOM to seek additional help. See Appendix B for a description of the competency analysis process.
6. With input from OSMs, RFMCs, and SFMs, PMs shall conduct a regular (biannual) review of competencies in their AOR. These reviews validate existing competencies and add to, update, or delete items from the Competency Dictionary as appropriate. The review should include analyses of gaps in performance and workforce changes that reflect the implementation of new policies, new laws, or technological advances. In addition, PMs and RFMCs should review competency supply and demand, and justify the need for those found to be minimally used. Otherwise they will be inactivated by Commandant (CG-1B1). Minimally used competencies are defined by the CSMA as those assigned to 10 positions or less. However, a minimally used competency may be deemed acceptable if there is a documented strategic need. PMs should use the procedure outlined in Appendix B for this regular review. Based on the results of the regular competency review, PMs and RFMCs may direct further analysis of selected positions and competencies in their AOR.
  - a. Based on the results of the review and analysis, PMs, RFMCs, and OSMs will propose changes using a Request to Create, Change, or Inactivate a Competency, Form CG-5311A, Enclosure (2). PMs will submit proposed changes to the CMSA. Proposed changes include establishing a new competency, modifying an existing competency, or inactivating an existing competency. A detailed description of each of these processes follows in this chapter. A job aid to explain the approval process once the form is submitted to the CMSA can be found on the Competency Management System CG Portal collaboration site. See Enclosure (3).
  - b. The CMSA will perform a technical and administrative review of proposed changes to ensure they are in compliance with the established procedures in this Manual and to enforce configuration control. If the information on the forms is complete and sufficient, the newly established competency or change will be approved. Approved changes will be entered into the Competency Dictionary and made available for use in DA. Proposed changes that are not in compliance with established procedures are returned to the submitting PM, citing the items that need additional work or information.
  - c. The CMSA enters approved changes in DA and notifies PMs that the competency is available for use.
7. COs/OICs shall annually evaluate the skill sets needed to perform their Unit's mission. They should propose the establishment, deletion, or changes of a competency as necessary to the CMSA who will coordinate with the appropriate PMs for approval/disapproval. Additionally, they should review the assignment of competencies to positions and request changes as required via the chain of command.

D. Establishing a Competency.

1. PMs are responsible for establishing competencies that support their mission areas and for those positions and work areas within their purview. New competencies are the result of policy or law changes, new missions/duties/responsibilities, or simply new insights and/or a better understanding of the work environment that already exists. PMs should keep in mind that competencies must be employed judiciously, realizing that an excessive number of competencies may overly complicate and establish unachievable requirements. They must seek a balance between too many and too few competencies, identifying the number needed to do the job. Therefore, PMs shall submit a CG-5311 Supplemental Form (Billet Map) showing a demand with any new competency request, to aid in the review in the approval process.  
**Ensure that the form provided with the request precisely matches the template provided on the Competency Management System CG Portal Collaboration Site. Spreadsheets in any other format will be returned to the requestor for clarification and/or resubmission. See Enclosure (3).**
2. Consider the following when evaluating a potential new competency:
  - a. The competency must satisfy a job-related demand. The lack of this competency should clearly jeopardize the accomplishment of an essential operational or support mission requirement.
  - b. The competency must support program goals, missions, or purpose.
  - c. The competency must apply to more than one position and more than one person.
  - d. The competency must be definable and measurable as a knowledge, skill, ability, attitude, or behavior, or combination thereof.
  - e. The need for the competency must be long term.
  - f. The effort required to obtain the competency should require a significant investment (training time, education, and/or experience).
  - g. The competency must not duplicate the core skill sets (Enlisted Performance Qualifications or Officer Specialty Template) that are already part of an enlisted rating or officer specialty, unless specifically identified as a separate rating/specialty/subspecialty requirement.
3. If field units, RFMCs, or OSMs identify the need for a new competency and the competency meets the above criteria, they shall forward a recommendation using a Request to Create, Change or Inactivate a Competency, Form CG-5311A (See Enclosure (2)) through their chain of command to the CMSA. The CMSA will work with PMs as required to develop the competency or decline the request.
4. When a competency is determined to affect more than one program, the PM establishing the competency shall inform the CMSA. When all are satisfied with the wording, scope, and other

details of the newly established competency, the CMSA will continue the approval process for the proposed new competency.

5. PMs shall work with FORCECOM in determining and establishing the appropriate performance and training interventions for attaining a newly established competency.

E. Modifying a Competency.

1. PMs shall submit changes for minor modifications to the competency such as correcting typographical errors, making minor wording changes to the description, etc to CMSA via email. Field units may also identify and submit recommendations to change competencies.
2. Submit recommendations for competency changes to the CMSA using Section III on a Request to Create, Change, or Inactivate a Competency, Form CG-5311A. The CMSA reviews the requests with the appropriate PMs and updates in DA as necessary.
3. Treat changes that would affect the fundamental definition or meaning of a competency as a new competency, and issue a new code. Also decide to either inactivate the old code or allow it to remain active.
4. If a proposed change decreases the scope or requirement for the competency, it will likely retain the same code.
5. PMs shall consult with FORCECOM to determine if any performance intervention changes are required to meet the requirements of the new competency.
6. Once created, changes to a competency involving alteration of the competency code cannot be made. Even with the same description and requirements, DA does not allow programming code changes. Therefore, if there is a proposal to change the code, create a new competency and inactivate the competency with the old code.

F. Assigning Competencies to Positions.

1. Where requirements can be established, every position in the Coast Guard has competencies identified for that position. All positions have at least one competency and/or an Officer Specialty Code assigned. All Officer positions have at least one Officer Specialty Code assigned to that position.
2. The fact that positions have certain competencies assigned to them does not establish unit funding or training requirements other than those identified in Reference (c). Assigned competencies may help the unit compete for resources, but the primary intent of the Competency Management System is to provide decision makers with a tool to establish, quantify, and measure workforce requirements and capabilities. The process of establishing requirements as it pertains to competencies and positions is independent of obtaining funding for members to attain those competencies.
  - a. For newly created positions, the initiating command completes and submits the following forms to CMSA for approval:

- (1) Request to Assign Competencies, Education, Officer Specialty to a Position, Form CG-5311 (See Enclosure (1))
- (2) CG-5311 Supplemental submittal spreadsheet (if the competency is to be assigned to multiple positions)
  - b. The CMSA shall coordinate with the applicable PMs for concurrence on competency assignment. Once approved, the CMSA shall assign the competencies to the designated position(s) in DA. The CG-5311 Supplemental Spreadsheet can be found on the Competency Management System CG Portal Collaboration Site. See Enclosure (3).
3. Per Reference (c), reprogramming requests shall indicate any affected competencies. Units submitting reprogramming requests shall complete and submit the following forms for approved reprogramming to the CMSA:
  - a. Request to Assign Competencies, Education, or Officer Specialty to a Position, Form CG-5311, for all affected positions (See Enclosure (1))
  - b. CG-5311 Supplemental Spreadsheet (if applicable)
4. Units can also submit competency reprogramming as part of the original package. For multiple requests, the competency changes may be submitted electronically in spreadsheet format. Once approved, the competency assignments are entered into DA by the CMSA.
5. CO/OICs shall review position competencies biannually. They shall route necessary changes to the CMSA via the chain of command using a Request to Assign Competencies, Education, or Officer Specialty to a Position, Form CG-5311 and the CG-5311 Supplemental Spreadsheet. Requests for position competency changes can be completed independent of the reprogramming process. Upon receipt of a change request, the CMSA coordinates concurrence with PMs and enters the changes into DA or notifies the originator of disapproval. If no change requests are received, assume the position competencies are correct.
6. To the maximum extent possible, competencies and importance assigned to like positions at similar units will be the same. Include in the reprogramming proposal the rationale for customizing the competencies assigned to any particular position; (e.g., the BMC position on a 210' WMEC should be consistent across all 210' WMEC platforms).

