

**U.S. Department of
Homeland Security**

**United States
Coast Guard**



Coast Guard Manpower Requirements Manual

COMDTINST M5310.6A

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COMMANDANT INSTRUCTION M5310.6A

Subj: COAST GUARD MANPOWER REQUIREMENTS MANUAL

- Ref: (a) Major Systems Acquisition Manual (MSAM), COMDTINST M5000.10 (series)
 (b) Non-Major Acquisition Process (NMAP) Manual, COMDTINST M5000.11 (series)
 (c) Deputy Commandant for Mission Support (DCMS) Engineering Technical Authority (ETA) Policy, COMDTINST 5402.4 (series)
 (d) Final Work Availability Report: Determination of Work Availability time for U.S. Coast Guard Staffing Logic, Harkcon 2013.

1. PURPOSE. The Coast Guard Manpower Requirements Manual (MRM) prescribes the doctrine and policy to execute the Manpower Requirement Process to study an acquisition or a legacy organizational element.
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 Manual. Internet release authorized.
3. DIRECTIVES AFFECTED. The Coast Guard Manpower Requirements Manual, COMDTINST M5310.6 is cancelled.
4. 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.
5. MAJOR CHANGES. The new issue of this Manual includes the following major changes:
 - a. Prescribes required phases and outputs for Manpower Requirement process, Chapter 2.

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NON-STANDARD DISTRIBUTION:

- b. Describes three types of work requirements and elements of direct work required to be included in manpower analyses, Chapter 3.
- c. Establishes standard allowances, modeling rules for watchstanding positions, fractional requirement rounding, and rank distribution used during workload modeling, Chapter 4.
- d. Revises stakeholder review process during Manpower Requirement Determination phase, Chapter 5.
- e. Establishes CG Manpower Availability Factors (MAF), Appendix B.
- f. Prescribes the Standard Work Document for Indirect Work, Appendix C.

6. IMPACT ASSESSMENT.

- a. The new tasks and responsibilities within the Manpower Requirements Determination (MRD) Enterprise will be facilitated by the MRD Division (CG-1B4) and Human Systems Integration (CG-1B3) Manpower and Personnel Team. These divisions are comprised of military and civilian personnel assigned to Assistant Commandant for Human Resources (CG-1B3 and CG-1B4) and includes personnel assigned to the MRD Analysis Branch (CG-1B41) located at the Navy Manpower Analysis Center in Millington, TN. Participation from the field level is limited to a single analysis cycle in which a specific unit or unit type is being analyzed. Any additional workload to the field can be expected on a case-by-case basis only. No new resources are being provided to the field level for this task.
- b. Training for MRD analysts will be arranged and funded by the MRD Division. No training time will be required for field personnel.

7. ENVIRONMENTAL ASPECT AND IMPACT CONSIDERATIONS.

- a. The development of this Manual and the general policies contained within it have been thoroughly reviewed by the originating office in conjunction with the Office of Environmental Management, Commandant (CG-47). This Manual is categorically excluded under current Department of Homeland Security (DHS) categorical exclusion (CATEX) A3 from further environmental analysis in accordance with "Implementation of the National Environmental Policy Act (NEPA), DHS Instruction Manual 023-01-001- 01 (series).
- b. This Manual 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 policy in this Manual must be individually evaluated for compliance with the National Environmental Policy Act (NEPA), Department of Homeland Security (DHS) and Coast Guard NEPA policy, and compliance with all other applicable 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.dcms.uscg.mil/directives> and CG Portal: <https://cgportal2.uscg.mil/library/directives/SitePages/Home.aspx>.

9. RECORDS MANAGEMENT CONSIDERATIONS. This Manual has been evaluated for potential records management impacts. The development of this Manual has been thoroughly reviewed during the directives clearance process, and it has been determined there are no further records scheduling requirements, in accordance with Federal Records Act, 44 U.S.C. 3101 et seq., National Archives and Records Administration (NARA) requirements, and the Information and Life Cycle Management Manual, COMDTINST M5212.12 (series). This policy does not have any significant or substantial change to existing records management requirements.

10. FORMS/REPORTS. None.

11. REQUEST FOR CHANGES. Proposed changes to this Manual must be submitted to Commandant (CG-1B) via the requesting unit's Commanding Officer.

/J. M. NUNAN/
Rear Admiral, U. S. Coast Guard
Assistant Commandant for Human Resources

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CHAPTER 1. MANPOWER REQUIREMENT DETERMINATION (MRD) OVERVIEW

- A. Authority. The Office of Human Resources Strategy and Capability Development Commandant (CG-1B) is the Coast Guard's central authority for all manpower requirement determinations and is responsible for policies, practices, procedures, processes, standards, tools, techniques, doctrine, principles, and models for manpower requirement analyses. All manpower requirements analyses must be conducted or approved by Commandant (CG-1B). Program offices and major commands may establish policies for conducting manpower analyses, and develop models or tools within the scope of their authority. However, policies and procedures for those analyses must be approved by CG-1B, and all results must be reported to CG-1B for enterprise documentation.
- B. What is MRD? The MRD Division (CG-1B4) and the Manpower and Personnel Team in the Human Systems Integration Division (CG-1B3) make up the Manpower Requirement (MR) Enterprise. The Enterprise translates mission-based capabilities requirements into Manpower Requirements, providing both the number and the type of positions required to accomplish the Coast Guard's missions, thereby enabling the Service to meet its workload demands. The MR Enterprise exists to:
1. Provide an objective, standardized staffing logic for identifying, measuring, analyzing, and reporting work and labor consumption.
 2. Increase the Coast Guard's ability to account for human capital allocation.
 3. Provide a means to understand the effect on the workforce of existing, new, or modified missions or business processes.
 4. Inform asset life cycle cost. Manpower makes up over 60% of an asset's lifecycle cost, which makes it a major factor of program cost and affordability.
 5. Establish MR for Coast Guard assets that best represent the quantity and quality of personnel needed to fulfill system requirements.
- C. When to Determine Manpower Requirements (MR). MR should be determined when mission, function, or task requirements change. Triggers to determining MRs include, but are not limited to:
1. Throughout the acquisition life cycle, in accordance with Reference (a) and Reference (b).
 2. Changes in mission capability and support requirements;
 3. Changes in Law, Regulation, or Policy;
 4. As directed by higher authority;
 5. Proposed changes to organizational structures;

- 6. Establishment or change to an asset’s operations, configuration, or maintenance;
- 7. Implementation or change to business processes, equipment, environment, or technological advances; or,

D. Why is MRD Important? Historically, Program Managers relied on their own data collection tools and analysis methods to determine human capital requirements. While those efforts met short-term programmatic needs, the data collection methods, analysis, and findings varied greatly from program to program. This variation hindered the capability to compile work and workload data over time in order to objectively predict future MR. Furthermore, it inhibited the comparison of personnel resource requests across the Coast Guard. Use of a common MR process enables decision-makers to effectively manage human capital.

NOTE: Per the Coast Guard Human Capital Strategy of January 2016 and its Strategic Priority 1: Meet Mission Needs, MR is the primary process to define the human capital required to accomplish the Coast Guard’s missions. It enables the presentation of sound, data-driven business cases to legislators and Department of Homeland Security officials. This improves the Coast Guard’s ability to compete for limited resources.

E. How Does MRD Happen? MR are determined through the MR Process depicted in Figure 1-1. It is a detailed and iterative process that guides the MR Enterprise and program representatives through translating mission-based capabilities requirements into MR. Each step in the process is described in the following Chapters.

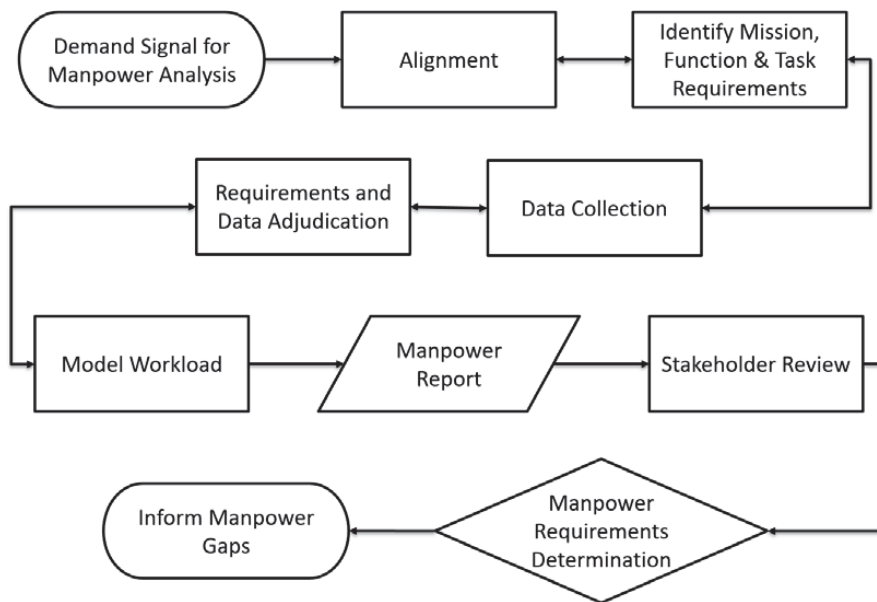


Figure 1-1: Manpower Requirements Process

F. Engineering Technical Authority (ETA). The Commandant has designated ETAs to serve as the Coast Guard’s experts in providing the authority, responsibility, and accountability to establish, monitor, and approve technical standards, tools, and processes, and certify projects in conformance with statute, policy, requirements, architectures, and standards.

