

**ASSISTANT COMMANDANT FOR HUMAN RESOURCES
(CG-1)**

1. **Mission:** To meet the people needs of the Coast Guard and the needs of Coast Guard people. To get the right people, to the right place, at the right time with the right human support services.
2. **Technical Authority / Technical Control:** CG-1 exercises technical authority / control over assigned Headquarters units including the Coast Guard Academy.
3. **Functions:** Under the general direction and supervision of the Deputy Commandant for Mission Support (DCMS) , the Assistant Commandant for Human Resources shall:
 - a. Develop and deploy policy to ensure effective performance.
 - b. Meet agreed-upon performance outcomes.
 - c. Administer the Personnel Management, Reserve Training (RT), and Workforce Support Programs.
 - d. Serve as the key link between the Coast Guard's strategic and performance goals, support agreements, and the performance standards of the Human Resources Directorate. Lead the Human Resources Directorate policy and performance management efforts; ensure corresponding policy and business planning reflect the Coast Guard's chosen strategies.
 - e. Direct and manage the horizontal interfaces within the Human Resources Directorate; coordinate the activities of key business processes and programs.
 - f. Ensure that appropriate integration and communication occurs among all CG-1 organizational elements and other Headquarters and field organizations.
 - g. Create the environment needed to ensure effective and efficient Human Resources mission performance at all organization levels.
 - h. Evaluate the mission performance of the Human Resources Directorate by measuring key outcomes/outputs and report to senior management as directed.
 - i. Serve as the Human Resources champion, key advisor and primary representative of the organization both externally and internally.
 - j. Advise and assist DCMS in the general administration of Headquarters. Keep DCMS informed of progress made in planning and executing the workforce policies and programs of the Service and subsequent outcomes. Actively participate in executive forums such as the DCMS Executive Leadership Council and Investment Board (IB).

- k. Direct the management and operation of the Coast Guard Exchange System and Morale, Well-being and Recreation programs.
- l. Partner with the Program Executive Officer (PEO), other Mission Support Directorates, including the Chief Judge Advocate General organization in implementing effective human systems integration for all classes of cutters, aircraft, C4ISR, and logistics systems and associated workforces while retaining responsibility for human resource policies and procedures.

**EXECUTIVE ASSISTANT AND BUSINESS OPERATIONS STAFF
(CG-1A)**

1. **Functions:** Under the general direction and supervision of the Assistant Commandant for Human Resources, the Executive Assistant and Chief, Business Operations Staff shall:
 - a. Coordinate and review staff work, inquiries, and correspondence, including Senior Executive Leadership Meetings (SELM), Leadership Council (LC), and Executive Management Council (EMC) deliverables.
 - b. Plan and administer an efficient system for expediting, controlling, and coordinating communications between the directorates that is essential to the effective conduct of Mission Support business.
 - c. Serve as advisor to CG-1 for resource management issues.
 - d. Ensure integration of strategic business planning within CG-1.
 - e. Prepare CG-1 preliminary budget estimates and coordinate input to the DCMS budget build.
 - f. Act as the primary point of contact with DCMS-8 on budget formulation issues.
 - g. Coordinate all Q&As, QFRs, BBDs and external inquiries (i.e. FOIA, Congressional requests, etc.) within CG-1.
 - h. Inform DCMS-8 of all inquiries that may impact the CG Budget submission.
 - i. Coordinate the communication presence and branding of the CG-1 Directorates (e.g., message, web, and policy statements), ensuring coherent and integrated linkage of HR strategy to USCG strategy, and of HR strategy to HR actions and investments.
 - j. Serve as the liaison to the CG CFO's Internal Controls Program. Coordinate responses to audit generated Notifications of Findings and Recommendation (NFR) documents.
 - k. Develop and maintain documented financial internal controls to ensure adherence to applicable financial policies and procedures.
 - l. Develop Mission Action Plans (MAPS) to remediate known internal control weaknesses addressing the root cause of the problems.
 - m. Perform audit reviews of management internal controls which should be developed and maintained in each office within CG-1.
 - n. Maintain oversight and coordinate input of CG-1 interests in the System Development Life Cycle process over HR Management Systems, e.g. Direct Access Technical Refresh.

