



COMDTINST 5400.1B
06 AUG 2018

COMMANDANT INSTRUCTION 5400.1B

Subj: OBTAINING PERSONNEL RESOURCES TO MEET SURGE REQUIREMENTS

- Ref:
- (a) Contingency Preparedness Planning Manual, Volume IV: Incident Management and Crisis Response, COMDTINST M3010.24 (series)
 - (b) Contingency Preparedness Planning Manual, Volume I: Contingency Planning Policy, COMDTINST M3010.11 (series)
 - (c) Contingency Preparedness Planning Manual, Volume II: Personnel and Equipment Requirements, COMDTINST M3010.12 (series)
 - (d) Responding to DoD Requests for Forces (RFF) and Initiating Requests for DoD Assistance (RFA), COMDTINST 5410.3 (series)
 - (e) Reserve Policy Manual, COMDTINST M1001.28 (series)
 - (f) Coast Guard Weight and Body Fat Standards Program Manual, COMDTINST M1020.8 (series)
 - (g) Coast Guard Medical Manual, COMDTINST M6000.1 (series)
 - (h) Auxiliary Operations Policy Manual, COMDTINST M16798.3 (series)
 - (i) U.S. Coast Guard Competency Management System Manual, COMDTINST M5300.2 (series)
 - (j) Atlantic Area Contingency Response Plan, COMLANTAREA OPLAN 9700 (series)
 - (k) PACAREA Contingency Response CONPLAN 9800 (series)
 - (l) DCMS Contingency Support Plan 9930-17
 - (m) Information and Life Cycle Management Manual, COMDTINST M5212.12 (series)
 - (n) Direct Access (DA) Mobilization Module and Contingency Staffing Tactics, Techniques and Procedures (TTP), CGTTP 1-16.7A
 - (o) Incident Management and Crisis Response, CGPub 3-28
 - (p) Incident Management Handbook, CGPub P3120.17B

1. **PURPOSE.** This Instruction provides policy, authority and procedural guidance for staffing short-term/surge personnel requirements.

DISTRIBUTION – SDL No. 168

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NON-STANDARD DISTRIBUTION:

2. ACTION. All Coast Guard unit commanders, commanding officers, officers-in-charge, deputy/assistant commandants, and chiefs of headquarters staff elements must comply with the provisions of this Instruction. Internet release is authorized.
3. DIRECTIVES AFFECTED. Obtaining Personnel Resources to Meet Surge Requirements, COMDTINST 5400.1A, is cancelled.
4. BACKGROUND. Short-term/surge personnel requirements include, but are not limited to, temporary mission critical and volunteer vacancies, emergency response, annual surge operations and special events. Guidance contained herein is aligned with, and complementary to, Coast Guard connectivity to the National Response Framework (NRF) specifically outlined within Reference (a), and those policies and procedures contained within References (b) through (p).
5. DISCLAIMER. This guidance is not a substitute for applicable legal requirements, nor is it 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. This Instruction has been updated from the previous version and clarifies/updates Coast Guard policy for obtaining short-term/surge personnel resources. This version includes numerous editorial/formatting changes and incorporates minor changes to roles and responsibilities, clarifies top-level procedures for short-term personnel augmentation, and includes updated Request for Forces (RFF) ADMIN OIX templates for unit use. References to specific software and programs of record used for sourcing and tracking assigned personnel have been generalized to “Coast Guard enterprise human resources software system.” CG enterprise human resources software system access is limited to authorized personnel.
7. ENVIRONMENTAL ASPECT AND IMPACT CONSIDERATIONS.
 - a. The development of this Instruction and the general policies contained within it have been thoroughly reviewed by the originating office in conjunction with the Office of Environmental Management, and are categorically excluded (CE) under current 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, COMDTINST 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 Instruction 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 Instruction. An electronic version will be located on the following Commandant (CG-612) web sites. Internet: <http://www.dcms.uscg.mil/directives/>, and CGPortal: <https://cgportal2.uscg.mil/library/directives/SitePages/Home.aspx>.
9. RECORDS MANAGEMENT CONSIDERATIONS. This Instruction 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 Information and Life Cycle Management Manual, COMDTINST M5212.12 (series). This policy does not have any significant or substantial change to existing records management requirements.
10. RESPONSIBILITIES.
- a. Operational Commander: The Incident Commander's authority over, and responsibility for, the personnel force within their operational area ensures that personnel support is deliberately planned, prioritized, and managed. Additionally, information is disseminated through the operation order process and through direct communications with higher, subordinate, and supporting organizations. Personnel requirements management is critical to the success of any operation and must receive high priority. At a minimum, the Incident Commander:
- (1) Executes the deliberate planning and assessment processes outlined in References (b), (c), and (p) to develop appropriate force structure and support concepts for each phase of the operation.
 - (2) Communicates the strategic and operational objectives early in the planning process, and refines/updates these as operational requirements change over time.
 - (3) Develops personnel estimates and sustainment plans to support mission objectives.
 - (4) Ensures personnel requirements are adequately identified and prioritized, and forecast specific skills requirements (e.g., foreign language or specialty skills).
 - (5) Ensures data is tracked, maintained, and reported within the Coast Guard enterprise human resources software system.
- b. Areas:
- Oversee all Coast Guard Districts and Area assets including Deployable Specialized Forces (DSF) and major cutters. Assigns/deploys assets within their chain-of-command to accomplish the Coast Guard's missions within their assigned Area of Operational Responsibility (AOR), and translate strategic goals into tactical action. Areas define operational personnel requirements and establish acceptable levels of operational risk for their AOR, which serves as the basis for coordinating the availability of operational personnel to surge for a mission-critical need or contingency.