1. As per References (b) and (c), the Assistant Commandant for Human Resources (CG-1) exercises Engineering Technical Authority and is the Warranting Officer for Human Systems Integration (HSI), which encompasses the Warranted Technical Area (WTA) of Manpower. More broadly, HSI applies to all Coast Guard systems as it addresses the “human” component of the systems engineering process to ensure systems are designed, produced, supported, fielded, and modernized through a complete and careful integration of the human component. Consolidating management of all manpower-related analyses under Commandant (CG-1) ensures the standardized application of the MR Process.
 2. The Deputy Warranting Officer (DWO) for HSI is the Chief of the Human Systems Integration Division (CG-1B3). The HSI DWO nominates, and the Warranting Officer formally warrants, the Technical Warrant Holder (TWH) for Manpower. TWHs are empowered technical experts in their WTAs and lead systems engineering-related technical efforts throughout the Coast Guard. For amplifying information, see Reference (b).
- G. Manpower Requirement (MR) Enterprise Roles and Responsibilities. The roles and responsibilities for members within the MR Enterprise are documented in Table 1-1.
- H. Activity-Based Analysis. Although there is greater fidelity associated with requirements-based analysis, the Coast Guard’s activity-based models also provide information to inform staffing decisions. Activity-based analyses are based on historic, current, or projected levels of activity whereas the MR Process is based on requirements that are derived from law, policy, or regulations such as United States Code, and Code of Federal Regulations. Activity-based models measure specific activity and frequency to determine MR needed to meet particular workload demands; but they are limited to historic performance vice objective requirements. Prior to using an activity-based analysis to inform staffing decisions, it must be forwarded via e-mail to the MRD Division (CG-1B4) and the Manpower and Personnel Team in the Human Systems Integration Division (CG-1B3) for review and approval.

Participant	Roles and Responsibilities
Assistant Commandant for Human Resources (CG-1)	<ul style="list-style-type: none"> • Engineering Technical Authority Warranting Officer for the Human Systems Integration Technical Domain. • Owns human capital requirements. • Oversees all facets of workforce management. • Authority for all actions and activities. • Executive Champion of the MR Enterprise. • Approval authority for MRD. • Establishes and maintains validated MRD for the CG workforce.
Chief, Office of HR Strategy and Capability Development (CG-1B)	<ul style="list-style-type: none"> • MR Program Director. • Oversee HR strategy and capability development. • Authorizes tools, techniques, approaches, and models to generate CG MR. • Reviews all formal requests to establish or change MR.
Chief, MRD Division (CG-1B4)	<ul style="list-style-type: none"> • MRD Program Manager. • Manages MR Analysts. • Oversees all aspects of MRD program. • Establish tools, techniques, approaches, and models to support MR analyses. • Review all MR findings. • Identify manpower constraints on systems.
Chief, Human Systems Integration Division (CG-1B3)	<ul style="list-style-type: none"> • Deputy Warranting Officer for the HSI Technical Domain. • Nominates/supervises Technical Warrant Holder (TWH) for the HSI Warranted Technical Areas (WTAs) including Manpower. • Representative for Integrated Project Teams for all acquisitions.
Technical Warrant Holder for Manpower	<ul style="list-style-type: none"> • Determines the most efficient and cost effect mix of manpower required to operate, maintain, and support a system. • Responsible for the development or identification, promulgation, and application of policies, practices, procedures, and processes for manpower analyses. • Develops total-system lifecycle cost estimates for MR. • Identifies risk and potential mitigations for total-system manpower configurations. • Determines system manpower parameters/requirements. • Authority for manpower-related activities through the lifecycle of the Coast Guard assets and systems.

Table 1-1: Roles and Responsibilities

CHAPTER 2. MANPOWER ANALYSIS PROCESS

- A. When to Perform Manpower Analyses. Complete an analysis when a Manpower Requirement Analysis (MRA) trigger occurs (see Section 1.C.).
1. Requests for Manpower Analysis for Acquisitions. Requests for analysis consistent with Section 1.C.1. and Reference (a) should be made to the Manpower and Personnel Team in the Human Systems Integration Division (CG-1B3).
 2. Requests for Manpower Analysis for Legacy Units. Requests for analysis consistent with Sections 1.C.2. through 1.C.7. should be made to the MRD Division Chief (CG-1B4).
- B. Types of Manpower Reports. Pending the request and any amplifying information, the MR Enterprise will determine the appropriate analytical product based on the request and the maturity of the requirements for the Organizational Element (OE). The MR Enterprise produces four types of reports:
1. Manpower Assessment. A Manpower Assessment is a special study or initiative to determine required manpower or man-hours. An assessment is the lowest fidelity manpower study; however, its findings can be helpful to identify gaps in requirements and to support early resourcing decisions. For example, Manpower Assessments may include workload report, and Engineering Technical Authority Determination Memos. Due to their situational application, assessments may or may not follow the discipline or rigor of the more formal manpower determinant development process.
 2. Manpower Estimate Report (MER). A MER is applied to a previously undefined mission requirement. This situation could be the result of a lack of established program requirements or the effect of an initial system or platform acquisition. Because the analysis is performed without firmly established requirements, the estimate often relies on parametric data and statistical inference drawn from similar systems or capabilities. Despite this limitation, a MER provides valuable analysis of the known operations, maintenance, and support to assist with early resource and design decisions. A MER serves as foundational extant data for a follow-on MRA, which would be conducted when mission requirements and workload are better defined.
 3. Manpower Requirements Analysis (MRA). A MRA provides an analytical study that starts with a review of all pertinent resources and doctrine, and may be followed by surveys, OE site visits, interviews, and other data gathering techniques through which the MRA analyst validates work, collects workload data, and reviews first-hand the processes and operating readiness conditions of the OE. This level of study provides the most in-depth data collection and analytical rigor and therefore consumes the most time and resources.
 4. Manpower Requirement Determination (MRD). An MRD establishes the final manpower requirements and addresses all stakeholder concerns except the availability

or absence of resources. It contains relevant information which describes the quantity and mix of required manpower resulting from the MRA. An MRD is approved by Commandant (CG-1) or the Manpower Engineering Technical Authority, and can be used as the basis for resourcing decisions.

C. Prioritizing MRA Requests. Prioritization for each analytical product will be based on the following:

1. MRA Trigger.
2. Type of unit.
3. Operational Risk.
4. Number of positions affected.
5. Strategic importance of study results.
6. Funding availability.

NOTE: Pending the information collected, the MR Enterprise will determine the timeline for completing the analysis and if organic or contracted resources will be used to conduct the analysis.

D. Manpower Requirement Process. Once a manpower analysis has been triggered, in accordance with Section 1.C and prioritized in accordance with Section 2.C, the following process shall be followed. Details for this process can be found in the Coast Guard Manpower Requirements Determination Process Tactics, Techniques, and Procedures (TTP). Processes and the subsequent documentation produced include but are not limited to:

1. Study Charter. The study charter is an agreement between the organizational element being analyzed and the manpower enterprise. It defines the scope of the study and objectives of the analysis.
2. Alignment. The Alignment meeting orients the program representatives to the MR process, and aligns study expectations. Key goals, objectives, requirements, and milestones are discussed and agreed upon. The Project Plan, Work Breakdown Structure (WBS), and Alignment Meeting Report are developed, discussed, and/or finalized during the alignment phase.
3. Familiarization Phase. During the familiarization phase, the analysts develop a detailed understanding of the mission, functions, and tasks of the organization. This phase is used to define the work of the organization. The output of the familiarization phase is a Standard Work Document (SWD). The SWD is a list of the processes, tasks, and outputs to be measured, analyzed and modeled. The SWD is a full description of the organization's required work which can be derived from various organizational

documentation including: process flowchart, narrative description, a functional statement, directed requirement, staffing pattern, or minimum manning.

4. Data Collection Plan (DCP). This Data Collection Plan describes the type of work and workload data required to model the organization's manpower; the method intended to capture that information; the personnel requested to support the collection of data and information; the sites to be visited; and the schedule for those site visits. Acceptable methods for data collection are listed in Section 3.C.
 5. Workload, Constraints and Assumptions (WCA) Report. The WCA Report documents the organization's total workload requirements, as well as the constraints and assumptions that will be applied during modeling.
 6. Modeling & Distribution Phase. After all workload has been collected, measured, and calculated the analysts must determine the manpower required to meet mission requirements, this is completed during the Modeling & Distribution Phase. The Manpower Report (MRA or MER) is the output of the Modeling & Distribution Phase.
 7. Manpower Requirement Determination (MRD). After the stakeholder review described in Chapter 5, the MRD is produced and approved by either Commandant (CG-1), or the Manpower Engineering Technical Authority.
- E. Analyst Obligations. Guiding Principles for conducting manpower analyses are:
1. An analytical, scientific, rigorous, repeatable, traceable, and defensible methodology will be used to determine MR.
 2. The MR process will be free of political, budget, strategic, or mission prioritization constraints so the results reflect the most accurate work-to-requirements relationship.
 3. MR analysts will serve as honest brokers in an objective, candid, and nonpartisan manner, always seeking to evaluate manpower requirements based upon relevant facts.
 4. MR analysts will recommend the most efficient manpower mix to meet the OE's mission requirements.
- NOTE:** The resulting MR will reflect the minimum manpower, and knowledge, skill, and ability requirements necessary to perform the work.
- F. Program Representatives' Obligations. Program Representatives must:
1. Provide all relevant extant data to analysts.
 2. Ensure the availability of members for interviews and surveys.
 3. Meet timelines for reviews.