7. When assigning the competency’s importance level, use table 2-1 below.

Table 2-1. Competency Importance

★	Level	Description
1	Low	Competency included for <b>professional development purposes</b> , but is not necessary for execution of primary responsibilities of position.
2	Below Average	Competency is position <b>relevant</b> : necessary for backup support, cross-training. Includes non-critical collateral duty responsibilities.
3	Average	Competency is position <b>important</b> : performance in the position would likely be degraded without the competency.
4	Above Average	Competency is position <b>essential</b> : cannot sustain operations as necessary for normal workload. Includes critical collateral duty responsibilities.
5	High	Competency is position <b>critical</b> . An individual’s or Unit’s primary duties cannot be accomplished without the person in this position possessing this competency.

8. CO/OICs and PMs shall consider the following when evaluating which competencies are most important for any particular position:
- a. Is the competency a safety issue or required by regulation or law?
  - b. Does the competency support the mission/purpose/function of the unit?
  - c. What are the primary responsibilities of the position?
  - d. Why does the position exist?
9. Assigning competencies to Reserve positions must comply with limits established in Reference (c).
- 10. All positions will have a competency and/or an Officer Specialty Code assigned to the position. All Officer positions will have at least one Officer Specialty Code assigned. More than one Officer Specialty Code may be assigned, however the primary Officer Specialty Code will be assigned an importance level of 5.**

G. Assigning Competencies to Members.

- 1. Members earn competencies through a variety of methods including training, completion of PQS, WQS, experiences, or any combination thereof. When a member meets the requirements of a competency and is certified by the authority identified in the Competency Dictionary, it shall be assigned. A step-by-step Job Aid can be found at the PPC website. See Enclosure (3).
- 2. The PMs are responsible for establishing and maintaining the requirements for earning a specific competency. In addition, the PMs authorize who can deliver training and who can certify completion of requirements.

3. All competencies earned by members will be entered into DA. These entries may be captured automatically within DA, manually entered by the Unit/SPO, or through TMT. The complete list of competencies and requirements is available within the Competency Dictionary. The Competency Dictionary also contains the primary entry method for each competency (Automatic, via TMT, or manually into DA).
4. Not all individual training results in achieving a competency as tracked by the Competency Management System. Refer to the Competency Dictionary or the course description to determine if a competency is issued. For competencies which sole requirement is completion of training, the competency will be automatically entered on the member's record upon completion of the training if it is designated as a competency to be auto-assigned.
5. The process for earning competencies is as follows:
  - a. PMs establish specific training or experience requirements that, once approved, will be contained in the Competency Dictionary, which may refer to related Commandant Instructions.

**Example:** Underway (U/W) Officer of the Deck (OOD) requirements are specified in the Watchstation Qualification System (WQS) Officer of the Deck (OOD), COMDTINST M3502.5 (series) and Coast Guard Deck Watch Officer Examination Program, COMDTINST 16672.5 (series). To earn the competency, the member must complete the OOD WQS, successfully complete the Deck Watch Officer Exam, and be approved by the CO/OIC. The PM is Commandant (CG-751).

- b. The member completes training, PQS, or experience requirements as specified for the competency.
- c. The designated authority certifies completion of requirements and directs entry of competency information into DA, TMT, or ALMIS. Some examples of entering competencies into DA are listed below. DA procedures for entering a member competency are available on the PPC website. See Enclosure (3).
  - (1) Upon entry of task completion in TMT which results in a competency (certification), the competency will automatically be transferred to DA at the next update (usually within 24 hours).
  - (2) Upon completion of requirements of a competency in ALMIS, the competency must be manually entered in DA. There is no connection between ALMIS and TMT.
  - (3) Competencies may be reported to your command by completing the "Honors & Awards/Licenses & Certificates" section of the Career Development Worksheet, Form CG-2030, and attaching associated documentation, then submitting to your unit SPO.
- d. When entering a competency for an individual, it is important that **the effective date entered is the date the competency was approved**, not the date it is entered.

- e. For the Competency Verification field, choose a value from the following list:

Table 2-2. Competency Verification Types

Verification	Description
On The Job Training (OJT)	Competency was received through OJT. This includes PQS/Job Qualification Requirements (JQR) earned competencies. This value shall be used when a competency is documented by the completion of PQS/JQR or other recognized OJT training program.
By Test	Competency was received by formal training, culminating in a written, oral or practical examination. This value shall be used when a competency is achieved through official Coast Guard or commercial training.
External Interface	Competency was assigned automatically from another application (TMT). This verification method will not be used for manual entries.

H. Removing Competencies from Members.

1. Competencies may be removed from members for two reasons: erroneous entry and revocation. The DA process for removing the competency for both are identical, however, revocation of a competency must be accompanied by formal documentation as to why the competency was removed. Competencies are not removed for failure to meet currency requirements. Currency requirements are tracked in TMT.
  - a. The member’s supervisor evaluates actual performance against competency requirements. The specific requirements are contained in the Competency Dictionary and related Commandant Instructions.

**Example:** U/W OOD requirements are specified in the WQS for the Officer of the Deck (OOD), COMDTINST M3502.5 (series) and Coast Guard Deck Watch Officer Examination Program, COMDTINST 16672.5 (series). When a member no longer complies with the requirements (excluding currency) stated in these directives, the member’s competency shall be removed.

- b. Based on failure to meet the competency’s performance requirements, the supervisor’s recommendation for removal of the competency is submitted via the chain of command.
- c. The CO/OIC reviews the recommendation and makes the determination to remove or retain the competency. If removal is directed, the removal is documented and removal in DA is completed. If the competency is to be retained, no further action is required.
  - (1) Specific requirements for removal of OIC/XPO competencies are contained in Reference (d).
  - (2) Requirements for removal of Coxswain and Surfman are contained in U.S. Coast Guard Boat Operations and Training (BOAT) Manual, Volume I, COMDTINST M16114.32 (series).

- d. The SPO (or individual unit in the case of ALMIS or TMT) removes the competency from member's record following the procedures outlined in the DA documentation at the PPC Website. See Enclosure (3).

**NOTE**

Selective Reenlistment Bonus (SRB) Kicker Entitlement. Enlisted members receiving an additional SRB Kicker for having an eligible competency must maintain that competency code for the length of the entire contractual obligation. Otherwise, the SRB kicker shall be terminated and recouped, unless the competency is removed at no fault of the member.

- e. Failing to recertify a competency because of currency requirements does not cause the competency to be removed. Annotate competencies a member did not maintain to indicate currency status.

**NOTE**

Failing to certify means the member did not begin or complete the recertification because the competency is no longer needed. If the member failed to recertify because of the inability to perform a task or other disqualifier follow the procedure for revocation.