- (1) Each Area may assign a primary POC to oversee Districts' requests for forces when required in accordance with Enclosure (1). Districts will forward RFF determinations to Personnel Service Center's (PSC) Surge Staffing Section (PSC-PSD-SSS) via ADMIN OIX for staffing action. See References (j) and (k) for detailed procedures.
- (2) All Area-level personnel requests processed by PSC-PSD-SSS must have Area visibility prior to staffing action.
- (3) Areas must ensure data for Area personnel movements is tracked, maintained, and reported within the Coast Guard enterprise human resources software system.

c. Districts:

- (1) District Administration (da): District (da), or alternate staff elements designated by the District Commander, usually act as the primary point of contact for Area and PSC-PSD-SSS when candidates within their chain-of-command are identified for inclusion on a mission-critical or contingency operation slate. These staffs coordinate with their District staff elements, program managers, and subordinate commands to verify candidate readiness for all active duty, civilian, and Auxiliary members. District staff communicate operational considerations that may impact temporary assignment orders.
- (2) District Reserve Force Readiness (dxr): District (dxr), or alternate staff elements designated by the District Commander staffs are normally the primary point of contact for Area and PSC-PSD-SSS when Reserve Component (RC) members assigned to units within their geographic AOR are identified for inclusion on a mission-critical or contingency operations slate. District (dxr) staffs retain the authority to approve, order and/or activate Reserve Component members to meet mission requirements using Active Duty for Operational Support – Active Component/ Reserve Component (ADOS-AC/RC) and mobilizations under United States Code Titles 10 and 14. District (dxr) staffs also coordinate with District staff elements and units within their geographic AOR to verify individual medical readiness and administrative requirements for mobilization of reservists as described within References (e) and (f).

d. Director of Operational Logistics (DOL):

The DOL provides mission support logistics and stands a 24 x 7 mission support watch to effectively facilitate support to the field during normal operations and contingencies across the entire Coast Guard enterprise. DOL is accountable for DCMS contingency response and has been delegated voluntary recall authority pursuant to Title 10 U.S.C. §12301(d). Involuntary recall authority pursuant to Title 14 U.S.C. § 712 is requested annually from DHS, but not guaranteed, and may also be delegated by Commandant for reserve mission support.

- (1) The DOL maintains a national-level logistics Common Operating Picture (COP) as well as tactical overview of logistics aspects and components of operational plans. The DOL is responsible for contingency planning, providing logistics integration services throughout the USCG, and for organizing tactical logistics needs for all deployed operational assets.

- (2) The DOL chairs the Deployable Support Element (DSE) Coordination Work Group, which consists of permanent representation from each of the following: DOL Contingency and Deployable Logistics Division (DOL-4); Personnel Service Center (PSC); Aviation Logistics Center (ALC); Shore Infrastructure Logistics Center (SILC); Surface Forces Logistics Center (SFLC); the Health, Safety and Work-Life Service Center (HSWL SC), and the Command, Control, Communications, Computers and Information Technology Service Center (C4IT SC). These members combine to gather and merge input from contingency situations into related policy and project outcomes to specifically enhance support doctrine.
 - (3) Requests for DSE assistance will be submitted to DOL-42 for consideration by the DSE coordination group. The DSE coordination group has pre-identified teams ready for deployment and is capable of responding to RFFs. The DSE coordination group will identify members responding to RFFs. The Logistics Centers (LC) and Service Centers (SC) will report their deployed members via a DOL SharePoint site form. The information must be captured by DOL-1 in the Coast Guard enterprise human resources software system for the responding forces. In addition, DOL-1 must coordinate official notification to deploying DCMS forces, with orders information and funding, with the LCs and SCs.
 - (4) To keep the Coast Guard operationally ready, the DSE coordination group must ensure DSEs are pre-staged and ready to respond to events. If the DSE coordination group decides to pre-stage DSE, they must follow the process in Paragraph 10.d(3) above. DOL-1 must capture deploying forces for tracking, accountability, and funding. DOL-1 will send message orders to the responding DSE unit, Incident Commander, District, and Area of the incident. When requested, PSC-PSD-SSS will assist DOL-1 with tracking personnel movements within the Coast Guard enterprise human resources software system.
 - (5) DOL processes reserve RFFs for the DCMS and Headquarters directorates.
 - a) For RFFs with a by-name candidate (BNC) for a DCMS reservist, DOL-1 will process internally to issue orders and capture in the Coast Guard enterprise human resources software.
 - b) If the member is not a DCMS reservist, DOL-1 will send RFF with BNC to PSC-PSD-SSS.
 - c) If there is no BNC (active duty or reservist), DOL-1 will send the RFF to PSC-PSD-SSS to process and identify an appropriate fill.
- e. Personnel Service Center:

PSC-PSD-SSS exercises authority to effect short-term assignment (180 days or less) of Coast Guard active duty, reserve, civilian, and Auxiliary members as requested by District and/or Area Commanders as follows:

- (1) Short-term augmentation (requires validation as mission-critical and requisite source of funding and accounting data).
- (2) Voluntary short-term augmentation.
- (3) RFFs validated for individual augmentation requirements in support of contingency operations beyond the Incident Commander's resource capabilities (i.e., Type I, Type II, and complex Type III contingency events).
- (4) Identification and assignment of Reserve Component responders under the allocations of Titles 10 or 14, United States Code, when required to support validated individual augmentation requirements.
- (5) Assignment of volunteer DoD component members with DoD approval when the Coast Guard is unable to meet mission critical needs with organic resources (e.g., Foreign Language Proficiency Program, Chaplains, etc.).