**HUMAN RESOURCE STRATEGY AND CAPABILITY OFFICE
(CG-1B)**

1. **Functions:** Under the general direction and supervision of the Assistant Commandant for Human Resources, the Chief, Human Resource (HR) Strategy and Capability Office shall:
 - a. Develop overarching HR strategies, serving as the permanent CG-1 advisor to the Evergreen Process. Use strategies to determine direction for Future Force research, design, and development efforts in order to ensure evolving force structure matches strategic requirements, and that stakeholders in the HR system have the tools, methods, and policies needed to manage the various workforces. Through CG-1, advise VCG in matters related to executive development and the evaluation of executives.
 - b. Manage Future Force efforts to create and institutionalize systems and practices that result in continuous knowledge of manpower requirements; systems and policies by which competencies are managed; systems and policies by which specialties are created, assessed, managed, and adjusted as needed; systems and processes by which competency and specialty information are used as the foundation of career management information systems.
 - c. Manage the development and deployment of survey system, in collaboration with field and other stakeholders, in order to understand the HR system needs of unit commanders, and the needs of members for products and services. Direct the establishment and use of top level balanced scorecard measures for the effectiveness of HR system. Devise practices and policies to improve the ability of the HR system (people, competencies, methods, practices, tools, information) to accomplish its mission
 - d. Manage the planning and implementation of effective human systems integration for all facets of system acquisitions including cutters, aircraft, C4ISR, logistics systems, and the associated workforce.

**FUTURE FORCE PROJECT DIVISION
(CG-1B1)**

1. **Functions:** Under the general direction and supervision of the Chief, Human Resource Strategy and Capability Office, the Chief, Future Force Project Division shall:
 - a. Analyze relationships of systems (policy, resources, incentives, measurement, information, etc.) to determine implications for effective management of all Human Resources programs. Recommend courses of action to appropriate levels of leadership that lead to systemic solutions. Assist Human Resources Directors and Office Chiefs identify system inefficiencies, performance discrepancies, and in applying systems thinking to issues and problems. Serve as the system integrator when developing solutions.
 - b. Develop long-term strategies for Human Resources; coordinate the policy agenda and the policy formulation processes, including analyses and measures of effectiveness; coordinate strategic and scenario planning with Human Resources customers and partners; develop business and process models; facilitate vertical and horizontal integration of vision and strategic goals. Work to ensure linkage of HR strategic planning efforts to performance and business plan development. Serve as Baldrige assessor for the Human Resources Directorates.
 - c. Coordinate development of Human Resources professional knowledge and skill. Develop and provide human resources orientation; maintain the Personnel Qualification System (PQS) process for the Human Resources Directorate, including analytic skills, project management skills, resource management skills, and Human Resources practice area skills.
 - d. Develop requirements for, and provide end user evaluation of, analytic and decision support methods and tools to create and maintain the capability of the HR directorates to manage the human resources system. Deploy these methods and tools throughout the human resources community; provide training as needed.