- f. Procedures for accessing member competencies in DA can be found in DA documentation at the PPC Website. See Enclosure (3).
- g. Enter the Year Last Used field in the individual assigned competency. Enter the year the competency expired (usually current year).
- h. Enter the Years of Experience (YOE). (Optional)
- i. Save the updated record.
2. The Officer Evaluation System (OES) requires an evaluation of competencies by the designated rating chain. This is covered by the OES in Section 3 (Performance of Duties), Item 'e' (Professional Competence). Any officer who receives a mark of three or less in Professional Competence should also have any existing competencies related to the position reviewed using the process listed above in paragraph 2.H.1.
3. The Enlisted Employee Review System (EERS) requires an evaluation of competency by the designated rating chain. This is covered by the EERS form in the Performance Section, Item 1 (Professional/Specialty Knowledge). In general, any enlisted member who receives a mark of two or below in Professional/Specialty Knowledge should in addition to the review of rating/rate qualification, also have any competency related to his or her current position reviewed using the process presented here.
4. If a member feels that a competency was removed by a CO/OIC without sufficient cause, they may appeal the decision. The appeal authority is the same as for evaluations listed in

References (e) and (f). The appeal must be in writing and contain the specific competencies in dispute and supporting information indicating why the removal should be reviewed. Supporting information must include specific examples of demonstrated performance that indicate how the member met or exceeded the performance requirements of the disputed competency.

I. Inactivating a Competency.

1. A competency may be inactivated when there is no longer a need for that specific skill, the current definition or requirement is obsolete, if a new competency is created that replaces an existing competency, or a review of competency supply and demand reveals that a competency is minimally used. Any competency being inactivated is retained within DA for historical purposes. Members who hold a competency that becomes inactivated will retain the competency; however, the status of the competency will change from 'active' to 'inactive.' Inactive competencies shall be assigned only to members who provide documentation showing the competency was earned prior to the competency inactivation date (found in the Competency Dictionary).
2. PMs may request the inactivation of a competency by forwarding a Request to Create, Change or Inactivate a Competency, Form CG-5311A to Commandant (CG-1B1). Any competency approved for inactivation will be reflected as such in DA. For a description of the approval process, see the job aid available on the Competency Management System CG Portal collaboration site.
3. When a competency is inactivated and is replaced by a new competency, the competency owner shall identify whether members who hold the requested inactive competency should automatically receive the new competency. See Enclosure (2) for specific requirements. Changes will be updated in the Competency Dictionary. PMs should determine on a case-by-case basis whether a Program or Service-wide notification is necessary.



### CHAPTER 3. COMPETENCY MANAGEMENT SYSTEM APPLICATIONS

#### A. Introduction.

1. This chapter describes how organizational performance can be improved by applying information from the Competency Management System in a variety of personnel management processes. Those processes include accessions, individual development, assignments, evaluations, promotions, and separations. The goal is not for the Competency Management System to become the decision-maker, rather, it is to equip decision-makers with a valuable tool to enhance their decision-making abilities. All of the effort in identifying, defining, and tracking competencies is sub-optimized unless the information is used to improve the management of HR in the Coast Guard.
2. One of the primary benefits of the Competency Management System is its delivery of accurate and real-time information to decision makers as they shape personnel decisions and policies. As the various applications are addressed below, keep in mind that this tool is not intended to be the sole decision making factor or replace the good on-scene judgment of proper authority.
3. Before presenting the specific applications, it is important to briefly highlight the search capabilities of DA. Ad hoc queries and searches are part of the system's functional capabilities. Every member and every unit has been granted certain permissions or roles that allow them to look at, manipulate, and, in some cases, change data in DA. It is important to understand which roles individuals and units have been granted. Requests for new or different DA permissions shall be submitted to PSC.

#### B. Accessions.

1. Competencies help planners become more adept resource brokers. Workforce planners use statistical models to track and project workforce vacancies. This information is used to develop recruiting plans, and is published annually in the Integrated Accession Plan (IAP) approved by Commandant (CG-1). This IAP provides guidance to the Coast Guard Recruiting Command (CGRC) on the total number of new accessions needed, the sources of activation, and in general terms, Service needs.
2. The Competency Management System shall supplement the IAP and provide additional detail to assist CGRC, PMs and other HR managers in making accession decisions. As outlined in Table 3-1, the Primary Information Users shall be provided with targeted recruiting requirements and other workforce trend information to assist in their daily performance of duties. The "Primary Information Analyst" column shows the member, unit, or staff that will primarily be responsible for obtaining the information from DA, analyzing it, and making it available to the "Primary Information Users."
3. The Competency Management System provides recruiters an additional level of detail regarding competencies needed from among a pool of candidates.

Table 3-1. Accession Information Requirements

Primary Information Users	Information Requirements	Primary Information Analyst
<ul style="list-style-type: none"> <li>• CGRC</li> <li>• PMs</li> <li>• PSC</li> <li>• HR Mgrs</li> </ul>	Service wide trends about which specific competencies are lacking (might be due to new position growth or new mission requirements).	CG-12A
<ul style="list-style-type: none"> <li>• CGRC</li> <li>• PMs</li> <li>• PSC</li> <li>• HR Mgrs</li> </ul>	A prioritized list of the most important competencies that should be targeted in new recruits.	CG-12A
<ul style="list-style-type: none"> <li>• CGRC</li> <li>• PMs</li> <li>• PSC</li> <li>• HR Mgrs</li> </ul>	Service wide trends about what type of training and education would be helpful to target in new accessions.	CG-12A
<ul style="list-style-type: none"> <li>• CGRC</li> <li>• PMs</li> <li>• PSC</li> <li>• HR Mgrs</li> </ul>	Any desired licenses or certifications that should be targeted in new accessions.	CG-12A

C. Individual Development.

1. The competency management system is useful in the professional development of individual service members. For example, it helps supervisors work with their subordinates to develop Individual Development Plans (IDPs), which should include the whole range of training and development available. Supervisors use the Competency Management System to prepare a member for a particular job, guide career planning by identifying actions required to help a member achieve long-term goals, and build the member’s desired competency portfolio. Policies and procedures for these plans are contained in the Coast Guard Individual Development Plan (IDP), COMDTINST 5357.1 (series).
2. As stated in this Directive, **“The IDP is a personally tailored action plan that the supervisor and individual use to identify short and long-long term personal and career goals. It outlines the training and developmental experiences to achieve those goals for the benefit of the individual, unit and Coast Guard, within a specified time frame. It may chart job-specific skills, but also includes more general competencies aimed at supporting the individual’s aspirations in terms of education, promotion or advancement, professional accreditation and improved career opportunities.”** Individual members and their supervisors should carefully consider and take advantage of the various uses of competencies in individual development as they relate to establishing, meeting, and completing personal and professional development goals and targets.
3. Competencies can also be used to develop unit training plans. They should be combined, when appropriate, with the information collected by TMT and ALMIS. Policies and procedures for TMT are contained in Reference (g). As stated in the TMT Users Guide (page 1), **“...the TMT**

**application is a tool used to create, assign, track, and report training competencies and associated tasks for USCG members.”**

4. PMs also participate in the individual development process through the use of advanced education and training such as undergraduate and graduate school, advanced “C” schools, and flight training. Competency information enhances the AEPs by providing real data to selection panels and the TAB allocation process. Policies and procedures for TABS are contained in Reference (c).
5. Table 3-2 shows the basic information requirements, users and analysts, as they apply to individual development. The “Primary Information Analyst” column shows that member, unit or staff that will primarily be responsible for obtaining the information from DA, analyzing and making sense of it, and making it available to the “Primary Information Users.”