4. Be responsive when adjudicating interpretations of requirements, assumptions, and undocumented work discovered during data collection. These issues require approved programmatic determinations to guide the analysis. Assumptions and deviations from published requirements must be documented and included in the final report.
5. Be committed to timely use of analysis results e.g. policy change, and resource proposal submissions.

CHAPTER 3. IDENTIFICATION OF REQUIREMENTS, DATA COLLECTION, AND ADJUDICATION

- A. Collecting and Analyzing Extant Data. MR Analysts collect and review extant data that may contain mission, function, and task requirements; and amplifying work and/or workload information. The purpose of analyzing extant data sources is to build a comprehensive list of work requirements by task and major accomplishment. Examples of extant data include:

NOTE: Analysts must safeguard any classified or sensitive but unclassified information against unauthorized disclosure or dissemination in accordance with DHS and Coast Guard directives.

1. Laws, Treaties, and International Agreements.
2. Department of Defense directives.
3. Department of Homeland Security directives.
4. Coast Guard directives.
5. Coast Guard documents.
6. Coast Guard publications.
7. Capability Analysis Report.
8. Mission Needs Statement.
9. Operational Requirements Document.
10. Required Operational Capability / Projected Operational Environment.
11. Concept of Operations.
12. Integrated Logistics Support Plans and Maintenance Plans.
13. Previous manpower studies and existing staffing models.

NOTE: Additional extant data resources that may be collected and reviewed include historical sources (logs, messages, etc.), Coast Guard data systems, stand-alone unit databases, program representatives' work tracking and measurement systems.

- B. Establishing Work Requirements. There are three types of work requirements that stem from different operational profiles: fully manned for prolonged duration (Condition of

Readiness), temporarily manned for short periods (Simultaneity), and total task workload given performers' capacity (Workload). Work is further categorized by the source from which it was discovered as either documented or undocumented, and then classified as either direct or indirect. Work may also be categorized by mission, function, or task.

1. Conditions of Readiness Requirements. Conditions of readiness requirements consist of the number and type of positions that must be fully manned to satisfy the expected environment for a specified duration. The maximum number of total positions required in any condition of readiness becomes the minimum Condition of Readiness Manpower Requirement to perform all base conditions.
2. Evolution Simultaneity Requirements. Many evolutions are short cycle events that require temporary manning of certain positions beyond the base conditions of readiness. These short cycle events are performed as needed to accomplish mission objectives and in some cases may require more than one evolution or readiness condition to be achieved at one time. Evolution simultaneity affects both the number and type of total positions needed at any time as well as workload demands on the cutter crew. Many combinations are likely to result in a number greater than expected crew size which should signal discussions to assign performers dual responsibilities or resequencing tasks.
3. Total Workload Requirements. The total number of functional workload hours in a specified period of time is the most common driver of the total manpower requirement for the operating environment. The total manpower requirement is the number of personnel required to accomplish 100% of workload demands within the constraints of the manpower availability. Total workload hours are determined by quantifying the demands of direct and indirect work.
 - a. Direct Work. Direct work activities are required by Coast Guard or higher directives, are essential to and directly support the work center's mission, and can be identified with a particular service or end product accurately, logically, and without undue effort or expense. Direct work includes all of the following elements:
 - i. Operational Manning (OM): Work associated with watchstanding. Careful attention must be paid to identify the portion of watchstanding during which other work can be completed (eg. an Air Station duty crew can complete preventative maintenance during some portion of the watch but a cutter bridge watchstander cannot).
 - ii. Evolutions (EVO): Work associated with evolutions such as boat/aircraft sorties, details, and boardings.
 - iii. Preventative Maintenance (PM): Maintenance planned on a prescribed cycle, either by time (daily, monthly, quarterly, etc.) or usage (100-hr, 100 cycles, etc.). PM can also include condition based planned maintenance.
 - iv. Corrective Maintenance (CM): Maintenance necessary to correct an unplanned discrepancy.
 - v. Facility Maintenance (FM): Routine facility maintenance such as cleaning,

painting, and landscaping. Generally, FM is not prescribed by formal procedure cards or task orders.

- vi. Mission Management (MM): Direct mission related work not included in other elements. Includes planning, scheduling, and equipment management.
 - vii. Training: All training required to perform mission requirements. Including formal schooling, on-the-job training, and recurrent training. Initial training must be amortized across a typical tour length. For afloat units, unit level training requirements are accounted for in the Afloat Manpower Availability Factors (MAF), and do not need to be measured as direct work.
- b. Indirect Work. Work that does not directly support an OE's assigned mission(s), function(s), and goal(s), but is performed in order to manage organizational requirements, personnel, and assets. In order to calculate IW, the Standard Indirect Allowance Factor (SIAF) will be used. See Appendix C for the Standard Work Document – Indirect.
- C. Collecting Workload Data. Each data collection effort will be guided by a Data Collection Plan. This plan describes the workload data and information required, the method intended to capture that information, the personnel requested to support the collection of data and information, the sites to be visited, and the schedule for those site visits. The decision as to which method or methods to use must give full considerations to the measurement accuracy required, the relative cost involved, and the availability of existing workload data. Examples of acceptable MR data collection methods include but are not limited to:
- 1. Time Study.
 - 2. Work Sampling.
 - 3. Operational Audit.
 - 4. Interview.
 - 5. Survey.
 - 6. Parametric Comparisons.
- D. Measuring Work and Raw Data. The MR team strives to obtain high levels of data integrity; however, there are many challenges (i.e. low response rate, missing data, or high degree of variance) that require analyst judgment and statistical analysis to sort field responses. In order to maintain consistency for a wide variety of MR, the MRD Enterprise must assess and validate all approaches to process raw data for use in later analytical steps.
- E. Constraints and Assumptions. Workload Constraints and Assumptions are factors that must be taken into account when identifying work requirements or assigning workload to a particular labor force in the MR process. They represent organizational or institutional restrictions derived from law, regulation, or policy that either limits the type and amount of

work a person can do or limit the type of worker(s) authorized to perform the work (e.g., approved work availability standards for the various Coast Guard workforces, specific pay grade requirements for certain positions, watch rotation schedule, security classification, etc.). These factors act as filters through which the manpower requirements are modeled. Some constraints are very general in nature and will be applied to every analysis and even every task identified during an analysis – like designating who can perform the work. Other constraints are much more specific in nature and will only be applied to certain analyses or certain tasks within an analysis – like an advanced education requirement to perform the work.

- F. Manpower Availability Factor (MAF). A Manpower Availability Factor (MAF) is an average number of labor-hours per month an assigned individual is available to perform direct and indirect work duties. The MAF will vary based on the assigned time of the individual (40-hr workweek, underway workweek, etc.) and the employee type (military or civilian). The factor accounts for non-available time related to annual leave, sick leave, federal holidays, service diversions (i.e. PCS time, physical fitness, and medical requirements), professional development and general service and unit specific training. See Appendix B for all CG approved MAFs.

CHAPTER 4. MODEL WORKLOAD AND MANPOWER REPORT

- A. Calculating Workload. Following data collection and adjudication, workload is calculated. Workload is a product of each task's frequency, Per Accomplishment Time (PAT), and team size. In most analyses, workload is only calculated for direct work tasks. Workload for indirect work tasks is accounted for using the Standard Indirect Allowance Factor (SIAF).
1. Workload Elements. When determining a unit's workload, three elements must be identified. Ideally, one or more of these elements is tied to a Workload Factor (WLF) used to model changes in workload for the unit.
 - a. Frequency. How often is this task completed? Generally, frequency should be converted to a monthly period (i.e. an annual requirement is completed .083 times per month).
 - b. Per Accomplishment Time (PAT). How long does this task take? The same task may take a different amount of time depending on its complexity. This value can be calculated as the Expected PAT based on the relative frequency of different complexities.
 - c. Team Size. How many people are required for this task?
 2. Allowances. The calculated workload documents a per task workload. However, that workload may not represent the total demand placed upon an individual's time. Additional elements called allowances must be considered. Approved CG Allowances include the following, and should be applied in the listed sequence. Analysts may apply additional allowances based on individual study requirements.
 - a. Make Ready/Put Away (MR/PA) Allowance. MR/PA Allowance is applied to preventative maintenance and facility maintenance tasks. It accounts for the steps required for obtaining and returning necessary instruction manuals, tools, and materials; transit to and from the work area; removal and replacement of any interference; and any necessary cleanup. MR/PA Allowance is not applied when using published maintenance procedure cards that include MR/PA time. Standard MR/PA Allowance is 30%.
 - b. Corrective Maintenance Allowance (CM). Required corrective maintenance workload is not easily measured. Units are required to complete all necessary corrective maintenance to ensure equipment function and availability. Therefore, when accurate CM records are not available, a CM allowance may be applied to the preventative maintenance (PM) total a unit or work center is required to complete. The CM allowance is described as a ratio of PM to CM. For all PM required on Electrical and Electronic systems, a 1:1 PM:CM ratio shall be applied. For all PM required on hull, mechanical or other systems, a 2:1 PM:CM ratio shall be applied.