**HUMAN SYSTEMS INTEGRATION DIVISION
(CG-1B3)**

1. **Functions:** Under the general direction and supervision of the Chief, Human Resource Strategy and Capability Office, the Chief, Human Systems Integration Division shall:
 - a. Partner with the Director of Acquisition Programs (CG-93), Acquisition Sponsors, Technical Authorities, and other Support Directorates, including the Chief Counsel Organization, in implementing effective human systems integration for all facets of system acquisitions including cutters, aircraft, C4ISR, logistics systems, and the associated workforce.
 - b. Provide the CG-93 system acquisitions programs with CG-1 Technical Authority representation for human systems integration and associated issues relating to manpower, personnel, human performance (including training), human factors engineering, occupational health, system safety, habitability, and personnel survivability; oversee workforce management issues related to system acquisitions including workforce optimization, work-staffing balance, rating/specialty community compatibility, recruiting and retention, quality of life, career progression, etc.
 - c. Provide input for changes to crewing, performance support, system and asset configuration, research and development, and supportability. Initiate, review and evaluate program-related analyses; participate in the establishment and approval of all entrance/exit criteria for all program phases; develop and update documentation to support the system acquisitions programs.
 - d. Promote the Human Resources Directorates' perspectives in the system acquisitions programs; coordinate with all Human Resources Directorates to ensure full interconnectivity to CG-9 concerning all matters of present and future human resources policies, procedures, and practices; coordinate to provide the human resources support capabilities of the CG-1 organization to the PEO, Sponsors, Technical Authorities, and other Support Directorates; ensure proper integration and communication between CG-1 functional areas and the CAO Directorates of Contracting and Procurement, Acquisition Services, and Acquisition Programs.
 - e. Review the impact of system acquisitions contractual and system changes on Commandant policy. Direct, coordinate, or initiate changes to plans, policies, procedures, and resources as needed in the HR Directorate to facilitate transition to new acquired systems.

**MANPOWER REQUIREMENTS DETERMINATION
DIVISION
(CG-1B4)**

1. Functions. Under the general direction and supervision of the Director of HR Strategy and Capability (CG-1B), the Chief, Manpower Requirements Determination (MRD) division, shall:
 - a. Provide oversight of the MRD Enterprise System as defined in the Coast Guard Staffing Logic and Manpower Requirements Manual by actively managing the program to remain current and responsive to Coast Guard senior leadership by identifying mission-based human capital requirements.
 - b. Provide general direction and technical guidance to the Manpower Requirements Analysis (MRA) Branch responsible for conducting Manpower Requirements Analyses, and facilitate final approval authority from CG-1 for final MRAs.
 - c. Provide relevant and current human capital data to support the workforce planning and forecasting staff, as well as training, assignment managers, resource, and program managers.
 - d. Develop, approve, and maintain the authoritative MRD data source using an enterprise-compliant information system.
 - e. Benchmark human capital requirements initiatives by liaison, research and evaluation of other government agencies and public sector “best practices.”
 - f. Coordinate MRD support from Industrial Engineering postgraduate program to ensure graduate theses are providing value to the program.
 - g. Promulgate and maintain Coast Guard Staffing Logic & Manpower Requirements documents, policies, and procedures.

**MANPOWER REQUIREMENTS ANALYSIS BRANCH
(CG-1B41)**

Operating Location: Millington, TN

1. **Functions.** Under the general direction and supervision of the Chief, Manpower Requirements Determination (MRD) Division (CG-1B4), the Chief, Manpower Requirements Analysis (MRA) Branch (CG-1B41) shall:
 - a. Translate mission requirements into workforce requirements through the collection, measurement and analyses of Coast Guard work requirements.
 - b. Conduct Manpower Requirements Analyses (MRA) of all Coast Guard unit types, including staff offices, shore facilities, afloat and aviation units.
 - c. Facilitate the development of each Manpower Requirements Determination (MRD), including a summary of the number, characteristics, and competencies of workers needed to support mission requirements.
 - d. Obtain CG-1 Technical Authority validation of Manpower Requirements Determination results.
 - e. Review completed MRDs every five years to ensure manpower requirements are updated to address changes in mission, process, equipment, and technology.
 - f. Interface with Navy Manpower Analysis Center (NAVMAC) and capitalize on available manpower analysis tools to provide MRA support for acquisition, sustainment, and legacy unit type efforts.
 - g. Provide manpower requirements expertise and supporting data and analyses to Human Systems Integration Division (CG-1B3) for Integrated Logistics Support Plan (ILSP) meetings by identifying the types and quantities of personnel required to safely and effectively operate, maintain and support the systems under review.
 - h. Develop and implement performance management systems that evaluate the effectiveness and efficiency of the manpower requirements determination process and provide recommended changes to MRD policy where necessary.