Table 3-2. Individual Development Information Requirements

Primary Information Users	Information Requirements	Primary Information Analyst
Members Supervisors Unit Training Officers	A list of competencies required of any chosen set of positions, or any single position in the PAL. Access to all positions should be made available to all members.	POC Designated by Unit CO/OIC
Unit COs Unit Training Officers	Total number and types of competencies aggregated for every position at a particular unit.	POC Designated by Unit CO/OIC
PMs	Listing of advanced education and training requirements for all positions within a Program.	PMs
PMs	Listing of core competencies for a particular Program	PMs

D. Assignments.

1. One major purpose of competency management is to allow the Coast Guard to systematically define individual position requirements, as well as, measure and monitor the knowledge, skills and experience of our various workforce components (Officer, Enlisted, Civilian, Auxiliary). The goal is to fill positions with the right people, who have the right skills, at the right time.
2. Competencies established on positions and captured for each individual member allow Assignment Officers (AO) to make more informed assignment decisions. Competencies can provide objective criteria to identify members who possess the required knowledge, skills, abilities, experience, training background, etc. to immediately fulfill the performance requirements of the position.
3. However, the real-world application of this initiative requires an ability to ‘see gray’ in a black and white system. When considering the art of detailing, sometimes the ‘right’ person is the motivated, skilled member with less training, education, and/or experience than the technical expert who appears to perfectly match the position requirements. Competency management is

a tool to help make workforce management decisions; it is not intended to eliminate AO judgment from the assignment process.

4. Policies for assignment decisions are contained in References (d) and (h) for active duty and reserve, respectively. The intent of both policies is the same; to supply authorized numbers of qualified, versatile personnel who can efficiently perform the Coast Guard's varied duties and who, through broad experience, are prepared to assume duties of greater responsibility and authority.
5. The DA permissions given to AOs enable them to run queries and create reports that show member's competencies and the competencies required by a position. AOs also have the ability to run summary sheets on each individual member showing his or her entire competency portfolio. Assignment decisions are meant to meet and balance competing concerns between the needs of the Service, the needs of the unit, and the needs of the member. One of those needs is to assign the best qualified personnel to positions. The Competency Management System can provide the AOs with the best possible information to maintain this balance.
6. **The sequence of events in the assignment process is as follows:**
  - a. Members review competency information in DA and update data with their SPO where required.
  - b. Potential vacancies and personnel rotations are validated (including required competencies) by commands, Central Assignment Coordinators (CACs), and AOs.
  - c. The Coast Guard Personnel Command develops a "shopping list" of open and anticipated open positions for use in the upcoming assignment season.
  - d. Interested members submit e-resumes.
  - e. AOs develop slates and prioritize candidates.
  - f. Assignment Panels or AOs make assignment decisions.
  - g. Reporting dates are coordinated and orders are issued.
7. Table 3-3 shows the basic information requirements, users and analysts, as they apply to assignments. The "Primary Information Analyst" column shows that member, unit or staff that will primarily be responsible for obtaining the information from DA, analyzing and making sense of it, and making it available to the "Primary Information Users."

Table 3-3. Assignment Information Requirements

Primary Information Users	Information Requirements	Primary Information Analyst
AOs PMs Unit CO/OICs	The entire competency portfolio possessed by each member of the CG.	PSC
AOs Members	A list of competencies required of any particular position. Access to all positions should be made available to all members.	PSC
AOs PMs	The ability to query and find a listing of members who possess a specific competency.	PSC
AOs Various Boards & Panels	A summary sheet that on one page presents the competency portfolio. This portfolio will be used in panels and boards.	PSC

E. Evaluations.

1. Competencies should be a factor of performance evaluation and counseling at the beginning and end of each performance period. In the evaluation process, supervisors should take into consideration each member's demonstrated mastery of competencies and their pursuit of additional competencies related to their assigned position. Policies for evaluations are contained in References (e) and (f). Procedures for leveraging DA to assist with counseling are provided in Appendix A.
2. The OES provides input to promotion and assignment processes. In addition, as stated in Chapter 5 of Reference (f), the OES also supports career development. **“Career development is a cooperative process that seeks to meet immediate and future Coast Guard needs while satisfying the personal and professional aspirations of individual officers. The OES is a vehicle for performance feedback and career counseling by the rating chain and assignment managers.”** The optional Officer Support Form (OSF) worksheet can help manage specific developments. Section 2b of the OSF form can list particular goals for the Reported-on Officer's professional development during the period such as completion of professional qualifications or exams, attendance at particular training courses, or completion of correspondence courses, etc.
3. Similarly, the EERS also provides input to promotion and assignment processes. Section 3.A.3.b of Reference (e) states **“Advancement is based on the member's final multiple which is composed of the following factors: Examination Score, performance factor (EERS), Time in Service, Time in Grade, Medals and Awards, and Combination Sea/Surf Duty.”**
4. Evaluations should take into consideration the rate at which members earn competencies and if performance deficiencies indicate that a previously earned competency should be revoked. Both the officer and enlisted evaluation systems account for making and recording these decisions, as follows:

- a. The OER addresses these issues in Section 3, Performance of Duties, Item ‘e’: Professional Competence. Competence is described as **“Ability to acquire, apply and share technical and administrative knowledge and skills associated with description of duties.”** An evaluation mark of 4 (on a 7 point scale) would be earned by performance described as follows: **“Competent and credible authority on specialty or operational issues. Acquired and applied excellent operational specialty expertise for assigned duties. Showed professional growth through education, training, and professional reading.”**
  - b. EERS requires an evaluation of competency by the designated rating chain. This is covered by the EERS form in Section 3 (Performance Factor), Item 1 (Professional/ Specialty Knowledge). In general, any enlisted member who receives a mark of 2 or less in Section 3-1 should also have any existing competencies reviewed using the process listed above.
5. Table 3-4 shows the basic information requirements, primary users of that information, and information analysts as they apply to performance evaluations. The “Primary Information Analyst” column shows the member, unit or staff that will primarily be responsible for obtaining the information from DA, analyzing it, and making it available to the “Primary Information Users.”

Table 3-4. Evaluation Information Requirements

Primary Information Users	Information Requirements	Primary Information Analyst
Members Supervisors	A list of competencies required of any particular position. Access to all positions should be made available to all members.	POC Designated by Unit CO/OIC
Unit CO	List of competencies possessed by members of an individual unit.	POC Designated by Unit CO/OIC

F. Promotions and Advancements.

- 1. Promotions are directly related to evaluations. The highest performers should be promoted in a best-qualified system. As discussed in the previous section, members who are in the most efficient pursuit of and/or best fulfill the competency requirements of a position should receive the appropriate recognition in the applicable sections of the performance evaluation. Therefore, both evaluations and promotions are based partly on competencies.
- 2. Personnel boards make promotion decisions for officers while the enlisted advancement system makes decisions for enlisted personnel based on the member's final multiple, which is composed of six factors: examination, performance evaluations, time in service, time in grade, awards, and sea service.
- 3. Policies for personnel boards making officer promotion decisions are contained in Reference (f), Chapter 6: **“The diversity of officer assignments in the Coast Guard makes it impossible for any officer to be qualified for all of them.”** While technical specialization

tends to be more important in the lower ranks and grades, leadership and management become more important later in one’s career. For officers, most important are the four factors outlined in Section 6.A.3.b, which states that boards must consider the following criteria when making promotion decisions: performance, professionalism, leadership, and education.