- c. Standard Indirect Allowance Factor (SIAF). The SIAF is applied to the total of all calculated direct workload, including any training workload. The SIAF accounts for work performed to manage organizational requirements, personnel, and assets. It includes supervision, leadership and administration of personnel, completing standard CG collateral duties, and conducting audits and inspections. Appendix C includes the complete Standard Work Document for all tasks accounted for using the SIAF. Tasks included in the SIAF should not be treated or measured as direct work tasks unless they are the primary mission or function of the analyzed work center. For example, supply administration tasks are included in SIAF, however a unit's supply department would treat supply tasks as direct work. The approved SIAF is 14%.
- d. Personal, Fatigue and Delay (PF&D) Allowance. The PF&D allowance accounts for various process slowing events, and is applicable to all work tasks (direct and indirect) – as such it is applied last when calculating total workload. Standard PF&D allowance is 6.5% (approx. 30 minutes per 8 hr day). PF&D events include:
 - i. Personal: Time factors associated with taking care of member needs such as coffee breaks and head calls;
 - ii. Fatigue: Decreases in production or performance attributable to physical and/or mental weariness in a person; or
 - iii. Delay: Unavoidable delays caused by external forces such as waiting for information, mechanical delays, or other interruptions.

B. Modeling. Modeling is a process that calculates and distributes workload to positions within an organizational element. Modeling yields an initial number and type of positions required to meet mission requirements.

NOTE: Different modeling processes may be utilized provided they are based on sound industrial engineering and operations research principles. The decision to utilize one process over another is guided by a variety of factors including but not limited to organizational element to be analyzed or availability of workload data.

- 1. Variances. When a study covers more than one organizational element, variances may apply. Modeling results represent the starting point or baseline, because similar organizational elements may have variations in mission requirements and operating readiness conditions. The variances would result in differences between final manpower requirements. Variances to that baseline may then be applied to better fit their Areas of Responsibility or mission sets.
- 2. Directed Positions. Some positions are required by law or policy, regardless of the actual workload. These positions are classified as Directed Positions. For example, an operational unit will have a Commanding Officer, Executive Officer, or Engineering Officer position. Directed positions are one of a kind in the work center and driven by a requirement to perform a specific mission, function, or task. Although directed, analysts may still collect workload data on those positions as part of the MR process.

3. Watchstanding Positions. When a work center has a requirement for 24/7 watchstander positions, a standard manning model can be used to meet that manpower requirement. For any 24/7 watch position, a manpower requirement of 6 personnel is applicable (eg. a Command Center requires four watchstanders 24/7, the manpower requirement for that Command center is 24 personnel). This standard is applicable regardless of watch length (24-hr, 12-hr, or 4-hr). This standard accounts for the operational manning requirement, and any work that is completed while standing watch. Workload modeling is still required for all work that is completed independent of watchstanding.
4. Rounding Rules. After dividing total workload by the MAF, the analyst will have the fractional manpower requirement. When a whole manpower requirement is needed, rounding rules must be applied. Rounding rules allow for a whole additional position when the fractional remainder is less than 0.5. Different rounding rules apply for different sized work centers due to the ability of larger work centers to absorb larger fractional remainders more easily.
 - a. Work centers with a calculated fractional requirement of less than 12 will use a rounding rule of 0.1 (e.g. a fractional requirement of 11.07 yields a manpower requirement of 11, whereas a fractional requirement of 11.15 yields a manpower requirement of 12).
 - b. Work centers with a calculated fractional requirement of 12 or greater will use a standard rounding rule (0.5).
5. Rank Distribution. After determining the total manpower requirement of a work center, analysts must distribute that manpower by rank. The competencies required to perform the work may drive most rank distribution. However, work requirements can often be completed by a variety of ranks. In these situations, analysts are obligated to distribute the work to the least expensive rank that can competently complete the work. However, doing so does not account for leadership and supervision requirements, and does not allow for a well-functioning workforce structure. Therefore, when distributing manpower by rank, for rated enlisted positions, analysts shall use the leadership pyramid found in Table 4-1. Non-rated enlisted positions should be based on the workload requirements for non-specialized labor. After distribution using the leadership pyramid, analysts can adjust the rank distribution based on competency needs, if required. Analysts should evaluate the leadership pyramid at both the unit and work center level, then adjust the work center distribution as needed to meet the unit distribution as best as possible. The leadership pyramid may not be applicable to units consisting primarily of senior, experienced personnel, requiring competencies not common at junior ranks (i.e. HQ offices, training centers training divisions, etc.).

Paygrade	Standard Distribution
E9	1%
E8	2%
E7	10%
E6	24%
E5	31%
E4	32%

Table 4-1: Leadership Pyramid

- C. Description of Report. The Manpower Report documents the results of an MRA, a MER, or a Manpower Assessment. Pending the study type, the Manpower Report may document the number and type of positions required. Manpower Reports may include but are not limited to:
1. Executive summary.
 2. Scope of study.
 3. Methodology.
 4. Data sources.
 5. Constraints and assumptions.
 6. Knowledge, skills, and abilities.
 7. Workload.
 8. Utilization.
 9. Watch, Quarter, and Station Bill.
 10. Simultaneity Matrix.
 11. Manpower Requirements.

CHAPTER 5. STAKEHOLDER REVIEW AND MRD

- A. Stakeholder Review. The final Manpower Requirement Determination (MRD) is the product of the Manpower Report and additional stakeholder input. Stakeholder review is integral to addressing workforce shaping and management in the MRD. Stakeholder concerns should never reduce the manpower requirement from what is identified in the Manpower Report; stakeholder concerns can lead to additional manpower requirements. The stakeholders identified in Table 5-1 should review the Manpower Report and provide any input related to their area of expertise.

Stakeholder	Area of Expertise
Commandant (CG-126)	Workforce forecasting and analysis; workforce health and shaping.
Workforce Managers	Rating and specialty specific issues.
PSC (opm/epm/rpm)	Personnel assignments.
CG Recruiting Command	System capacity to acquire required human capital.

Table 5-1: Manpower Requirement Enterprise Stakeholders

- B. Manpower Requirement Determination (MRD). The MRD establishes the final manpower requirement. It addresses all stakeholder concerns except the availability or absence of resources. The MRD codifies the unconstrained number and type of members to meet mission-based capability requirement. Commandant (CG-1) or the Manpower Engineering Technical Authority is the approval authority for the final MRD.

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CHAPTER 6. INFORM MANPOWER GAP

- A. Gaps. Manpower gaps exist when there is a difference between the manpower requirement and the number of funded, assigned, or personnel currently onboard.

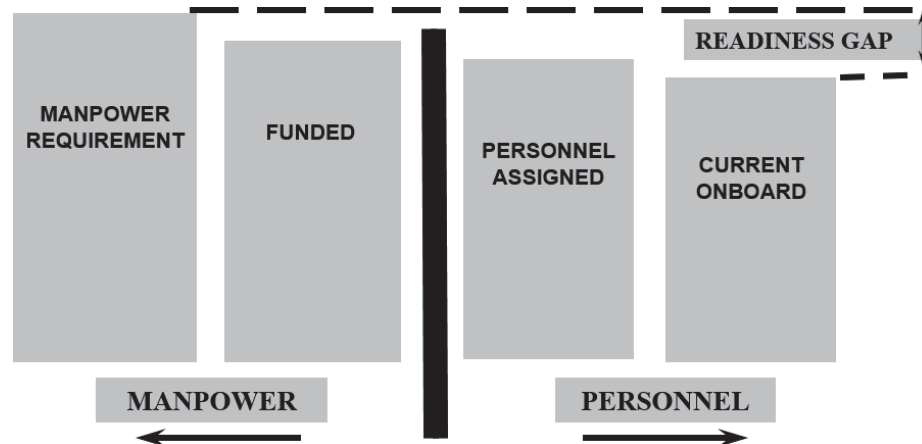


Figure 6-1: Gap between MR and Current Onboard

- B. Address Gaps. MR serve as a frame of reference for program representatives to:
1. Adjust the OE's mission requirements or mission performance standards.
 2. Adjust resources as permitted by the resource management system.
 3. Manage the risks and issues of the requirements gaps - update the program's risk profile.
- C. Adjusting Mission to Meet Requirements. When an OE's mission workload requirements exceed current available manpower, each mission and each new MR must be carefully evaluated and justified. Leaders may establish priorities, eliminate unnecessary tasks or procedures, actively seek to reduce mission requirements, and identify areas of decreasing workload from which to transfer manpower in order to satisfy existing, new, or changing requirements. When requirements increase and resources are not provided for expanding current missions or adding new missions, commanders and managers may identify lower priority functions which, if curtailed, eliminated, or made more efficient, would make resources available.

NOTE: Formally adjusting an OE's mission or performance standard changes workload requirements resulting in changes to the MR. If a program chooses to adjust mission or performance standards, the existing MR should be revisited and adjusted for the changes in workload requirements. This process will involve an iterative conversation between the analysts and program representatives.