**DIRECTOR OF HEALTH AND SAFETY
(CG-11)**

1. **Mission:** The Director of Health and Safety (CG-11) serves as advisor to the Secretary of Homeland Security; serve as advisor to the Commandant; oversees the Coast Guard's overall health care program; the Coast Guard's overall safety program, the Coast Guard's overall Work-Life program.
2. **Functions:** Under the general direction and supervision of the Assistant Commandant for Human Resources, the Director of Health and Safety shall:
 - a. Serve as Program Director for the Workforce Support Program (GAW) including the Health Services, Work-Life and Safety and Environmental Health programs.
 - b. Serve as the Medical Advisor to the Commandant for: Interdepartmental and inter-service agreements for health care of Coast Guard personnel and their dependents; Legislative matters affecting the health services program; and Important developments in other Federal agencies that affect the Health Services program.
 - c. Serve as Advisor to the Secretary in developing and implementing Department of Homeland Security national defense emergency medical, health and sanitation policies and plans, and such other advisory services that may be required or requested.
 - d. Plan, develop, and administer a comprehensive health care program for Coast Guard active duty, reserve, and selected retired personnel, including medical and dental examinations, and the provision of medical and dental care to those personnel and their authorized dependents.
 - e. Plan, develop, and administer a comprehensive program for the prevention of illness and injury of Coast Guard personnel and their dependents. Reduce losses and protect the environmental and occupational health of personnel in Coast Guard working facilities and living spaces.
 - f. Plan, develop, and administer programs for the well being of the Coast Guard workforce. Programs include wellness, individual and family advocacy, employee assistance, crisis intervention, relocation assistance, financial counseling, child and elder care, dependent schooling and other human services.
 - g. Advise responsible directorates relative to the establishment of physical standards for military duty and special operational programs.
 - h. Review the performance of Public Health Service (PHS) personnel detailed to the Coast Guard. Provide the Coast Guard Personnel Services Center (CG-PSC) with information regarding the technical background and qualifications of PHS personnel relative to pending assignments.

- i. Maintain liaison with the PHS, the Department of Veterans Affairs, and the medical departments of the Department of Defense and other Federal agencies. Serve on inter-service boards and committees as appointed.
- j. Provide health services consultation and advice to program managers.
- k. Serve as Headquarters Planning Coordinator for all Coast Guard health care facilities.
- l. Administer the Coast Guard's alcohol abuse prevention, education, treatment and rehabilitation program.
- m. Review and make recommendations on legislative proposals affecting health care benefits and programs.
- n. Maintain liaison with the Office of the Assistant Secretary of Defense (Health Affairs) concerning all matters affecting the Coast Guard Health Services Program.

**OFFICE OF WORK-LIFE
(CG-111)**

1. **Functions:** Under the general direction and supervision of the Director of Health and Safety, the Chief, Office of Work-Life shall:
 - a. Serve as the Work-Life Program Manager; direct, administer and oversee Coast Guard (CG) Work-Life policies and programs.
 - b. Implement and manage a system of communications that informs family members of services and benefits associated with the Work-Life Program.
 - c. Develop and manage performance measurement systems for evaluating the effectiveness of the Work-Life Program.
 - d. Maintain liaison with the other Armed Services, other government organizations, and the private sector regarding Work-Life and Food Services. Provide consultative services within the constraints of available resources.
 - e. Represent the Commandant, the Chief of Staff, the Designated Safety and Health Official, and the Director for Health and Safety as appropriate at national, congressional, and departmental levels.
 - f. Coordinate and partner with CG Headquarters Program Managers and Support Program Managers to ensure Work-Life programs and policies are primary considerations in decision-making processes.
 - g. Partner with the Chaplain of the Coast Guard to identify and address the well being of employees and their families. Partner with the Office of Legal Policy and Program Development and legal Assistance Program to ensure legal assistance is provided.