4. Policies for enlisted advancement decisions are contained in Reference (e). As stated in Section 3.A.1.a : **“The objective of the enlisted advancement system is to ensure the required degree of proficiency at the various grade levels within each specialty and promote those best qualified to fill vacancies which occur.”** Completion of courses, on the job training, and self-study are essential elements of this system and allow members to earn the competencies described in Reference (e).
5. Table 3-5 displays the basic information requirements for users and analysts as they apply to promotions and advancements. The “Primary Information Analyst” column shows the member, unit or staff that will primarily be responsible for obtaining the information from DA, analyzing and making sense of it, and making it available to the “Primary Information Users.”

Table 3-5. Promotions/Advancement Information Requirements

Primary Information Users	Information Requirements	Primary Information Analyst
Members Supervisors	A list of competencies possessed by each member of the CG. This should include training, education, licenses and certifications, and assignment history. This gives the Primary Information User the ability to look ahead and plan a career based on competencies that may be required/desired in the future.	POC Designated by Unit CO/OIC
Promotion Board Members	A summary sheet (a one page document that lists a member’s competency portfolio) for any set of chosen members, or any particular individual. This may be used to support panels and boards.	PSC

G. Separations.

1. The Competency Management System helps with decisions concerning separations of members from the Service. When making separation decisions, consider a member whose job performance demonstrates an inability to acquire needed competencies as a critical factor. Tracking an individual’s competencies also allows the Service to monitor the types of competencies lost when a member is separated from the Coast Guard.
2. Commandant (CG-12A) shall track the competencies lost as members leave the Service in their periodic competency data pull. Just as monthly separation reports provide detailed information about members separating from the Service, the Competency Management System provides a means of monitoring the loss of competencies as members depart the workforce. The information collected will be used in workforce planning and forecasting efforts and help direct recruiting and training efforts. This information can also assist in evaluating unit and Service readiness.

3. Policies for separation decisions are contained in Reference (i). Policy concerning involuntary separation of enlisted personnel states in section 1.B.9.a, **“The Coast Guard can afford to retain only those members who better the organization as a whole. Occasionally members do not contribute to supporting the Coast Guard’s missions. By their unsatisfactory or disruptive performance, they prevent or obstruct other Service members’ responsible actions in meeting their obligations. Individuals whose performance demonstrates they cannot or will not contribute to supporting the Coast Guard’s missions may be discharged under this Article’s procedures.”** Decisions concerning involuntary officer separations are made in personnel boards following similar criteria as those listed in the promotion decisions section above.
4. Policy decision makers should also use this information when establishing retention incentives. It may prove to be more cost effective to invest limited resources in retention incentives instead of spending those same resources on recruiting and developing replacements for personnel lost through attrition.
5. Table 3-6 shows the basic information requirements, users and analysts as they apply to separations. The “Primary Information Analyst” column shows that member, unit or staff that will primarily be responsible for obtaining the information from DA, analyzing and making sense of it, and making it available to the “Primary Information Users.”

Table 3-6. Separations Information Requirements

Primary Information Users	Information Requirements	Primary Information Analyst
CG-12A	A list of competencies possessed by each member leaving the CG. This should include training, education, licenses and certifications, and assignment history.	CG-12A
CG-12A	A presentation of the aggregate competency gaps that exist between competencies required by the various positions throughout the CG and those possessed among the members.	CG-12A

H. Tailored Reports.

1. As addressed throughout this Manual, there are an unlimited number of custom queries that could be established to meet the various needs of PMs and other senior leaders and managers in the Service. Some of these reports which are needed for the annual reviews for competencies assigned to personnel and positions mentioned in Sections 2.B.2.d, 2.C.4, and 2.F.5 can be obtained using the cube feature in CGBI.

I. Unit Guide to Actions.

1. Unit command cadre and assigned Points of Contact (POC) will be primary users of Competency Management System information. The following listed actions, consolidated from

various sections of this Manual, are those that unit CO/OICs are expected to carry out within the scope of routine personnel management command activities.

- a. Review the competency portfolios of all personnel assigned to unit; ensure they are credited with competencies earned.
- b. Review competencies associated with the unit PAL each time a new member rotates into a position; make recommendations for changes through the chain of command. Validate PAL in conjunction with assignment.
- c. Guide, direct and assist unit personnel in providing proper documentation to SPOs for changes to personnel competency portfolios. Award competencies earned by members; submit appropriate data entry forms.
- d. Ensure members review their own portfolios.
- e. As appropriate, propose the establishment of new competencies or changes to existing competencies.
- f. Make decisions concerning removal of previously earned competencies from members who no longer meet the stated criteria for possessing them. Review competency portfolio of any member who receives a mark of 3 or less in the following sections of the evaluation form:
  - (1) For officers, Section 3 (Performance of Duties), Item 'e' (Professional Competence).
  - (2) For enlisted members, Section 3 (Performance Factor), Item 1 (Professional/Specialty Knowledge).
- g. Use information from the Competency Management System to complete IDPs and develop Unit Training Plans.



## **APPENDIX A - DIRECT ACCESS AND THE COMPETENCY MANAGEMENT SYSTEM**

### **A. Overview.**

1. The purpose of this Appendix is to describe the use of DA in support of the Competency Management System. DA is the database and associated software that collects, stores, sorts and reports data required by the Competency Management System. This Appendix provides an overview of the capabilities in DA as they relate to the Competency Management System. This Appendix does not supplant policy and procedures covering the operation of DA as established by Commandant (CG-1).
2. The Competency Management System exists to link and align interdependent HR system components with the Coast Guard's strategic direction and mission requirements. Because the Competency Management System identifies workforce performance needs, as well as existing capabilities, it is the foundation for all workforce management decisions. Specifically, the Competency Management System supports these decisions by:
  - a. Promoting active comparisons between the competencies required by positions (requirements) and the competencies held by members (capabilities); and
  - b. Ensuring that the information from those comparisons is used to make personnel management decisions that reduce gaps between the requirements and the capabilities across the Service and over time.
3. DA supports the Competency Management System by meeting the information requirements of decision makers who perform personnel management activities. These personnel management activities include accessions, individual development, assignments, evaluations, promotions and separations. Within each of these activities there are roles for reporting, retrieving and analyzing information. Before using DA, one needs to clearly understand the process and role being performed. This process and role clarity focuses the user's information requirements and guides interaction with the DA database.
4. Once the role and process are clarified, a variety of issues related to efficient and effective use of DA must be understood, including:
  - a. system access;
  - b. reporting or updating competencies (inputs); and
  - c. viewing or retrieving competencies, and generating reports (outputs).
5. These issues are discussed in greater detail below. Additional information may be obtained from user manuals, guides and tutorials promulgated by Commandant (CG-631) and PPC. These items are available online at the PSC website. See Enclosure (3).