11. PROCEDURES. The ultimate goal in assigning personnel for purposes of short-term augmentation or contingency operations is the efficient placement of qualified volunteer candidates possessing command approval. Such an approach minimizes disruption to other units, members and their dependents while balancing the operational commander's need for critical competency requirements. In this regard, every request for personnel and forces will be managed to maximize identification and selection of suitable volunteers. In cases where suitable volunteer candidates are unavailable, PSC-PSD-SSS will forward slates of qualified candidates to the cognizant sourcing partner(s) (e.g., District, Logistics Center/ Service Center (LC/SC), Headquarters Directorate/unit) via ADMIN OIX and assign the appropriately qualified responder within sufficient time to balance requesting unit reporting requirements and responder notification considerations. Requesting units anticipating a contingency, operational surge, or short-term requirement for which assigned personnel are considered insufficient must submit their request(s) as soon as practicable in accordance with the following guidance:

a. Mission-Critical Short-Term Augmentation:

- (1) Area cutters – Forward record message RFF via ADMIN OIX to the Area program manager, who will endorse and validate mission-criticality and forward determination to the PSC-PSD-SSS staff. Area program managers or Area cutters enter initial requirement details into the Coast Guard enterprise human resources software system, including the identification number of the RFF or mission-criticality validation message. (Note: sample messages are attached as Enclosures (2) through (5). A decision-making tool to guide staffs in determining and validating mission-criticality is attached as Enclosure (1).)
- (2) Annual Surge Operations and Special Events – Any mission critical RFF in support of a Coast Guard operation or special event requiring service-wide augmentation of six or more Active Duty/Reserve personnel originating from an Area or District must first be validated and approved by the responsible program manager at Headquarters, Area, or District prior to sourcing action by PSC-PSD-SSS. The Executive Decision-Making Process may be employed to balance mission priorities for requests that cross Area boundaries, significantly

tax available personnel, and cause high levels of operational risk. This ensures chain-of-command concurrence of resource allocation, acceptable levels of operational risk and mission critical prioritization.

- (3) District units, Area units (other than cutters), DCMS LC/SC units, and Headquarters Directorates/units – Conduct an initial query in the Coast Guard enterprise human resources software system within the appropriate chain-of-command to identify an internal competency fill. If this chain-of-command query does not identify a suitable resource then forward the request via ADMIN OIX to their superior commander (e.g., District (da/dxr), Area program manager, LC/SC staff, etc.), which will validate mission-criticality, identify the requisite source of funding and accounting data, and examine internal competency options within their chains-of-command. District, Sector or unit enter initial requirement details into the Coast Guard enterprise human resources software system, including identification number in the RFF message or mission-criticality validation message. Forward unfilled mission-critical requirements to PSC-PSD-SSS via ADMIN OIX after local resources have proven to be unsuccessful in filling the request. The unfilled mission-critical request will also be sent to the appropriate Area for cognizant awareness.
- (4) Department of Homeland Security – Any request for Coast Guard personnel support to staff DHS Headquarters elements must go through DCMS and be validated by PSC prior to staffing action by PSC-PSD-SSS.
- (5) For all validated augmentation requests, initial requirement detail will be entered at lowest level (e.g., Unit/Sector/District). Units with admin staff and/or Yeoman should complete the initial data entry as required and also include funding and accounting data. PSC-PSD-SSS verifies accuracy of the entry, and advertises the requirement service-wide via CG Portal and CMD-OIX. This posting contains all available requirement details and directs interested candidates to the requirement's specific location within the Coast Guard enterprise human resources software system's Volunteer Bulletin Board (VBB) functionality.
- (6) For situations in which the VBB is unable to generate suitable candidates, PSC-PSD-SSS will create a slate of candidates possessing the requisite competency sets and communicate this information to each identified candidates' command via their cognizant sourcing partner (e.g., District (da/dxr), Headquarters Directorate/unit, or LC/SC staff) within sufficient time to balance reporting and notification considerations. Commands verify and report their member's actual readiness status including fitness for duty status, individual medical readiness and valid Work-Life issues, along with pertinent unit operational and readiness constraints, back to their cognizant sourcing partner. These staffs compile and forward this information via ADMIN OIX to PSC-PSD-SSS.
- (7) PSC-PSD-SSS will select and assign the most qualified and reasonably available candidate(s) with command approval. PSC-PSD-SSS will then enter the requisite data into the Coast Guard enterprise human resources software system, and order member movement by transmitting assignment actions and pertinent reporting information as follows:

- (a) Reservists: Official selection notification is sent via ADMIN OIX to the member's cognizant Area, District (dxr), or DOL-1 for orders approval and coordination, Servicing Personnel Office for orders entry into Direct Access, and notification to the Permanent Duty Station and the appropriate chain-of-command.
 - (b) Active-duty members and civilians: Official selection notification is sent via ADMIN OIX to the Permanent Duty Station and the appropriate chain-of-command with notification to the selected responder.
 - (c) Auxiliarists: Official selection notification is sent via ADMIN OIX to the cognizant District Office of Auxiliary and Boating Safety (dpa).
 - (d) Members listed as not available by their command may still be selected for assignment. If the status of all candidates is "not available," PSC-PSD-SSS will normally hold a standard internal selection panel to determine who is most reasonably available, most cost-effective, and least impactful to the candidate's home unit to enable mission execution in support of the needs of the service. Validated unit operational requirements substantiating a significant impact to mission success from temporary reassignment of a member will be considered by the selection panel but may not exempt an assignment based on needs of the service.
- (8) Reservists being involuntarily recalled to active duty under Title 10, United States Code, in support of a defense contingency should receive no less than 30-days notice prior to activation. In order to meet these statutory requirements, units forward requests to mobilize reservists to PSC-PSD-SSS via ADMIN OIX no later than 60-days prior to the reporting date. Reservists may elect to waive the 30-day notice.
 - (9) Reservists activated on voluntary orders in support of a Defense Contingency may elect to waive the 30-day notice requirement outlined in Reference (e). PCS transfers do not normally occur for Defense Contingency orders.
 - (10) Funds to support DHS augmentation requests must be completed via Inter-Agency Agreement (IAA) between the requesting office and CG-8 prior to execution of orders. Funds for all other mission-critical augmentations are required to use a TONO and accounting string issued by the Area, District, LC/SC or Headquarters Directorate/unit as applicable. All short-term orders will be issued to the selected member via their servicing admin/SPO following receipt of PSC-PSD-SSS ADMIN OIX assignment message.
- b. Contingency Operations:
- (1) In a response resulting in a Unified/Incident Command, route a Resource Request Message (ICS-213 RR CG or RFF via ADMIN OIX) from the Incident Command Post (ICP) to the District Command. The District Command works to identify potential resources within their jurisdiction to fill the requirement(s), and in all cases, analyzes and balances the operational risks presented by reassigning response personnel already in-theater, prior to requesting additional personnel. The District Command must ensure contingency requirements are entered into the Coast Guard enterprise human resources software system.

If the Sector Incident Management Team (IMT) is unable to electronically enter the request, then the District Command enters personnel requirements and requisite source of funding and accounting data on their behalf into the Coast Guard enterprise human resources software system for future deployment, reassignment, tracking, forecasting, and demobilization purposes.

- (2) When the District Command cannot fill the requirement(s) from within their assigned personnel, forward the requirement data contained within form ICS-213RR CG via ADMIN OIX to the Area Command and DCMS Watch as outlined in Enclosure (4).
- (3) Once received, the Area Command staff (DOL provides the Logistics Section Chief) monitors the request and appropriately tasks each requirement to the cognizant Area/DCMS program manager for staffing of the Incident Management Teams, DSEs, and other operational force element resources. Area staff engages elements for RC mobilization/Full-Time Equivalent (FTE) cap management considerations and inclusion into operational risk analysis efforts. Area Command staff designates remaining requests as individual augmentation requirements, as outlined in Reference (o). Once established as a critical fill without a duplicate request, meeting all administrative requirements, assumption of total force picture, requisite source of funding and accounting data, and analyzed for risk assessment the unfilled individual augmentation requirements will be sent to PSC-PSD-SSS for sourcing action via ADMIN OIX and the Coast Guard enterprise human resources software system.
- (4) DCMS maintains pre-identified teams for deployment as described in Reference (l). When a DSE is requested, DOL/DCMS must capture the requirements via the Coast Guard enterprise human resources software system.
- (5) All National Strike Force personnel (including CG-IMAT, National Strike Teams, and Public Information Assistance Teams) deployed in support of a contingency as individual augmentees, must be tracked via the Coast Guard enterprise human resources software system. PSC-PSD-SSS will support the requirement to document and track personnel upon request.
- (6) For all mission-critical requirements, initial details will be entered into the Coast Guard enterprise human resources software system by IMT/District/Area staff. A completed entry into the system will include requisite source of funding and accounting data for member orders and a 24/7 command duty phone number to manage incoming personnel. After District validation and endorsement, Area review and tracking, PSC-PSD-SSS verifies accuracy of entries and advertises requirements service-wide via the directed enterprise software and CMD-OIX. During the initial phases of the contingency response, PSC-PSD-SSS is available upon request to deploy and provide training to the IMT/District/Area staff via the Contingency Staffing Support Team (CSST).
- (7) For situations in which the volunteers are not identified, PSC-PSD-SSS will create a list of candidates possessing the requisite competency sets and will communicate this information to each identified candidate's command via their cognizant sourcing partner (e.g., District (da/dxr), Headquarters Directorate/unit, or LC/SC staff) within sufficient time to balance

reporting and notification considerations. Commands verify deployment availability of identified members and report actual readiness status including fitness for duty status, individual medical readiness, weight standards compliance, and valid Work-Life issues, along with pertinent unit operational and readiness constraints, back to their cognizant sourcing partner. These staffs compile and forward this information to PSC-PSD-SSS. As a best practice, PSC-PSD-SSS will not normally select a member without requisite source of funding and accounting data or a member currently assigned to a cutter for short-term assignment in support of another cutter. If a mission critical need cannot be filled through normal sourcing efforts, SSS will work with Area cutter managers to identify and select personnel from inport cutters in drydock or extended Charlie status.

- (8) PSC-PSD-SSS selects and assigns the suitable candidate(s), enters the requisite data into the Coast Guard enterprise human resources software system, and orders their movement via an official assignment message in ADMIN OIX as follows:
 - (a) In the case of reservists, selection notification via ADMIN OIX to the member's cognizant District (dxr) or DOL-1 for orders approval and coordination, Servicing Personnel Office for orders entry into Direct Access, notification to the Permanent Duty Station, and the appropriate chain-of-command.
 - (b) In the case of active duty and civilians, assignment message via ADMIN OIX will be transmitted to the cognizant District, Permanent Duty Station, appropriate chain-of-command, and Servicing Personnel Office for orders entry into Direct Access, with notification to the selected responder.
 - (c) In the case of Auxiliarists, the cognizant District Office of Auxiliary and Boating Safety (dpa) prepares orders following ADMIN OIX notification.
 - (d) Unless the ATU/District budget office provides specific guidance, requesting units should use their normal unit's line of accounting (LOA) with the only changes being: cost center 79839 and FPD project associated with the storm/event (e.g. HARVEY) being used in lieu of the unit's cost center and FPD Project Code.
- (9) Selected candidates report to the contingency operation as ordered. The IMT must complete all requisite entries necessary to report in, track contingency assignment and reassignment actions, and report out prior to member's return to base.