**BEHAVIORAL HEALTH SERVICES DIVISION
(CG-1111)**

1. **Functions:** Under the general direction and supervision of the Chief, Office of Work-Life, the Chief, Behavioral Health Services Division shall:
 - a. Manage, direct, administer and oversee the Coast Guard's Behavioral Health and Food Service programs.
 - b. Establish, develop, and promulgate behavioral health policy within the Office of Work-Life, and interpret program standards for Coast Guard-wide implementation to support the well-being of active duty, reserve, and civilian employees and their family members through the following elements: health promotion, physical fitness, stress management, tobacco cessation, weight management, personal wellness screening, substance abuse prevention, employee assistance, suicide prevention, workplace violence, sexual assault prevention and response¹, family advocacy, and critical incident stress management.
 - c. Oversee Behavioral Health and Food Services training, including course definition, development, delivery, and assessment. Establish training and continuing education requirements for the Food Service rate and Work-Life specialists.
 - d. Establish, develop, and promulgate Food Service policy and interpret program standards for Coast Guard-wide implementation. Serve as Supply Fund Stores Account Manager for Subsistence Provisions and General Messes.
 - e. Ensure programmatic Federal Systems of Record (e.g. employee assistance, family advocacy, and substance abuse) are managed Service wide in accordance with prescribed regulations and existing statutes.

¹ Sexual assault prevention and response policy development will be coordinated with the DCMS Office of Sexual Assault Prevention and Response – Military Campaign Office (SAPR-MCO).

**FAMILY SERVICES DIVISION
(CG-1112)**

1. **Functions:** Under the general direction and supervision of the Chief, Office of Work-Life, the Chief, Family Services Division shall:
 - a. Manage, direct, administer and oversee Coast Guard family services programs.
 - b. Establish, develop, and promulgate Work-Life policy and interpret program standards for Coast Guard-wide implementation to support the well-being of active duty, reserve, and civilian employees and their family members through the following elements: transition and relocation assistance, spouse employment assistance, personal financial management, adoption reimbursement, school liaison services, child development services, elder care, ombudsman services, and special needs coordination for family members.
 - c. Oversee Family Services Division programmatic training, including course definition, development, delivery, and assessment. Establish training and continuing education requirements for Work-Life specialists.
 - d. Ensure the effectiveness of unit Ombudsmen as a link to the Work-Life Program.
 - e. Serve as the Headquarters Planning Coordinator for Coast Guard childcare facilities.
 - f. Ensure Special Needs and Child Care Programs are managed Service wide in accordance with prescribed regulations and existing statutes.

**OFFICE OF HEALTH SERVICES
(CG-112)**

1. **Functions:** Under the general direction and supervision of the Director of Health and Safety, the Chief, Office of Health Services shall:
 - a. Serve as Program Manager for Health Services program.
 - b. Review and evaluate policies relative to the delivery of health care in support of mission operations; interpret and implement all established policies; and recommend changes to the Director of Health and Safety, as appropriate.
 - c. Maintain liaison with other health system components such as the Army, Navy and Air Force medical departments, the Public Health Services, the Departments of Veterans Affairs, and the private sector.