### **B. System Access.**

1. Like many computer systems, DA relies on usernames and passwords for security. This function is controlled by designated administrators who establish accounts identified by user

name and password. During the process of establishing an account, administrators also confirm the role(s) and information requirements of the user. Permissions for data entry and retrieval are then configured to meet the user's role(s) and requirements.

2. Authorization to enter or obtain access to information in DA is directly related to the role being performed. DA controls system access through **permission lists** and **roles**. The **permission lists** control what a user can and cannot access in the system. In most cases, users have a collection of **permission lists**. A collection of **permission lists** is a **role**.
3. There are two general permissions associated with competency management. These include the authority to report or update competencies (inputs), and the authority to view or retrieve competencies and generate reports (outputs). Each of these is discussed in more detail below:
  - a. Reporting or Updating Competencies (Inputs): Only authorized SPO users may enter or update member competencies. Units wishing to assume responsibility for maintaining competency information should coordinate their requests with the SPO and PPC. Step by step instructions for how to add/delete individual competencies can be found at the PPC website. See Enclosure (3).
  - b. Viewing or Retrieving Competencies and Generating Reports (Outputs). The ability to see and use information in DA is based on the roles provided to the user. Some of the roles that can be used in viewing or retrieving competencies and generating reports include **Individual User**, **Command User**, and **Assignment Officer**.
    - (1). Once a member has established an account, **individual users** can view information contained in their record, including competencies through their ESS found in CGBI. This can also be done via DA by going through "My Page", "View" and "Member Info Additional". Members are encouraged to regularly review their competencies within CGBI and take appropriate corrective action to ensure the data is accurate and complete. Such a review is especially appropriate in conjunction with submission of the e-resume, as AOs rely on the competencies contained in DA as one of the determinants in the assignment process.
    - (2). The **Command User** designation provides access to the "Self-Service for Commands" functions of DA. It is a powerful, multipurpose designation, intended for use by trusted, mature and responsible members of the command cadre. The **Command User** designation provides the ability to view command information including the unit roster and the unit PAL. It also allows viewing of member service record information (CG Member Info) including competencies. This designation is used to generate and view unit competency reports.
    - (3). To access the Assignment System in DA, you must be an AO at Coast Guard PSC-OPM.
    - (4). Access to person profile information is accomplished through a role allowing command staff access to specific menu items concerning competency or profile information. It is not geographically dependent or segregated. Access to any person allows access to all persons.

- C. Reporting or Updating Competencies. Only authorized SPO users may enter or update member competencies; this appendix does not summarize the procedures for this process. Members or units who desire to correct or update competencies contained in DA should submit a letter or Career Development Worksheet, Form CG-2030, to the SPO. The procedures for submission of documentation related to competencies from members/units to SPOs are specified in Chapter 4-C of Reference (b). A tutorial for updating competencies can also be found at PPC's website. See Enclosure (3).
- D. Viewing or Retrieving Competencies and Generating Reports (Outputs).
1. This section will provide examples of specific search, retrieval and report capabilities of DA. The ability to skillfully manipulate data contained in DA does require familiarity with the system. Those who invest the time to develop or maintain the skill level required to navigate the system will find it easy to perform desired manipulations or data queries. As with any skill, regular use will improve the user's ability to quickly and accurately take advantage of DA's capabilities and obtain the desired outputs from the system.
  2. The investment in time and effort to learn the system will benefit the member and the Service over time as individuals rotate between assignments. Standardized queries should preclude the need to "reinvent the wheel," as a member reports to a new assignment and recognizes the need to create some new database or report. Collecting and maintaining data in one central standardized format is less expensive than the thousands of small efforts that are currently being developed and maintained at units throughout the service on local spreadsheets and databases. There should also be a reduction in data calls or efforts to update required elements of information. Moreover, DA provides Service-wide access, a common set of retrieval and analytical tools and one single set of data. Thus any and all stakeholders will have a common operating picture of personnel data, including competencies.
  3. Despite the cost of learning the system, the benefits of DA are numerous, including an incredibly powerful search and sort capability. The types, order and presentation of data from DA are limited only by one's imagination. For example, if a PM wants certain information contained in data fields to be available and presented in a manner that does not presently exist, such a display can be easily generated. Custom designed queries and searches are part of the functionality of the system, and as familiarity with the capabilities of the system increases, more of these custom queries will likely become the norm. The use of custom queries is highly encouraged as a means of monitoring and managing the workforce.
  4. Additionally, data can be made available to commands or end users by HQ entities or through the CGBI interface.
  5. Because of the extremely large number of combinations that exist to obtain outputs from the system, this section can only cover a few select examples to illustrate the system's capabilities. Those examples will include:
    - a. A member preparing to submit an e-resume.
    - b. A PM wants to identify the pool of members who currently hold the competency of Small Arms Instructor.

- c. An Executive Petty Officer (XPO) wants to counsel a BM2 on the competencies required to become eligible for a future assignment as XPO.
6. Each example assumes that the member has obtained access to the system through their individual user name and password, and completed logon to DA. Regardless of the number or format shown in the examples, competency reports from DA are intended to answer two basic questions:
- a. What are the competencies required by the position; and
  - b. What are the competencies held by the member?

**Example:** A member is preparing to submit an e-resume and wants to verify his Competencies. To obtain a list of Individual Competencies, the member logs on to DA and uses the Self Service role to perform the following tasks:

**Step 1:** The user navigates through the following tabs: **My Page > Employee > View > My Profile.**

**Step 2:** This moves the user to a new screen where the Member's competencies are displayed. The following information is immediately available and may be printed, if desired.

- Competency: Full title of the competency.
- Effective Date: Actual date that the competency was earned.
- Evaluation Type: Typically "Approved/Official"
- Proficiency Type: Good, Apprentice, Journeyman, Master, Lapsed, etc.
- View History: If present, an icon when clicked, will direct user to multiple profiles for the same competency. These may exist for the same competency if that competency was earned several different times, potentially at different units.

**Step 3:** The following detail information is available by clicking on the blue hyperlinked competency title:

- Effective Date: Actual date that the competency was earned.
- Competency: Short title and full title of the competency.
- Verified By: Method of verification (e.g. On the Job Training)
- Year Last Used: Most recent year that the competency was actually used. For example, if a member was an underway Officer of the Deck (U/W OOD) on a WHEC 378, and transferred off the ship in 2002, the date in this column would be 2002.
- Year Acquired: Should reflect the same year as Effective Date column.

- Other system information primarily used by HR system administrators.

7. Additional detailed instructions and job aids are available on PPC's website. See Enclosure (3). Once on the website, click the following tab titles in succession to reach the webpage titled "U.S Coast Guard Direct Access Knowledge Base": **Online Help Systems > Direct Access**. On the page, PPC lists Direct Access Updates and a wealth of step-by-step job aids.



## **APPENDIX B - ANALYSIS PROCESS IN THE COMPETENCY MANAGEMENT SYSTEM**

### **General Policy.**

1. All entries to the Competency Dictionary must be based on an analysis of jobs and work performed.
2. A clear linkage must exist among the competencies, the work performed, and the mission requirements.
3. Competency analysis has two phases:
  - a. Phase One. The biannual general review of the entire set of competencies within a PM's purview.
  - b. Phase Two. A more detailed analysis initiated and prioritized using FORCECOM's Request for Analysis (RFA) form. Phase Two studies are conducted on a project basis. A Phase Two analysis will be conducted only when the Phase One review indicates a necessity to do so.