c. Volunteer Solicitations:

In contrast with mission-critical TDY augmentation requests and contingency operation RFFs, units offering volunteer solicitation opportunities control all aspects of candidate selection, funding and duty performance. Volunteer solicitations are not depot-level events and do not require the same level of service from PSC. Units should leverage their volunteer solicitation needs on a service-wide basis through the the Coast Guard enterprise human resources software system VBB by using the format of the sample message in Enclosure (4) and following the guidance:

- (1) Unit/Sector/District completes initial entry request and forwards volunteer solicitation RFF, with identification number, to PSC-PSD-SSS via ADMIN OIX, with info copy to unit's chain-of-command as outlined in Enclosure (4).
 - (2) PSC-PSD-SSS verifies accuracy of entry, requisite source of funding and accounting data, and advertises each opportunity nationwide via CG Portal.
 - (3) The Coast Guard enterprise human resources software system will automatically forward names of command-approved volunteers to the requesting unit point of contact via email. This email also links the volunteer's application with the selection mechanism, fully automating the selection and notification processes. Candidate selection using this method also automatically notifies all other volunteers of their non-selection, and closes the solicitation within the VBB.
 - (4) The requesting unit funds all requisite costs and forwards all pertinent information to the volunteer's command and cognizant Servicing Personnel Office for travel order issuance via ADMIN OIX.
- d. Assignment Considerations and Exemptions from Consideration for Short-Term Augmentation & Contingency Operations:

The ultimate goal in assigning personnel for purposes of short-term augmentation or contingency operations is the proper execution of deliberate planning, used in conjunction with the placement of qualified volunteer candidates possessing command approval. Such an approach balances the operational commander's emergent competency requirements while minimizing disruption to other units, other operations, our members, and their dependents. Requesting commands develop their requirements to meet a target of 21 days advance notice for all notified members, allowing full leverage of the VBB application within enterprise software, and maintaining fairness and equity to our Coast Guard units, members, and their dependents. In the event of a contingency response, NSF team members are often ready to deploy with less than 96 hours notice. In all other circumstances, Active Duty candidates should be afforded no less than 96 hours to report to any temporary assignment following notification. Operational necessities and constraints that make these standards impractical must be factored only in the most exigent circumstances. The period of time allowed for Reserve candidates between the date when a reservist is alerted for that duty and the date when the reservist is required to enter upon that duty shall be determined by the DHS Secretary based upon military requirements at that time. The period of time for a Reserve candidate to report will not normally be less than 48 hours.

- (1) Assignment Considerations. Any decision affecting temporary assignment ISO short-term augmentation and contingency operations prioritizes the following circumstances:
 - (a) Service needs.
 - (b) Training qualifications and skill sets.
 - (c) Providing-unit needs.

- (d) Member's desires.
 - (e) Proximity to tour completion.
 - (f) Length and nature of previous assignments (for Reservists).
 - (g) Family responsibilities (for Reservists).
 - (h) Emploment necessary to maintain the national health, safety, or interest (for Reservists).
- (2) As service needs are prioritized above the other assignment considerations, PSC-PSD-SSS must exercise "Select-and-Direct" authority when necessary to meet all valid mission-critical and contingency operation requirements. When a member's command feels the rationale for an assignment decision is inadequate, the commanding officer or his or her representative may appeal for further clarification from Personnel Service Center Personnel Services Division (PSC-PSD) via the chain-of-command.
- (3) Exemption Reasons. Members may be excused from consideration for assignment to short-term augmentation and contingency operations for the following reasons:
- (a) Validated unit readiness requirements, generally applicable only to units funded by non-Coast Guard sources, or commands organized and trained to serve as units, e.g., cutters, Maritime Safety Security Team, National Strike Team, Port Security Unit, etc.
 - (b) Members in an Available for Limited Duty (AFLD) or Not Fit for Duty (NFFD) status declared by competent medical authority, or members with Deployment Limiting Medical Conditions (DLMC) as outlined within Reference (g).
 - (c) Members who do not meet standards as outlined within Reference (g). Commands are reminded that members on the weight program are still subject to selection. If noncompliance with weight standards has generated a discharge request to CG PSC OPM-1/EPM-1, member will be excluded from mobilization.
 - (d) Significant work-life issues, including documented Special Needs program and command cadre-reported circumstances that would be exacerbated by temporary assignment. Commands and members are reminded that single parents and military couples must have current and effective family care plans to provide care for their dependents during the absence of one or both parents.
 - (e) Members who have become a single parent as a result of unforeseen circumstances must be deferred for four months from the effective date the circumstance occurred, unless he or she volunteers for a temporary assignment.
 - (f) A post-partum member may elect TDY or voluntary mobilization orders within the 12 months following a birth event only if cleared by a Coast Guard medical officer and with approval from the first O-6/GS-15 in the chain of command.
 - (g) Reserve members shall not be involuntarily mobilized for up to 12 months from the date

of a birth event. A post-partum Reserve member may elect voluntary mobilization orders as set forth in Paragraph (f).