- D. Adjusting Resources to Meet Requirements. If the program manager elects to seek additional manpower to address a gap, or reallocate an excess of manpower, they shall use the MRD to inform resource transactions, which include but are not limited to the following:
1. Resource Proposal (RP) – request new resources through the annual budget submission process.
 2. Reprogramming – request to reprogram existing resources to or from the OE, as appropriate.
 3. Contract resources – request funding to use a contract labor source.
 4. Volunteer solicitation – use volunteer labor sources such as Auxiliarists.
 5. Temporary assignment – solicit temporary assignment of personnel to use excess human capital elsewhere or respond to a shortfall.
- E. Adjust Risk Profile. Most OEs will encounter episodic personnel shortages, for instance during transfer season or as Operational Tempo increases. However if an OE has chronic personnel shortages due to a personnel allowance list which is not in accordance with the OE's MRD then these personnel shortages become a programmatic issue.
1. There are situations in which mission requirements cannot be adjusted and additional resources are not available to address manpower gaps at an OE. In these situations a frank and honest assessment of the risks associated with allowing continued manpower gaps must be conducted and documented with senior OE leadership.
 2. Risk is the product of the consequences of an event and its probability of occurring. Taking calculated risks is essential for an organization to grow and capitalize on its capabilities. However, organizational leaders must evaluate if the risks created by manpower shortfalls outweigh the overall benefits of maintaining a requirements gap. MR inform risk-based decision making that evaluates the possibility for one or more unwanted outcomes, enabling leaders to make informed management choices. The decision to accept the risk must be documented within the PAL and MRD to ensure that future resource and employment decisions are made with full service awareness of previously accepted risk.

Appendix A: Glossary

Documented Work: Work based on official doctrine, directives, or other authoritative, written sources of information.

Major Accomplishment: An output of behavior that has direct value to the goals of the job and the organization; a series of work events that lead toward a specific accomplishment; or a grouping of tasks with the same output.

Manpower Availability Factor (MAF): The average number of labor-hours per month an assigned individual is available to perform direct and indirect work duties. The MAF will vary based on the assigned time of the individual (40-hr workweek, underway workweek, etc.) and the employee type (military or civilian). The factor accounts for non-available time related to annual leave, sick leave, federal holidays, service diversions (i.e. PCS time, physical fitness, and medical requirements), professional development and general service & unit training.

Manpower Requirement: A number and type of members necessary to accomplish Coast Guard missions.

Manpower Requirement Determination (MRD): Establishes a final manpower requirement and addresses all stakeholder concerns except the availability or absence of resources. It contains relevant information which describes the quantity and mix of required manpower resulting from the MRA. An MRD is approved by Commandant (CG-1) or the Manpower Engineering Technical Authority, and can be used as the basis for resourcing decisions.

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

Position: As defined in the Personnel Allowance Manual, COMDINST M5312.14, position is an umbrella term for an allowance to hire a civilian employee or assign a military member. A position is a funded allowance, whereas a manpower requirement can be unfunded.

Readiness Condition: Minimum number of requirements for continuous manning of conditions with specified durations for the safe accomplishment of missions (e.g. General Quarters, Ready Crew, etc.).

Simultaneity: Temporary manning of evolutions (i.e. short cycle events) for the safe accomplishment of simultaneous operations or missions. Normally, evolutions are executed from a specific readiness condition.

Undocumented Work: Work not officially defined in policy, but conducted based on unofficial or informal practices, policies, rules, or expectations. Undocumented work must be adjudicated during the MR process in order to determine what undocumented work is included during manpower determinant modeling.

Variance: A condition(s) that either adds to or subtracts from an OE's work or workload, or impacts the way the work is performed. Variance can be the result of environmental, mission, or technological differences between units of the same OE.

Work: The processes required to complete the functions, tasks or outputs of an OE. Work is described in terms of process to be completed, not in terms of the time required.

Workload: Activity of a body or mind which can be measured against standards in time, quantity or quality including but not limited to operation of equipment, watches, military duties, military assemblies, maintenance, administration, support, utility tasks, evolutions, training, supervision, job-related conversations, etc. Total workload is the sum of the labor-hours required to complete all the work of an OE.

Workload Factor (WLF): A variable which affects the quantity of workload at a particular unit within an OE. WLF's are used to model changes in the workload, and thus manpower, of an OE.

Appendix B: Manpower Availability Factor (MAF)

All MAF and contributing data is based on the U.S. Coast Guard Final Work Availability Report, completed by Harkcon, Inc., February 2013.

Summary of MAFs

Standard Workweeks	Hrs/Week	Hrs/Month	Hrs/Year
Ashore			
Military Ashore 40-Hour Workweek	30.27	131.7	1,580
Military Ashore 50-Hour Workweek	39.30	171.0	2,050
Civilian Ashore 40-Hour Workweek	31.60	137.5	1,650
Military Ashore 24-hr Watchstander Workweek (1.75 duty days/week)	34.88	151.7	1,820
Afloat			
Military Underway Workweek	68.31	297.1	**
Military In-port Workweek*	26.63	115.8	**

NOTE:

- All conversion factors are 365.25 days/year, 52.18 weeks/year, and 4.35 weeks/month.
- See below for detailed breakdown of each Standard Workweeks.
- *Accounts for inability to take leave while underway.
- **Dependent on annual proportion of underway and in-port time.

Military Ashore 40-hour Workweek

Regular workweeks consisting of five 8-hr work days per week, or alternate work schedules that yield 40-hour workweeks.

Category	Equation	Calculation	Notes
Assigned Time per Week		40	
Non-Available Time per Week		3.87	1
Federal Holidays	10 holidays * 8 hrs/day / 52.2 wks	1.53	2
Annual Leave	hourly leave rate * workweek length	2.24	3, 3B
Other Leave	hourly leave rate * workweek length	0.1	4, 4B
Available Time per Week	Assigned Time minus Non-Available Time	36.13	
Non-Mission Time per Week		5.86	8
Service Diversions		4.74	9
Service wide Training/Pro Dev		1.01	10
General Unit Training		0.11	11
MAF (Hrs per Week)	Available Time minus Non-Mission Time	30.27	
MAF (Hrs per Month)	MAF (Hrs per Week) * 4.35 wks/mo	131.7	

Military Ashore 50-hour Workweek

Regular workweeks consisting of five 10-hr work days per week, or alternate work schedules that yield 50-hour workweeks.

Category	Equation	Calculation	Notes
Assigned Time per Week		50	
Non-Available Time per Week		4.84	1
Federal Holidays	10 holidays * 8 hrs/day / 52.2 wks	1.91	2
Annual Leave	hourly leave rate * workweek length	2.81	3, 3B
Other Leave	hourly leave rate * workweek length	0.12	4, 4B
Available Time per Week	Assigned Time minus Non-Available Time	45.16	
Non-Mission Time per Week		5.86	8
Service Diversions		4.74	9
Service wide Training/Pro Dev		1.01	10
General Unit Training		0.11	11
MAF (Hrs per Week)	Available Time minus Non-Mission Time	39.3	
MAF (Hrs per Month)	MAF (Hrs per Week) * 4.35 wks/mo	171.0	

Civilian Ashore 40-Hour Workweek

Regular workweeks consisting of five 8-hr work days per week, or alternate work schedules that yield 80-hrs per pay period.

Category	Equation	Calculation	Notes
Assigned Time per Week		40	
Non-Available Time per Week		6.36	1
Federal Holidays	10 holidays * 8 hrs/day / 52.2 wks	1.53	2
Annual Leave	hourly leave rate * workweek length	2.97	3, 3C
Other Leave	hourly leave rate * workweek length	1.86	4, 4C
Available Time per Week	Assigned Time minus Non-Available Time	33.64	
Non-Mission Time per Week		2.04	8
Service Diversions		0.88	9
Service wide Training/Pro Dev		1.05	10
General Unit Training		0.11	11
MAF (Hrs per Week)	Available Time minus Non-Mission Time	31.6	
MAF (Hrs per Month)	MAF (Hrs per Week) * 4.35 wks/mo	137.5	

Military Ashore 24-hr Watchstander Workweek (1.75 duty days/week)

The Military Ashore 24-hr Watchstander Workweek applies at units with 24- hour operational readiness requirements such as multi-mission Coast Guard stations and air stations. This workweek is applied only to watchstanders with a 24-hr (or greater) watch shift that includes rest/sleep options. This workweek does not apply to positions with shorter watch shifts (12-hr, 8-hr watch), for these positions, apply the appropriate Ashore 40/50-hour Workweek.