### **Roles, Responsibilities & Authorities.**

1. PMs are responsible for the following:
  - a. The content of the competencies and connection to the mission requirements;
  - b. Conducting a regular review (Phase One) and validating the competencies within their purview;
  - c. Initiating further analysis of competencies (Phase Two) when Phase One results indicate the necessity;
  - d. Establishing and proposing changes to competencies through submission of a Request to Create, Change, or Inactivate a Competency, Form CG-5311A. See Enclosure (2).
2. FORCECOM is responsible for the following:
  - a. Establishing procedures pertaining to the analysis of jobs and work performed;
  - b. Assisting PMs with further analysis (Phase Two) when Phase One results indicate the necessity;
  - c. Managing Coast Guard human performance analysis (Phase Two) projects.

### **Phase One Procedures.**

1. PMs will conduct the regular review and validation of competencies within their purview using the following "**Guiding Questions.**"
  - a. Have any major changes in law, strategy, mission, or policy occurred since the last competency review that directly impact positions within your Program? If so, are a large percentage of positions affected?

- b. Does the Program have any obvious performance shortfalls?
  - c. Have any major technological improvements (new class of cutters, new airframe, new computer operating systems, etc.) been introduced into the Program since the last competency review?
  - d. Has the workforce experienced significant growth or reduction since the previous competency review? If so, what impact has the growth or reduction had on the Program workforce?
  - e. In general, is the workforce meeting the needs of the Program?
  - f. Are the competencies aligned with the missions, goals, policies, and procedures of the Program?
  - g. Does a Program have any competencies that are no longer needed? If so, why?
  - h. Do any competencies need to be added to the Program set? If so, what are they and why are they needed?
  - i. Should the competency be applied to every person in the Program (which would be called a Program Core Competency), or only select positions within the Program?
2. The answers to these questions should begin to reveal to the PMs a potential need to change and/or update their existing competencies. The process may generate a list of competencies that need adjustment, and the PM should do so accordingly. **In most cases, a Phase Two review will not be necessary.** However, in some cases the answers may indicate that changes within the Program are of a scope and magnitude that a more comprehensive and detailed analysis of work requirements is necessary. PMs should contact FORCECOM to discuss the results. The PM and FORCECOM should decide jointly that a Phase Two review is necessary.

**Phase Two Procedures.** If a perceived performance gap exists, the PM should consult with their cognizant FORCECOM Training Manager for further analysis.

Request to Assign Competencies, Education, or Officer Specialty to a Position, Form CG-5311

The most up-to-date version of this form available in USCG Electronic Forms on the Standard Workstation on the Internet:

Internet at <http://www.uscg.mil/forms/>;

CG Portal at <https://cgportal2.uscg.mil/library/forms/SitePages/Home.aspx>;

Intranet at <http://cgweb.comdt.uscg.mil/CGForms>.

This form is also available on the following sites:

<https://cgportal2.uscg.mil/communities/competency-mgmt-systems/References%20and%20Templates/Forms/AllItems.aspx>

Instructions for completing form a Request to Assign Competencies, Education, or Officer Specialty to a Position, Form CG-5311.

**SECTION I – General Information, complete for all requests.**

1-3. Enter identification and contact information for the person to be contacted with questions or notification when complete.

4-5. Route through submitting offices command for electronic signature (endorsement) and date. Different commands are inherently structured distinctly. The CMSA may exercise discretion to determine who shall sign in Box 4, if necessary.

6. Check the box corresponding to the position status. Select New Position Request for newly created and reprogrammed positions. Select Existing Position Request to change competency or education information on an existing position.

7. Provide a brief explanation of why the action is required.

8. Enter the 8 digit position number from the PAL.

9. Enter the position title. If you selected New Position Request in Block 6, and the position is being reprogrammed, enter the new (after reprogramming) title.

10. Enter the 6 digit department ID number for the department that the position is assigned. If you selected New Position Request in Block 6, and the position is being reprogrammed, enter the new (after reprogramming) Dept ID.

**SECTION II – Competency and Other Requirements.**

11. Enter the code and title of the competencies requested for this position. It is important that the codes and titles match those appearing in the Competency Dictionary. Check the box corresponding to the importance of the competency, see the below table. You may have more than one competency at a given level. You do not have to use all levels. List competencies in the order of importance.

If correcting competencies for multiple positions, check the box next to “Multiple POSN # See Attached” (to the left of Block 8) and provide a CG-5311 Supplemental Form using the format provided in the CG Forms folder on the Competency Management System CG Portal Collaboration Site. See Enclosure (3).

12. If a position requires a specific amount of experience or a previous assignment, include it here.

13. Enter the code and title of the education (degree) requested for this position, if any, up to three. It is important that the codes and titles match those appearing on the Education tab of the Competency Dictionary. Check the box corresponding to the importance of the education. (See table below). You may have more than one degree at a given level. You do not have to use all levels. Education should be listed in order of importance. If the required education (degree title or level) is not listed, leave the code blank and enter the required level and title. In the comments block, Block 15, provide an explanation of

the requirement; cite the Coast Guard AEP supporting the education and at least one school that offers the program.

★	Level	Description
1	Low	Included for professional development purposes, but is not necessary for execution of primary responsibilities of position.
2	Below Average	Education is relevant to the position. Necessary for backup support or cross-training. Includes non-critical collateral duty responsibilities. Indicated or related education would greatly improve the member's ability to perform the duties of the position.
3	Average	Education is important to the position. Performance in the position would likely be degraded without this qualification. This level indicates any degree in this academic area. Example: Bachelor of Engineering, level 3, a BS in Civil Engineering, BS in Mechanical Engineering, or BS in Naval Engineering will fill the requirement. Contact the HQ Program Manager for a determination of education suitability.
4	Above Average	Education is essential to the position. This education is designated by the HQ Program Manager. The individual's or unit's primary duties cannot sustain operations as necessary for normal workload without the person in this position possessing this education. All entries at this level are considered as alternatives to each other, but one is required. Example: MS Electrical Engineering & MS Computer Engineering, both are level 4, either degree will fill the requirement.
5	High	Education is critical to the position. This degree is designated by the HQ Program Manager. An individual's or units primary duties are at risk without the person in this position possessing this education. All entries at this level are considered equal and are required. Example: MS Civil Engineering & Master of Business Administration, both are level 5, both degrees are required.

14. Enter the code and title of any certification or license requested for this position, if any. Check the box corresponding to the importance of the license/certification. You may have more than one license/certification at a given level, matching the importance chart. You do not have to use all levels. Licenses/certifications should be listed in order of importance. If the requested license/certification is not listed, leave the code blank and enter the name/title. In the comments block, Block 15, provide an explanation of the requirement and provide the name and contact information of the issuing authority.

15. Comments can be added here as required or to provide background/explanatory information for this request.

**SECTION III – Officer Specialty Designation.**

16. This Block only applies to officer positions. Do not enter anything for enlisted, warrant, or civilian positions. Enter the code and title of the officer specialty and sub-specialty required for this position. It is important that the codes and titles match those appearing on the Officer Specialty Codes tab of the Competency Dictionary.