**OPERATIONAL MEDICINE AND MEDICAL READINESS DIVISION
(CG-1121)**

1. **Functions:** Under the general direction and supervision of the Chief, Office of Health Services , the Chief, Operational Medicine and Medical Readiness Division shall:
 - a. Provide medical, consultative services to the Coast Guard and other Federal, State, and private sector agencies within the constraints of available resources.
 - b. Consult with the Coast Guard Personnel Services Center (CG-PSC) during their review of special health-related evaluations, and assist in their initiation of appropriate disability or administrative actions. Make recommendations as requested concerning interpretation of health standards for active duty personnel found not qualified for retention.
 - c. Serve as the Health Services Technician Rating Force Manager.
 - d. Plan and coordinate training and continuing education for officers, enlisted and civilian health care personnel.
 - e. Publish all manuals, instructions, directives, and publications under the cognizance of the Director of Health and Safety.
 - f. Review and evaluate policies relative to the support of mission operations; interpret and implement all established policies; and recommend changes to the Director of Health and Safety, as appropriate.
 - g. Develop and recommend policy regarding the Physical Disability Evaluation System.

**QUALITY AND PERFORMANCE IMPROVEMENT DIVISION
(CG-1122)**

1. **Functions:** Under the general direction and supervision of the Chief, Office of Health Services , the Chief, Quality and Performance Improvement Division shall:
 - a. Develop, implement and maintain performance measurement system that evaluates the efficiency and effectiveness of the Health Services program. Analyze trends in illness patterns.
 - b. Provide dental and pharmaceutical consultative services to the Coast Guard and other Federal, State, and private sector agencies within the constraints of available resources.
 - c. Assure the professional competence of individuals providing health care services to Coast Guard beneficiaries through documentation, peer review and other monitoring programs.
 - d. Maintain the Health Service Allowance Lists of the Coast Guard.
 - e. Maintain liaison with the Public Health Services and the Coast Guard Personnel Command to ensure health service personnel accessions and assignments meet program needs. Provide program input on all duty assignment of medical, dental, pharmacy and allied health officers.
 - f. Improve security compliance for Protected Health Information (PHI) in accordance with the Health Insurance Portability and Accountability Act (HIPAA).

**OFFICE OF SAFETY AND ENVIRONMENTAL HEALTH
(CG-113)**

1. **Functions:** Under the general direction and supervision of the Director of Health and Safety, the Chief, Office of Safety and Environmental Health shall:
 - a. Manage, direct, administer and oversee Coast Guard (CG) Safety and Environmental Health policies and programs.
 - b. Review and interpret safety and environmental health regulations and national consensus standards to evaluate their applicability, suitability and feasibility for integration into CG policy, programs and operations. Establish, develop, promulgate and interpret Safety and Environmental Health policy, standards and guidance for CG-wide implementation.
 - c. Oversee and analyze Safety and Environmental Health policy and program requirements and leverage scarce resources to produce safety and environmental health programs that are more effective.
 - d. Develop, manage and execute a comprehensive Loss Control and Prevention Program to assess risks, identify trends and control risks associated with CG operations.
 - e. Manage, direct, and coordinate all aspects of the CG mishap investigation process.
 - f. Develop, implement, maintain and review performance measurement systems to evaluate the efficiency and effectiveness of the safety and environmental health program.
 - g. Establish and promulgate safety and environmental health training policy and requirements for CG personnel. Manage safety and environmental health training, including course definition, development, delivery and assessment.
 - h. Coordinate and partner with CG Headquarters Program Managers and Support Program Managers to ensure Safety and Environmental Health are primary considerations in decision-making processes.
 - i. Establish policy and direct all aspects of the CG Occupational Medical Surveillance and Evaluation Program.
 - j. Represent the Commandant, the Chief of Staff, the Designated Safety and Health Official, and the Director for Health and Safety as appropriate at national, congressional, and departmental levels.
 - k. Manage the delivery of all Health and Safety Directorate (CG-11) Class C Training.