- (h) A single member, or one member of a military couple, must be deferred for four months from the effective date an adoption is finalized, unless he or she volunteers for a temporary assignment.

e. Reserve Component Participation:

Reservists are excellent force multipliers. Reservists may be identified as primary surge response personnel due to unique qualifications or local knowledge or, with approval from the cognizant Area reserve management staff, may backfill for deployed active duty members or Temporary Duty (TDY) civilians. Reservists provide surge capability through involuntary mobilization under Title 10, United States Code (primarily 10 U.S.C. §12302), involuntary mobilization under 14 United States Code §712, or voluntary mobilization under 10 United States Code §12301(d). PSC-PSD-SSS, District (dxr) and DOL-1 staffs must comply with the provisions contained within Reference (e), and follow applicable involuntary mobilization and ADOS management practices.

f. Civilian Participation:

Under certain circumstances, the optimal surge force may include detail of civilian personnel or the use of civilian temporary hires. Considerations will include the nature of the assignment, required skills, and length of duty. When civilians are considered as part of the optimal surge force, consult the civilian personnel servicing Command Staff Advisor within the area of responsibility regarding the detail of civilian employees and temporary hires to ensure compliance with Office of Personnel Management regulations.

g. Auxiliary Participation:

The Coast Guard Auxiliary is a volunteer organization promoting boating safety which may be used to supplement forces for appropriate Coast Guard missions. Qualified Auxiliarists may be employed as crewmembers on any Coast Guard cutter or boat, except as coxswain unless otherwise designated in Reference (h); to train and assist in training Coast Guard personnel; as watchstanders at Sectors, Station operations, or command centers; as aviation resources, communications resources, and in any of the administrative, technical, and professional capacities in which Auxiliarists are qualified. Auxiliary operational facilities may be used to supplement Coast Guard cutter, boat, aviation and communication resources to provide area familiarization and other mission-related transportation for Coast Guard personnel, and for individual Auxiliary operational duty independent of other Coast Guard resources. When considering Auxiliarists as a part of optimal surge forces, consult the Auxiliary branch of the District staff to ensure compliance with regulations set forth in Reference (h), including the following taking into account that Auxiliarists cannot be given general police powers or direct law enforcement authority but may be assigned to missions that support Coast Guard law enforcement efforts.

- (1) The use of Auxiliary resources outside policy as set forth by Reference (h) must be

coordinated through the Office of Auxiliary and Boating Safety (CG-BSX).

- (2) Tasking including Auxiliarists must only be initiated in coordination with the unit commander requiring surge forces.
- (3) The Coast Guard reimburses Auxiliarists for certain authorized expenses for operational missions. Follow procedures described in Chapter 2 of Reference (h) for payment of appropriate reimbursable expenses.

h. Volunteers:

Volunteers play an important role in contingency responses. They allow Surge Staffing Section the capability of deploying forces out the door expeditiously. All members volunteering require command approval to be selected for CG contingency requirements, including by-name-candidates (BNC) who have been pre-identified to fill specific requirements. Command approval must be provided by someone in the direct chain-of-command with authority to approve member departure via TDY or Title 10/Title 14 orders. Command approval means that the command acknowledges that the member is qualified, capable, responsible, and deployable.

i. Pay and Allowances/Per Diem/Travel Costs:

Requesting units must ensure use of proper accounting procedures and follow guidance within the Joint Travel Regulations (JTR) for pay and allowances, per diem, and travel costs for each surge event. Charges against AFC-01 for emergency involuntary and voluntary recall of reservists must be used only when authorized per Reference (e). Per diem and travel, when authorized, will generally be charged against the requesting unit's normal operating funds, except in the case of emergency voluntary or involuntary recalls. The requesting unit must coordinate funding with their superior commander to ensure availability of sufficient funds and determine appropriate accounting data. Message traffic must be issued separately for each contingency describing procedures for charging travel/per diem for reservists under emergency voluntary or involuntary recall. Units may request a separate Cost Center from Commandant (CG-832) via the appropriate chain of command in order to more accurately track costs of surge operations. Requesting units must ensure civilian overtime is properly managed and documented.