Category				
Monthly Breakdown				
Duty Days per Month	1.75 duty days/week * 4.35 weeks/month	7.6		
Day Work days per Month	3.25 day work days/week * 4.35 weeks/month	14.1		
Assigned Hours per Month	(duty days/mo * 24) + (day work days/mo * 8)	295.2		
Assigned Time per Week		68		
Duty Status Breakdown		Duty	Day Work	
Assigned Hours per week	duty days/wk * 24; day work days/wk * 8	42	26	
Non-Available Time per Week		24.22	3.04	1
Federal Holidays	10 holidays * 8 hrs/day / 52.2 wks	0	1.53	2
Annual Leave	hourly leave rate * workweek length	2.37	1.45	3, 3B
Other Leave	hourly leave rate * workweek length	0.1	0.06	4,4B
Sleep	1.75 duty days * 8 hrs of sleep/day	14		5
Messing	1.75 duty days * 2 hrs messing/day	3.5		6
Personal/Readiness Standby	1.75 duty days * 2.43 hrs/day	4.25		7
Available Time per Week		17.78	22.96	
Non-Mission Time per Week		0	5.86	8
Service Diversions			4.74	9
Service wide Training/Pro Dev			1.01	10
General Unit Training			0.11	11
MAF (Hrs per Week)	Available Time minus Non-Mission Time	17.78	17.1	
MAF (Hrs per Week)	Duty MAF + Day Work MAF	34.88		
MAF (Hrs per Month)	MAF (Hrs per Week) * 4.35 wks/mo	151.7		

Military Underway Workweek

Category	Equation	Calculation	Notes
Assigned Time per Week	24 hrs/day * 7 days/week	168	
Non-Available Time per Week		87	1
Federal Holidays	N/A	0	2, 2A
Annual Leave	N/A	0	3, 3A
Other Leave	N/A	0	4, 4A
Sleep	8 hrs of sleep/day * 7 days	56	5
Messing	2 hrs of messing/day * 7 days	14	6
Personal Time	2 hrs/day * 7 days + 3 extra hrs on Sunday	17	7
Available Time per Week	Assigned Time minus Non-Available Time	81	
Non-Mission Time per Week		12.69	8
Service Diversions		4.74	9
Service wide Training/Pro Dev		1.01	10
General Unit Training		0.11	11
Unit-Specific Training; Afloat/Underway		6.83	12
MAF (Hrs per Week)	Available Time minus Non-Mission Time	68.31	
MAF (Hrs per Month)	MAF (Hrs per Week) * 4.35 wks/mo	297.1	

Military In-port 40-Hour Workweek

This is the standard 40-hour workweek, accounting for leave periods being condensed into inport periods. "Trop Hours" are not used when determining manpower availability.

Category	Equation	Calculation	Notes
Assigned Time per Week		40	
Non-Available Time per Week		6.21	1
Federal Holidays	10 holidays * 8 hrs/day / 52.2 wks	1.53	2, 2A
Annual Leave	hourly leave rate * workweek length	4.49	3, 3A, 3B
Other Leave	hourly leave rate * workweek length	0.19	4, 4A, 4B
Available Time per Week	Assigned Time minus Non-Available Time	33.79	
Non-Mission Time per Week		7.16	8
Service Diversions		4.74	9
Servicewide Training/Pro Dev		1.01	10
General Unit Training		0.11	11
Unit-Specific Training; Afloat/Inport		1.3	12
MAF (Hrs per Week)	Available Time minus Non-Mission Time	26.63	
MAF (Hrs per Month)	MAF (Hrs per Week) * 4.35 wks/mo	115.8	

Manpower Availability Factor (MAF) Notes

Note	Assumption
1	Non-Available Time is time dedicated to those activities that render personnel unavailable to perform any type of work. Non-available time includes Federal holidays, leave, sleep, messing, and personal time.
2	Federal holiday hours per week are based on 10 Federal holidays per year (New Year's Day, MLK Day, President's Day, Memorial Day, Independence Day, Labor Day, Columbus Day, Veteran's Day, Thanksgiving, and Christmas). The factor of 1.53 holiday hours per week is calculated by multiplying the 10 holidays by 8 hours/day, and then dividing by 52.18 weeks. For the 50-hour workweek, 1.91 hours per week is calculated by multiplying the 10 holidays by 10 hours/day, and then dividing by 52.18 weeks.
2A	Federal holiday hours are not applied to the Military Underway Workweek.
3	Annual leave factors are based on actual leave taken by military members and civilian employees. Annual leave is calculated at 20.5 days per year for military members, and 155.04 hours per year for civilian employees. Leave during normally scheduled liberty periods is not counted.
3A	No leave is applied to the Underway Workweeks; consequently, the entire year's worth of annual leave is incorporated in 26.1 inport workweeks.
3B	For military members, hourly "annual leave" hours is calculated by multiplying days of annual leave per year by 24 hours to determine annual leave hours; dividing annual leave hours by 365.25 days (ashore) or 182.625 (afloat inport) to obtain daily leave hours; and then dividing by 24 hours to obtain an hourly leave rate. The hourly leave rate is then multiplied by the assigned time to obtain the leave hours per week. By doing this, leave taken during normally scheduled liberty periods is also discounted. To obtain the duty/day work leave apportionment split for the Military Ashore Watchstander Workweek: <ul style="list-style-type: none"> • For duty leave, multiply the leave hours per week by .62 (duty hours = 42 hours out of 68 hour workweek [1.75 X 24], or 62% of workweek hours). • For day work leave, multiply the leave hours per week by .38 (day work hours = 26 hours out of 68 hour workweek [3.25 X 8], or 38% of workweek hours).
3C	For civilian employees, hourly "annual" leave hours is calculated by dividing total leave hours per year by 52.18 weeks to determine weekly leave hours, and then dividing weekly leave hours by 40 to determine an hourly leave rate. The hourly leave rate is then multiplied by the assigned time to obtain the leave hours per week.
4	Other Leave factors are based on actual leave taken by military members and civilian employees.
	Other Leave is calculated at 0.20 days per year for active duty military members, and includes Sick Leave, Adoption Leave, Paternity Leave, Maternity Leave, and Deductible time (also known as bad time).
4A	No leave is applied to the Underway Workweeks; consequently, the entire year's worth of other leave is incorporated in the inport workweeks.
4B	For military members, hourly "other leave" hours is calculated by multiplying days of annual leave days per year by 24 hours to determine annual leave hours; dividing annual leave hours by 365.25 days (ashore) or 182.625 (afloat inport) to obtain daily leave hours; and then dividing by 24 hours to obtain an hourly leave rate. The hourly leave rate is then multiplied by the assigned time to obtain the leave hours per week. To obtain the duty/day work leave apportionment split for the Military Ashore Watchstander Workweek:

	<ul style="list-style-type: none"> • For duty leave, multiply the leave hours per week by .62 (duty hours = 42 hours out of 68 hour workweek [1.75 X 24], or 62% of workweek hours). • For day work leave, multiply the leave hours per week by .38 (day work hours = 26 hours out of 68 hour workweek [3.25 X 8], or 38% of workweek hours).
4C	For civilian employees, hourly "other leave" hours is calculated by dividing total leave hours per year by 52.18 weeks to determine weekly leave hours, and then dividing weekly leave hours by 40 to determine an hourly leave rate. The hourly leave rate is then multiplied by the assigned time to obtain the leave hours per week.
5	Watchstanders/duty personnel are afforded 8-hours of sleep per duty day.
6	Watchstanders/duty personnel are afforded 2-hours of messing per duty day.
7	Watchstanders/duty personnel are afforded 2-hours of personal/readiness standby time per duty day, with an additional 3-hours provided on Sundays.
8	Non-Mission Time is time spent participating in Coast Guard-directed, - recognized, or - approved activities, rendering personnel unavailable to accomplish/support the OE's missions, functions, and goals (direct work), or help manage organizational, personnel, and capital assets (indirect work). Non-Mission time includes service diversions, service-wide training and professional development, general unit training, and unit-specific training.
9	<p>Service diversions are activities required by regulations or policy which must be accomplished during working hours and which detract from a worker's availability to perform productive work. Service diversions categories include:</p> <ul style="list-style-type: none"> ➤ Permanent Change of Station (PCS) Allowances <ul style="list-style-type: none"> • In-Out-Processing • Personal/Family Settlement • Determining Suitability for Overseas Duty • Sponsor Program ➤ Organizational Requirements <ul style="list-style-type: none"> • Urinalysis Program • Weight and Body Fat Standards Program • Fitness Program • Unit Leadership Development Program • Civil Rights Program • Community Relations/Civic Responsibilities • Awards and Recognition • Organizational Surveys ➤ Health Service Allowances <ul style="list-style-type: none"> • Periodic Health Assessment • Annual Dental Exam • Inpatient Treatment • Medical & Dental Outpatient Treatment
10	Service-wide training and professional development includes mandated training (A) and (B); enlisted testing; workforce professional development; and Individual Development Plan (IDP) program.
11	<p>General unit training includes all-hands training activities targeted at all CG units established by various Commandant Instructions. Including, but not limited to:</p> <ul style="list-style-type: none"> ➤ Fire Safety Training and Fire Drills ➤ Operational Risk Management (ORM) ➤ Diversity Awareness

	<ul style="list-style-type: none"> ➤ Safety and Environmental Health ➤ Occupational Health ➤ Environmental Compliance ➤ Motor Vehicle Safety
12	Unit-specific training differs between unit types and is based on assigned mission training requirements. This factor for ashore units will be calculated during Unit Type-specific MRAs.

Appendix C: Standard Work Document - Indirect

This appendix serves as the Standard Work Document for the Standard Indirect Allowance Factor (SIAF). Normally, the processes listed in this appendix will not be treated as direct work. Instead of measuring the workload associated with these processes, analysts will apply the SIAF.