Enclosure (1) to COMDTINST M5300.2A

**SECTION IV – Review and Approval.**

The CMSA and Program Manager/Sponsor completes this section. Do not enter any information in this section.

17. The CMSA will seek Area Endorsement. Typically, Area Endorsement is only sought when the position changes affect multiple, distinct District units. The CMSA will determine if Area Endorsement is required on a case-by-case basis.

Submit the completed form via your Chain of Command to Commandant (CG-1B1).

Request to Create, Change, or Inactivate a Competency, Form CG-5311A

The most up-to-date version of this form available in USCG Electronic Forms on the Standard Workstation on the Internet:

Internet at <http://www.uscg.mil/forms/>;

CG Portal at <https://cgportal2.uscg.mil/library/forms/SitePages/Home.aspx>;

Intranet at <http://cgweb.comdt.uscg.mil/CGForms>.

This form is also available on the following sites:

<https://cgportal2.uscg.mil/communities/competency-mgmt-systems/References%20and%20Templates/Forms/AllItems.aspx>

Instructions for completing a Request to Create, Change, or Inactivate a Competency, CG-5311A.

**SECTION I – General Information, complete for all requests.**

1-3. Enter identification and contact information for the person to be contacted with questions or notification when complete.

4-5. Route through submitting offices command for electronic signature (endorsement) and date. Different commands are inherently structured distinctly. The CMSA MAY exercise discretion to determine who shall sign in Box 4, if necessary.

6. Check the box that indicates the action being requested.

To create a New Competency, select “Create a New Competency.”

Select “Modify Existing Competency” to make changes in description, requirements, currency, or to make corrections to an existing competency.

Select “Inactivate Existing Competency” to inactivate a competency. The competency is no longer valid for position assignment or member earning.

7. Provide a brief explanation of why the action indicated in Block 6 is required.

**SECTION II – New Competency Information.** Complete for Creating a New Competency.

8. Provide the proposed title for the competency. The title is limited to 30 characters. The proposed title may be changed by the CMSA to conform to competency system standards or to avoid conflict with another competency title.

9. Provide a description for the competency. This should be in the form of what the holder can do (what performance is expected), examples are:

*Service, maintain, troubleshoot and repair all aircraft electrical and indicating systems. Can perform routine maintenance and troubleshooting of all HH-60 electrical systems and components.*

*Operates and maintains the Fairbanks Morse diesel engine found on Coast Guard vessels. Can perform Coast Guard required preventive and corrective maintenance to this engine. Can also perform corrective and heavy maintenance such as an engine overhaul.*

10. Provide the complete qualification requirements for the competency. Indicate the training, PQS/JQR, experience, OJT, or other requirements that must be met in order to receive the competency. Provide complete PQS form numbers and names or Commandant Instruction number(s) and title(s) that contain the requirements or must be complied with, examples are:

*Successfully complete the Navy Fairbanks-Morse maintenance and operations course. Navy course A-652-0323 (CG course 500792).*

*Complete Surfman (47' MLB) PQS and be certified by CO/OIC as a Surfman (47' MLB) in accordance with Boat Operations Manual COMDT M16114.32 (series).*

11. If the competency requires the completion of formal training, resident, non-resident, distance learning, commercial, etc, in whole or in part to earn this competency, list the course code(s) and title(s) here. This must match the course codes listed in Block 10.
12. If earning the competency requires the completion of a Coast Guard sponsored AEP, enter the degree level (BS, MS, etc) and major (title). Also enter the sponsoring program name.
13. Describe the target audience – what type of positions the competency will be assigned and who can be expected to earn it. You do not have to list position numbers here; position assignments are completed using a Request to Assign Competencies, Education, or Officer Specialty to a Position, Form CG-5311. Examples of audience include: All DC's on Buoy Tenders, C4IT officers in the LT & LCDR level, BM1's at Station (Small)...
14. Enter the duration, in months or years the competency is valid for once earned by an individual. If the competency is to become invalid at the end of the member's tour in that position, indicate this. If the competency has currency requirements, ensure they are entered in Block 15. Use this field to indicate if the member competency "expires" after a period of non-use (e.g. after 5 years of non-use). If the competency does not expire or have a qualification period, enter "NONE."
15. Enter the currency qualifications, if any, for the competency. Cite the specific requirements and/or the prescribing COMDTINST or PQS/JQR. If there are no currency requirements, enter "NONE."
16. Indicate, by title, the person that can authorize that the competency has been earned by an individual. This is usually the CO/OIC, but also may be another person in the Chain of Command (e.g. Training Officer, Aviation Maintenance Officer, etc.). Indicate if the authorization may be delegated.
17. Indicate if the competency is tracked in another system TMT or ALMIS (e.g. "Map to TMT"). Provide the code and title of the Competency in the tracking system. If the competency is to be auto-assigned in DA upon completion, enter "Auto-Assign in Direct Access upon completion of Course XXXXX (include course number indicated in Block 11)".

**SECTION III – Competency Change Information.** Complete when changing an existing competency.

- 18 (a & b). Enter the title and code of the competency requiring change. The code can be found in the Competency Dictionary.
19. Describe the required changes. Changes can be to the description or the requirements. Enter the description exactly as it should be presented in the Competency Dictionary. If necessary, use the space provided in Blocks 9 and 10. If the scope of the change is too large, you might have to create a new competency. The CMSA staff will work with you to establish a new competency.
20. If a new competency is required, indicate if persons who hold the current competency should automatically receive the new competency or will have to re-qualify for the new competency.

**SECTION IV – Competency Inactivation Request.** Use when you are inactivating a competency.

21 (a & b). Enter the title and code for the competency that is being inactivated. The code can be found in the Competency Dictionary.

22. If the competency being inactivated is being merged with or replaced by, another competency, indicate what should happen to positions where the competency is assigned. If “Remove” is selected, the competency will be removed from all positions to which it was assigned. No other competencies will be changed. If “Replace” is selected, the competency will be removed from all positions and replaced with the competency code designated in the “Replacement Code” field.

23. If the competency being inactivated is being merged with or replaced by another competency, indicate what should happen to individuals who hold the competency. Selecting “Re-qualify” requires persons who currently hold the competency to re-qualify for the new competency. Selecting “Receive” will allow persons who currently hold the competency to automatically qualify for the new competency. If “Receive” is selected, enter the new competency code in the Replacement Code field.

**SECTION V – Review and Approval.**

Submit the completed form via your Chain of Command through Area (if applicable) and Program Manager to Commandant (CG-1B1).

Pertinent Website Links

**ALMIS:**

Link: <http://cgweb.almis.uscg.mil>

**Competency Management System CG Portal Collaboration Site (CMS forms, CMS Manual, etc.):**

Link: <https://cgportal2.uscg.mil/communities/competency-mgmt-systems/References%20and%20Templates/Forms/AllItems.aspx>

**Competency Dictionary:**

Link: <https://cgportal2.uscg.mil/communities/competency-mgmt-systems/Competency%20Management%20Systems/Forms/AllItems.aspx>

**TMT:**

Link: <http://aopsweb.osc.uscg.mil/aops.shtml>

**PPC website:**

Link: <http://www.uscg.mil/ppc/default.asp>

**PSC website:**

Link: <http://www.uscg.mil/PSC/>