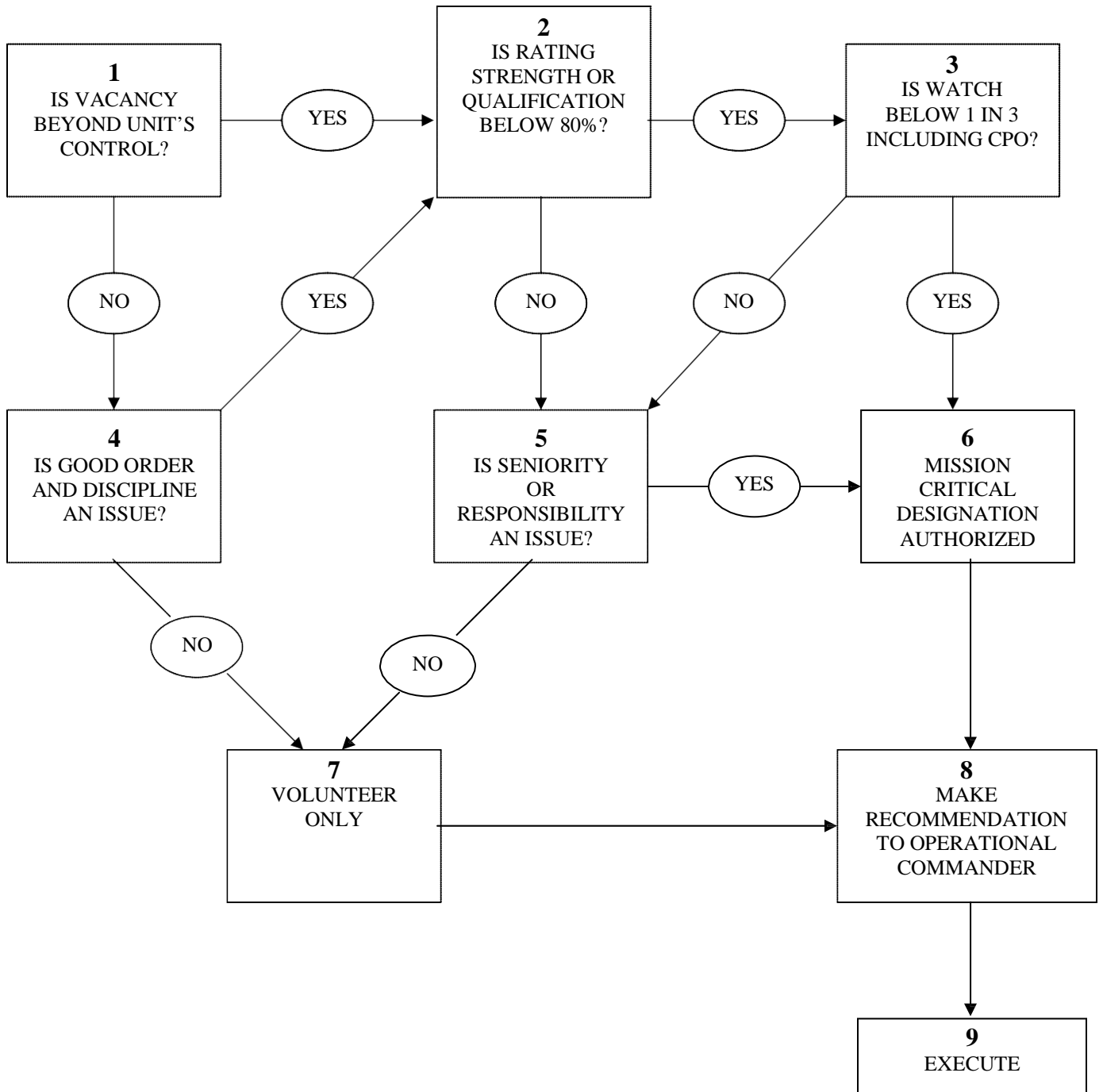
12. FORMS/REPORTS. The forms referenced in this Instruction are available in USCG Electronic Forms on the Standard Workstation or on the Internet at: <https://www.dcms.uscg.mil/Our-Organization/Assistant-Commandant-for-C4IT-CG-6/The-Office-of-Information-Management-CG-61/Forms-Management/>

13. REQUEST FOR CHANGES. All requests for changes should be directed to PSD-PSC-SSS via email: HQS-DG-CGPSC-PSD-SSS@uscg.mil.

M. W. SIBLEY /s/
Rear Admiral, U.S. Coast Guard
Director, Reserve and Military Personnel

- Encl: (1) Critical-Need Decision Aid and Explanations
(2) Sample Request for Short Term ADOS-AC Personnel Support
(3) Sample Request for Long Term Contingency ADOS Personnel Support
(4) Sample Request for Mission Critical/Voluntary Short Term Personnel Support for IMT, District Cutters and Other Units
(5) Sample Request for Mission Critical/Voluntary Short Term Personnel Support for PACAREA/LANTAREA Units/Cutters

CRITICAL-NEED DECISION AID



CRITICAL NEED DECISION AID EXPLANATIONS

BLOCK 1. Is/are the vacancy(ies) due to circumstances beyond the unit's control (e.g., regular leave/terminal leave/normal PCS are within the unit's control; not fit for sea duty is not)?

BLOCK 2. Is the rating or qualification on board the unit below 80 percent?

BLOCK 3. If the request is for a watchstander(s), is the underway watch rotation less than three sections, including all grades within the rating (i.e. MKCM, MKCS, MKC, MK1, MK2, and MK3)?

BLOCK 4. Is the request based on a good order and discipline issue (i.e., are the needs of the service better served if a particular member is left behind due to disciplinary issues)?

BLOCK 5. Is the request based on a vacant senior enlisted billet for that rating (i.e., beyond watchstanding, is there a leadership or supervisory issue.)? Is the request based on a vacant CO, XO or Dept Head billet?

BLOCK 6. It is determined that the request merits a recommendation to the operational commander that a member be selected and directed to fill the vacancy.

BLOCK 7. It is determined that the vacancy merits a recommendation to the operational commander that the request should only be filled if a member volunteers.

BLOCK 8. The recommendation to the operational commander regarding whether or not the billet meets "critical-need" criteria thereby warranting select and direct orders.

BLOCK 9. The stage where the operational commander's determination is executed.

SAMPLE REQUEST FOR SHORT TERM ADOS-AC PERSONNEL SUPPORT

From: Requesting Unit (Use CMD email address)

To: CMD-SMB-CG-PSC@USCG.MIL; HQS-SMB-PSC-SSS@USCG.MIL

Info: DXR/DX

Email Subject Line: REQUEST FOR SHORT-TERM ADOS-AC PERSONNEL SUPPORT ISO
//UNIT//

Body of Email:

REF A. Active Duty for Operational Support (ADOS), COMDTINST 1330.1D

1. IAW Ref A, (unit) is requesting for the following reserve personnel support:

A. Rate/Rank:

B. Component: Reserve

C. Date required: Start date to End date

D. Required Qualifications:

E. Required Security Clearance:

F. Description of Duties:

2. Candidates/Volunteers: (Rate/Rank, Last, First, EMPLID) (if candidate has been identified)//None

3. DA MOB Requirement/Request#: XXXXX-XXXX.

4. Funding Department ID: (example D11 DXR 008210)

5. TONO/ACCT information:

6. Reporting Instructions: //Unit Address/contact number/reporting information//

7. Requesting Unit POC: ENS I. M. Coastie, (555)555-5555 or I.M.COASTIE@USCG.MIL

8. DXR/DX POC: ENS I. M. Coastie, (555)555-5555 or I.M.COASTIE@USCG.MIL.

9. Contact RPM-3 for Reserve Management questions.

*Note: For T10 and T14 involuntary orders, commands are reminded to be cognizant of alignment of requested reporting dates and the pay processing schedule for P&A offices.