**AVIATION SAFETY DIVISION
(CG-1131)**

1. **Functions:** Under the general direction and supervision of the Chief, Office of Safety and Environmental Health, the Chief, Aviation Safety Division shall:
 - a. Manage, direct, administer and oversee the CG Aviation Safety Program.
 - b. Develop, coordinate, and review policies, procedures, standards and programs for the CG Aviation Safety Program.
 - c. Oversee and analyze Aviation Safety policy and program requirements and leverage scarce resources to produce aviation safety programs that are more effective.
 - d. Manage the E-AVIATRS database design, implementation and effectiveness. Analyze flight safety mishap data for trends/patterns in order to identify high-risk CG operations. Based on quantitative data initiate comprehensive measures to control or eliminate unsafe practices. Design e-tools for use by field units to enable measurement of safety program effectiveness and cultural norms.
 - e. Manage, direct, and coordinate all aspects of the CG aviation mishap investigation process.
 - f. Conduct periodic surveys of field operations to gauge compliance with established policies, procedures and programs and conditions/practices that could lead to illness/injury or noncompliance with aviation standards/ regulations.
 - g. Oversee/coordinate with Tri-P to monitor and update Crew Resource Mgmt and MRM required training for fleet-wide use. Manage AFC 56 budget to fund initial training and continuing education requirements for 50 + Flight Safety officers (FSO), senior enlisted maintenance managers and Fleet command cadre. Manage Graduate School Program.
 - h. Maintain liaison with other major Aviation programs especially Aviation Operations and Aeronautical Engineering to ensure that systems safety, risk assessment and risk management are incorporated as an integral part of all decision making processes.
 - i. Manage all aspects of the CG Flight Safety Officer program.
 - j. Act as Safety Subject Matter Experts in 5 different aircraft and Life support equipment in concert with other aviation programs. Provide technical advice and assistance on safety and environmental/occupational health, hazardous materials, hazardous wastes, and CG Occupational Medical Surveillance and Evaluation Program (OMSEP) to aviation units.
 - k. Represent the CG in meetings and conferences sponsored by professional safety and environmental/occupational health organizations including DSOC, JSSC, NGATS

etc. Conduct annual briefings to Commanding Officers conf, Engineering Officers conf, Student Engineers conference, and Perspective CO and XO conferences.

**SHORE SAFETY DIVISION
(CG-1132)**

1. **Functions:** Under the general direction and supervision of the Chief, Office of Safety and Environmental Health, the Chief, Shore Safety Division shall:
 - a. Manage, direct, administer and oversee the CG Shore Safety Program.
 - b. Review and interpret safety and environmental health regulations and national consensus standards to evaluate their applicability, suitability and feasibility for integration into Shore Safety policies and programs and shore-based operations. Establish, develop, promulgate and interpret Shore Safety policy, standards and guidance for CG-wide implementation.
 - c. Oversee and analyze Shore Safety policy and program requirements and leverage scarce resources to produce shore safety programs that are more effective.
 - d. Manage shore-related aspects of the E-MISHAP database design, implementation and effectiveness. Analyze shore-based mishap data for trends/patterns in order to identify high-risk CG operations. Based on quantitative data, initiate comprehensive measures to control or eliminate unsafe practices. Design e-tools for use by field units to enable measurement of safety program effectiveness and cultural norms.
 - e. Manage, direct, and coordinate all aspects of the CG shore mishap investigation process.
 - f. Monitor and evaluate unit shore safety policy and program implementation by shore facilities.
 - g. Manage CG Industrial Hygiene Graduate School Program. Manage Weapons of Mass Destruction, Marine Safety PPE, First Responder and First Responder Operations courses.
 - h. Interface with other program operations and support managers to ensure shore safety is given primary consideration in all shore decision-making processes. Ensure that systems safety, risk assessment and risk management are incorporated as an integral part of all decision making processes.
 - i. Serve as Unit Safety Coordinator (USC) Program Manager.
 - j. Provide technical advice and assistance on safety and environmental/occupational health, hazardous materials, hazardous wastes, and CG Occupational Medical Surveillance and Evaluation Program (OMSEP) to units conducting shore-based operations.
 - k. Liaise with other military safety centers and organizations and civilian shore safety organizations. Represent CG interests at JSSC Conferences, DSOC, NAVOSH and other joint service meetings.