PROCESS TITLE	PROCESS
ENLISTED PERSONNEL ADMINISTRATION	CONDUCTS PERFORMANCE FEEDBACK SESSION. Explains duty performance requirements and responsibilities, establishes expectations, informs ratee if performance is/is not up to expectation, provides ratee with copy of worksheet and documents record.
	COUNSELS ENLISTED PERSONNEL. Counsels and assists individual with morale, welfare or disciplinary problems. Takes necessary corrective action and documents counseling.
	INDOCTRINATES ENLISTED MEMBER. Conducts initial interview, establishes expectation, makes original job assignment, acquaints new member with work center.
	PREPARES ENLISTED AWARD NOMINATION. Researches data, drafts recommendation and finalizes recommendation. Researches directive, drafts nomination and citation, proofreads nomination and citation final typed copy and signs.
	MENTORS ENLISTED. Participates as a mentor or mentee. Mentors officer on career development and goals. Mentors are responsible for providing guidance to their mentees based upon the members learning needs and development areas. Mentees actively work with and learn from the mentor.
	PREPARES ENLISTED EVALUATION REPORT (EER). Reviews EER notice; researches required information, drafts narrative, drafts referral letter, proofreads typed copy, marks boxes and signs completed report.
	PREPARES SELECTIVE REENLISTMENT PROGRAM FORM. Reviews notification letter, researches data, drafts comment, notifies personnel of retraining career job reservation window and completes form.
	OVERSEE PROFESSIONAL DEVELOPMENT PROGRAM. Identifies members' skills and gaps engaging in development planning to support individual and organizational needs.
OFFICER PERSONNEL ADMINISTRATION	CONDUCTS PERFORMANCE FEEDBACK SESSION. Explains duty performance requirements and responsibilities, establishes expectations, informs ratee if performance is/is not up to expectation, provides ratee with copy of worksheet and documents record.
	COUNSELS OFFICER. Counsels and assists individual with morale, welfare or disciplinary problems. Takes necessary corrective action and documents counseling.
	INDOCTRINATES OFFICER. Conducts initial interview, establishes expectation, makes original job assignment, acquaints new member with work center.
	MENTORS OFFICER. Participates as a mentor or mentee. Mentors officer on career development and goals. Mentors are responsible for

	<p>providing guidance to their mentees based upon the members learning needs and development areas. Mentees actively work with and learn from the mentor.</p>
	<p>PREPARES OFFICER AWARD NOMINATION. Researches data, drafts recommendation and finalizes recommendation.</p>
	<p>PREPARES OFFICER PERFORMANCE REPORT (OER). Reviews OER notice, researches required information, drafts narrative, drafts referral letter, proofreads typed copy, marks boxes and signs completed report.</p>
	<p>OVERSEE PROFESSIONAL DEVELOPMENT PROGRAM. Identifies members' skills and gaps engaging in development planning to support individual and organizational needs.</p>
<p>CIVILIAN EMPLOYEE ADMINISTRATION</p>	<p>APPROVES CIVILIAN PERFORMANCE APPRAISAL. Reviews civilian performance appraisal, reviews rating of record, reviews rebuttal letter, approves appropriate award and signs.</p>
	<p>PREPARES CIVILIAN PERFORMANCE APPRAISAL. Researches employee performance, completes performance rating, completes rating of record and discusses performance rating with employee.</p>
	<p>CONDUCTS PERFORMANCE FEEDBACK SESSION. Explains duty performance requirements and responsibilities, establishes expectations, informs ratee if performance is/is not up to expectation, provides ratee with copy of worksheet and documents record.</p>
	<p>PREPARES CIVILIAN PERFORMANCE PLAN. Analyzes position, reviews position description, reviews work center goals, drafts performance plan subtask and standard, discusses proposed performance plan with employee and finalizes performance plan.</p>
	<p>COUNSELS CIVILIAN EMPLOYEE. Counsels and assists individual with morale, welfare or disciplinary problems. Coordinates with civilian personnel labor management ensuring legalities and correctness of any disciplinary action. Takes necessary corrective action and documents counseling.</p>
	<p>HIRES CIVILIAN EMPLOYEE. Develops personnel document (core personnel document or position description), develops promotion evaluation program, submits request for civilian hire (electronic or hard copy), reviews personnel data, schedules interview, interviews applicant, analyzes applicant interview evaluation/rating, finalizes selection and notifies non-selectee.</p>
	<p>INDOCTRINATES CIVILIAN EMPLOYEE. Conducts initial interview, explains core personnel document or position description, explains performance plan, makes original job assignment, acquaints new member with work center and creates or updates existing civilian employee personnel folder.</p>
	<p>MAINTAINS TIME AND ATTENDANCE FORM. Creates form, annotates form, obtains employee initials, completes form, reviews form for accuracy, obtains required signature, enters time and attendance data into the civilian pay system and forwards form to civilian pay.</p>

	<p>PREPARES CIVILIAN AWARD NOMINATION. Researches data, drafts recommendation and finalizes recommendation.</p>
	<p>OVERSEE PROFESSIONAL DEVELOPMENT PROGRAM. Identifies members' skills and gaps engaging in development planning to support individual and organizational needs.</p>
<p>ADMINISTRATIVE SUPPORT</p>	<p>ACKNOWLEDGES VISITOR. Greets visitor, answers query and refers visitor to appropriate person or location.</p>
	<p>CONTROLS CLASSIFIED MATERIAL. Removes material from file, prepares document receipt, routes material, annotates receipt and files material.</p>
	<p>DESTROYS CLASSIFIED MATERIAL. Selects material to be destroyed in accordance with the applicable records schedule, prepares destruction record, destroys material and signs destruction record.</p>
	<p>DISPOSES OF UNCLASSIFIED DOCUMENTATION. Disposes of material within the work center and disposes of material outside the work area.</p>
	<p>ESTABLISHES NEW UNCLASSIFIED CORRESPONDENCE FILE. Researches directive, amends file plan and prepares new file folder.</p>
	<p>FILES UNCLASSIFIED CORRESPONDENCE. Obtains correspondence from filing tray, marks correspondence, sorts and files correspondence.</p>
	<p>INVENTORIES TOP SECRET MATERIAL. Verifies accountability of top secret material and prepares inventory report.</p>
	<p>MAINTAINS APPOINTMENT RECORD. Receives request, annotates record or calendar, coordinates appointment with supervisor and finalizes appointment.</p>
	<p>MAINTAINS BULLETIN BOARD. Posts new information and removes obsolete information.</p>
	<p>MAINTAINS LOG AND REGISTER. Obtains book, form, or electronic log; makes entry; puts book or form away or closes electronic log.</p>
	<p>MAINTAINS OFFICE EQUIPMENT. Cleans equipment, dusts equipment, replaces consumable item, performs user maintenance and coordinates repair.</p>
	<p>MAINTAINS STOCK OF NON-ELECTRONIC FORMS. Determines requirement, requisitions form from Coast Guard, receives form, distributes form, files form, maintains accountable form and disposes of obsolete form.</p>
	<p>MAINTAINS UNCLASSIFIED PUBLICATION FILE. Determines requirement for publication, obtains administrative publication and maintains publication.</p>
<p>MAINTAINS WEB SITE. Designs, update, reviews web content; approving web content within their area of responsibility; providing consultation; reporting web content discrepancies.</p>	
<p>OPERATES CLASSIFIED AND UNCLASSIFIED OFFICE EQUIPMENT. Makes copy, collates copy, faxes copy, shreds copy and operates audiovisual equipment.</p>	

	<p>PROCESSES UNCLASSIFIED INCOMING DISTRIBUTION. Picks up distribution, receives and opens envelope or official electronic mail, reviews for required action, and marks and routes distribution or official electronic mail.</p>
	<p>PROCESSES UNCLASSIFIED OUTGOING DISTRIBUTION. Obtains envelope or bulk mailing container, places outgoing correspondence in envelope or container, affixes outside address and return address, places in outbound receptacle and delivers to pick-up point or processes official electronic mail.</p>
	<p>REVIEWS UNCLASSIFIED CORRESPONDENCE FILE FOR DISPOSAL. Separates active file from inactive file, prepares material for transfer to staging area and stores material for disposal.</p>
	<p>CONDUCT AUDITS. Conducts audits on Annual Galley, Morale Fund, (Property) Board of Survey, Food Service Board</p>
	<p>MAIL MANAGER/MAIL CLERK. Manage units/sub-units postal operations to ensure compliance with GSA, DHS, USCG, USPS, and other Federal agencies' policies and procedures, as appropriate. This includes complying with all Federally-mandated data collections and reports.</p>
	<p>FREEDOM OF INFORMATION/PRIVACY ACT COMPLIANCE. Evaluates all FOIA requests and acting on them within required timeframe. Provide training to all incoming personnel on policy and procedures.</p>
<p>UNIT ACTIVITY ADMINISTRATION</p>	<p>APPROVES TRAVEL DOCUMENT. Approves travel orders and approves travel voucher.</p>
	<p>ASSISTS IN MISHAP OR INCIDENT INVESTIGATION. Notifies emergency response agency, informs safety office, completes safety form and assists in investigation.</p>
	<p>CLEANS PERSONAL WORK SPACE. Dusts, cleans floor, washes window and performs other associated basic janitorial tasks.</p>
	<p>COMPLETES TRAVEL DOCUMENT. Completes travel worksheet, coordinates travel reservations, picks up travel tickets, schedules billeting reservations and files travel voucher.</p>
	<p>COORDINATES ON WORK CENTER OR PERSONNEL STATUS. Coordinates with supervisor or other unit or agency on work center or personnel status.</p>
	<p>DEVELOPS BUDGET ESTIMATE. Prepares budget input by researching, evaluating, coordinating, and drafting estimate; forwards estimate to unit resource advisor; answers follow-on inquiry on estimate.</p>
	<p>DEVELOPS PERFORMANCE STANDARD OR CHECKLIST. Researches applicable document, develops draft, coordinates draft proofreads document and signs final copy or forwards report.</p>
	<p>DEVELOPS POLICY LETTER, PROCEDURE, REPORT, STATISTICAL DATA OR STANDRADR OPERATING PROCEDURE (SOP). Researches applicable document, develops draft, coordinates draft, proofreads document and signs final copy or forwards report.</p>