SAMPLE REQUEST FOR LONG TERM CONTINGENCY ADOS PERSONNEL SUPPORT

From: Requesting Unit (Use CMD email address)

To: CMD-SMB-CG-PSC@USCG.MIL; HQS-SMB-PSC-SSS@USCG.MIL

Info: Applicable Title 10 Cap Manager/DXR and DOL-1

Email Subject Line: REQUEST FOR LONG TERM CONTINGENCY ADOS PERSONNEL
SUPPORT ISO //UNIT//

Body of Email:

REF A. Active Duty for Operational Support (ADOS), COMDTINST 1330.1D

1. IAW Ref A, (unit) is requesting for the following reserve personnel support:

A. Rank/Rate and Number:

B. Component: Reserve

C. Required Quals:

D. Preferred Quals:

E. Position Duties:

F. Date required and duration:

G. Request is mission critical/voluntary (choose one)

H. Other restrictions:

1. DA MOB Request/Requirement #:(Must be provided)

2. TONO/ACCT information:

3. Position information:

A. Department ID: (example Sector San Francisco 007562)

B. Funding Department ID: (example D11 DXR 008210)

C. Position Description :

1. Candidate Selected: (Rate/Rank, Last, First, EMPLID) (if candidate has been identified)

2. Unit Specific Info for reporting: (please provide Department ID funding position, reporting address, or special unique unit travel information.)

3. Unit POC: : ENS I. M. Coastie, (555)555-5555 or I.M.COASTIE@USCG.MIL.

D. Secondary Unit POC: ENS I. M. Coastie, (555)555-5555 or I.M.COASTIE@USCG.MIL (As needed)

E. Contact RPM-3 for Reserve Management questions.

SAMPLE REQUEST FOR MISSION CRITICAL/VOLUNTARY SHORT TERM PERSONNEL SUPPORT FOR IMT, DISTRICT CUTTERS AND OTHER UNITS

From: Operational Unit (Use CMD email address)

To: Service/Logistic Center (for units under SC or LC cognizance) -or- Sector and District (for Sector/District units) (Use CMD email address)

Info: CMD-SMB-CG-PSC@USCG.MIL; HQS-SMB-PSC-SSS@USCG.MIL

Email Subject Line: REQUEST FOR PERSONNEL SUPPORT ISO IMT/CUTTER/UNIT

Body of Email:

1. Preferred Rate/Rank, and number of each: //(#) Rate/Rank//
2. Preference for component: //AD/Reserve/Civilian/Auxiliary/Any//
3. Required qualifications: //Per COMDTINST M5300.2 and competency dictionary//
4. Preferred qualifications: //Per COMDTINST M5300.2 and competency dictionary//
5. Date required and duration of need: //Report date/Depart date (#) days//
6. Report Location: //City/State//
7. Depart Location: //City/State//
8. Total unit allowed or related ratings authorized: // # on PAL//
- 9 Total number or related rating on board:
10. Nature of the surge or gap: //i.e. justification//
11. Request is mission critical/voluntary (choose one)
12. Additional restrictions: //e.g., clearance, passport, gender, etc//
13. Identify any potential candidates already pre-screened or volunteered: //None or Rate/Rank Last, First, MI,/ Parent unit//
14. DA MOB Request/Requirement #: //Must be provided//contact District/SSS for assistance//
15. TONO/ACCT information:
- 16: Accounting String: (Must be provided by funding POC) //Cutter/Unit/District//
17. Unit POC: ENS I. M. Coastie, (555)555-5555 or I.M.COASTIE@USCG.MIL.

**SAMPLE REQUEST FOR MISSION CRITICAL/VOLUNTARY SHORT TERM
PERSONNEL SUPPORT FOR PACAREA/LANTAREA UNITS/CUTTERS**

From: Requesting Unit (use CMD email address)

To: CMD-SMB-CG-PACAREA@USCG.MIL or CMD-SMB-CG-LANTAREA@USCG.MIL

Info: CMD-SMB-CG-PSC@USCG.MIL; HQS-SMB-PSC-SSS@USCG.MIL

Email Subject Line: REQUEST FOR PERSONNEL SUPPORT ISO CUTTER/UNIT

Body of Email:

1. Preferred Rate/Rank, and number of each: //(#) Rate/Rank//
2. Preference for component: //AD/Reserve/Civilian/Auxiliary/Any//
3. Required qualifications: //Per COMDTINST M5300.2 and competency dictionary//
4. Preferred qualifications: //Per COMDTINST M5300.2 and competency dictionary//
5. Date required and duration of need: //Report date/Depart date (#) days//
6. Report Location: //City/State//
7. Depart Location: //City/State//
8. Total unit allowed or related ratings authorized: // # on PAL//
9. Total number or related rating on board:
10. Nature of the surge or gap: //i.e. justification//
11. Request is mission critical/request is voluntary (choose one)
12. Additional restrictions: //e.g., clearance, passport, gender, etc//
13. Identify any potential candidates already pre-screened or volunteered: //None or Rate/Rank Last, First, MI, / Parent unit//
14. DA MOB Request/Requirement #: //Must be provided//
15. TONO/ACCT information:
16. Accounting String: (Must be provided by funding POC) //Cutter/Unit/District//
17. Unit POC: ENS I. M. Coastie, (555)555-5555 or I.M.COASTIE@USCG.MIL.