	INFORMS INDIVIDUAL. Informs work center member of change affecting individual.
	INFORMS WORK CENTER PERSONNEL. Informs work center personnel on change affecting work center activity.
	INSPECTS FACILITY. Periodically inspects facility for housekeeping, safety, security, fire hazard, or equipment conditions that require attention and completes necessary documentation.
	OVERSEES WORK IN PROGRESS. Inspects and reviews subordinate's work and provides feedback.
	PREPARES ALTERNATE WORK SCHEDULE WORKSHEET. Annotates form, obtains required signature, dates and forwards to civilian pay and advises local labor union.
	RECEIVES AND ASSISTS VISITING OFFICIAL. Prepares for official visitor, receives official visitor, assists visitor in accomplishing task, escorts visitor throughout work center and returns to work area.
	REVIEWS INCOMING DISTRIBUTION. Reviews incoming correspondence to include official e-mail for information and necessary action, marks for routing and annotates suspense log.
	REVIEWS OUTGOING DISTRIBUTION. Reviews outgoing correspondence to include official e-mail for completeness and accuracy and signs.
	REVIEWS REPORT AND STATISTICAL DATA. Reviews information contained in report and statistical data for impact on work center status and identifies possible trend that requires management attention.
	SCHEDULES PERSONNEL. Reviews work requirement and priority, reviews personnel status and prepares duty schedule.
SUPPLY ADMINISTRATION	CONDUCTS INVENTORY. Inventories equipment on hand and ensures accuracy of record.
	MAINTAINS CUSTODIAN DOCUMENT. Receives listing from supply, posts change to record and resolves inconsistency.
	MAINTAINS FINANCIAL RECORDS FOR EXPENDABLE SUPPLIES. Maintains card security, maintains transaction log of purchases, reconciles receipt and transaction log to the monthly card holder statement and investigates/resolves discrepancy.
	OBTAINS EXPENDABLE SUPPLIES. Determines need, researches supply item, picks up expendable supplies, distributes supplies and maintains inventory.
	PROCESSES EQUIPMENT REQUEST. Determines need and authorization for equipment, researches stock number or nomenclature, contacts vending source, determines availability, obtains price, prepares justification, submits request, schedules delivery, takes follow-up action and receives or turns in equipment.
	MAINTAIN GENERAL PURPOSE PROPERTY. Receives and reissues to department heads or other authorized personnel all property required to be accounted for in the General Purpose (GP) Property Record, prepares Report of Survey (i.e. CG-5269) for lost, damaged or destroyed GP

	<p>property; ensures that all physical inventories are taken as required by the Property Management Manual; and ensures that local procedures are established to identify property which meets reporting requirements in the Property Management Manual.</p> <p>FUNDS CERTIFYING OFFICER. Provides fiscal authority for funds certification.</p>
TRAINING ADMINISTRATION	<p>MANAGES TRAINING SCHEDULE. Prepares training schedule, assigns instructors, selects attendees.</p>
	<p>SUBMIT TRAINING REQUESTS. Submit Electronic Training Requests (ETR), or other formal training requests.</p>
	<p>DOCUMENT TRAINING COMPLETION AND CERTIFICATION. Maintain Training Management Tool (TMT) or Asset Logistics Management Information System (ALMIS) training records.</p>
	<p>DEVELOPS TRAINING AND CERTIFICATION PLAN. Determines training requirement, develops training chart or equivalent, develops job qualification standard continuation sheet and develops or revises training schedule.</p>
	<p>EVALUATES INDIVIDUAL TRAINING AND CERTIFICATION REQUIREMENT. Reviews training folder, prepares new training record, compares technical school graduation requirement with classification manual, prepares and submits training quality report, compares members qualification with work center duty requirement and designates trainer.</p>
COLLATERAL DUTIES	<p>SEXUAL ASSAULT VICTIME ADVOCATE. Provides support/assistance to victims.</p>
	<p>SUICIDE COUNSELOR. Provides support/assistance to victims.</p>
	<p>TELEWORK COORDINATOR. Reviews proposed telework programs, provides recommendations for program changes, advisor for logistical aspects of telework</p>
	<p>HEALTH PROMOTION COORDINATOR. Establishes health promotion committee, coordinates with Regional Health Promotion Manager (HPM) for needs, acts as liaison for Regional HPM, maintains educational materials.</p>
	<p>URINALYSIS COORDINATOR/ALTERNATE COORDINATOR. Responsible for maintenance and administration of command program, trains observers, supervises collection, makes all ledger entries and ensures shipping.</p>
	<p>URINALYSIS OBSERVER. Monitors collection and ensures proper chain of custody.</p>
	<p>VOTING ASSISTANCE OFFICER. Implements unit voting assistance program, advising personnel on methods to enroll in absentee voting.</p>
	<p>COMMAND SENIOR ENLISTED LEADER. Assists and advises command on policy changes and situations to the morale and general well-being of personnel and their families, recommends action to correct adverse conditions and improve quality of personnel.</p>

<p>ADDICTIONS REPRESENTATIVE. Serves as consultant and advisor to the unit command in the administration of the CG Addictions Treatment Program. Provides education and information to prevent alcohol incidents through a Substance Abuse Free Environment, monitoring people in recovery, advises and assists unit command in the event of incident</p>
<p>DANTES TEST CONTROL OFFICER. Establishes and maintains a DANTES test site according to DANTES policies and procedures, administering sponsored exam programs including CLEP, iDSST and Excelsior.</p>
<p>EDUCATION SERVICE OFFICER. Provides current information on the availability of off-duty educational opportunities to unit personnel; administers the correspondence course program; properly handles, administers, and safeguards educational testing materials; administers the Off-Duty Tuition Assistance Program and other federally sponsored self-development educational programs; assists in the proper and timely submission of applications for postgraduate, officer candidate, and basic petty officer schools; and administers other educational programs as may be directed.</p>
<p>EXCHANGE/SHIP'S STORE OFFICER. Responsible for the proper and efficient operation of the exchange in accordance with applicable directives.</p>
<p>MORALE OFFICER. Develops overall recreational program for command, arranges athletic/social events, procures and maintaining appropriate gear/equipment, determines what facilities and service via military/civilian organizations and makes arrangements for unit personnel and families to utilize</p>
<p>COMBINED FEDERAL CAMPAIGN COORDINATOR. Develops plans to communicate about CFC to members, recruits planning members, coordinates training and plans events.</p>
<p>UNIT SAFETY COORDINATOR. Assists Safety Officer in managing unit risks by identifying hazards, assessing/controlling risk.</p>
<p>COAST GUARD MUTUAL ASSISTANCE OFFICER. Educates members on CGMA, assists to complete/submit forms/review paperwork. Make recommendations to command.</p>
<p>COAST GUARD MUTUAL ASSISTANCE CAMPAIGN COORDINATOR/REPRESENTATIVE. Collects materials, prepares for the campaign, disseminates materials, assists donors, collects funds and submits reports.</p>
<p>INFORMATION SYSTEMS SECURITY ASSISTANT. Day to day duties of safeguarding Coast Guard information by implementing and enforcing Information Assurance program/policy/procedure/process.</p>
<p>PUBLIC AFFAIRS OFFICER. Responsible for carrying out the unit's public affairs program, including media relations, community relations, and internal information.</p>
<p>COMMAND FINANCIAL SPECIALIST. Provides education/training/counseling and information referral at command level.</p>

MILITARY DUTIES/ OBLIGATIONS	CONDUCT PRELIMINARY INQUIRY (PIO). Conducts Preliminary inquiry into any allegation of misconduct committed by a member of the armed forces.
	PARTICIPATE IN NON-JUDICIAL PUNISHMENT PROCEEDINGS. Serve as Court Recorder, Master-At-Arms, Mast Representative, Witness or Brig Escort.
	PLAN MILITARY HONORS AND CEREMONIES. Change of Command, Change of Watch, Commissioning/Decommissioning, Advancement/Promotion.
	COAST GUARD AUXILIARY LIASON OFFICER. Responsible for matters pertaining to Auxiliary personnel, boat and aviation resources and their associated admin, budget and training requirements.
	PERSONNEL INSPECTION. Prepares for personnel inspections, participating in inspections, documenting/resolving discrepancies.
	MASTER AT ARMS. Acts as an assistant to the executive officer and performing such duties as are assigned in connection with maintaining good order and carrying out the routine of the unit. This includes conducting inspections of mess attendants, berthing areas, and public spaces.
	MATERIAL INSPECTION. Prepares for material inspections, participating in inspections, documenting/resolving discrepancies.
	DECEDENT AFFAIRS OFFICER. Responsible for executing events involving an Honor Guard/Color Guard/Military Funeral Honors. Ensures compliance with all request.
HONOR/COLOR GUARD. Participates in/training for events involving Honor/Color Guard.	
MEETING PREPARATION AND CONDUCTING/ ATTENDING	CONDUCTS OR ATTENDS WORK CENTER MEETINGS. Conducts or attends meeting.