**ENVIRONMENTAL HEALTH DIVISION
(CG-1133)**

1. **Functions:** Under the general direction and supervision of the Chief, Office of Safety and Environmental Health, the Chief, Environmental Health Division shall:
 - a. Manage, direct, administer and oversee the CG Environmental Health Program.
 - b. Review and interpret environmental health regulations and national consensus standards to evaluate their applicability, suitability and feasibility for integration into Environmental Health policies, programs and operations. Establish, develop, promulgate and interpret Environmental Health policy, standards and guidance for CG-wide implementation.
 - c. Oversee and analyze Environmental Health policy and program requirements and leverage scarce resources to produce environmental health programs that are more effective.
 - d. Serve as Subject Matter Experts for all environmental health-related topics to provide cross-functional support to other CG-113 Divisions and field safety and environmental health entities. Provide environmental health and preventive medicine technical assistance for disaster and mobilization planning to ensure continuity of operations.
 - e. Analyze environmental/occupational health data for trends/patterns in illnesses and injuries to identify high-risk CG operations and exposures. Initiate comprehensive measures to control or eliminate unhealthy conditions. Conduct epidemiological analysis of occupationally related data.
 - f. Monitor and evaluate environmental health policy and program implementation CG-wide.
 - g. Provide expertise in behavior-based approaches to risk management, identify underlying causes of employee at-risk behaviors through analysis of mishap reports and special studies, aimed at mishap reduction.
 - h. Direct, manage and execute the CG Human Factors Programs.
 - i. Interface with other program operations and support managers to ensure environmental health is given primary consideration in all operational decision-making processes. Ensure that systems safety, risk assessment and risk management are incorporated as an integral part of all decision making processes.
 - j. Serve as Force Manager for Safety and Environmental Health Officers.
 - k. Manage and coordinate training for CG environmental health courses and human factors courses.

- l. Manage, direct, administer and oversee the CG Occupational Medical Surveillance and Evaluation Program (OMSEP). Develop, implement and keep current medical physical examination protocols for existing personnel exposure hazards as well as new and emerging exposure hazards and threats.
- m. Represent CG in joint service working groups, national consensus groups, and interagency task forces. Represent CG interests at JSSC Conferences, DSOC, NAVOSH and other joint service meetings. Provide environmental health briefings to local commands and supporting DOD agencies.

**AFLOAT SAFETY DIVISION
(CG-1134)**

1. **Functions:** Under the general direction and supervision of the Chief, Office of Safety and Environmental Health, the Chief, Afloat Safety Division shall:
 - a. Manage, direct, administer and oversee the CG Afloat Safety Program.
 - b. Review and interpret safety and environmental health regulations and national consensus standards to evaluate their applicability, suitability and feasibility for integration into Afloat Safety policies and programs and afloat (cutter and boat forces) operations. Establish, develop, promulgate and interpret Afloat Safety policy, standards and guidance for CG-wide implementation.
 - c. Oversee and analyze Afloat Safety policy and program requirements and leverage scarce resources to produce afloat safety programs that are more effective.
 - d. Manage afloat-related aspects of the E-MISHAP database design, implementation and effectiveness. Analyze afloat mishap data for trends/patterns in order to identify high-risk CG operations. Based on quantitative data, initiate comprehensive measures to control or eliminate unsafe practices. Design e-tools for use by field units to enable measurement of safety program effectiveness and cultural norms.
 - e. Manage, direct, and coordinate all aspects of the CG afloat mishap investigation process.
 - f. Monitor and evaluate afloat safety policy and program implementation by afloat units.
 - g. Manage Team Coordination Training, and coordinate Operational Risk Management and Crew Endurance Management training for fleet-wide afloat use.
 - h. Maintain liaison with other major operational and support programs especially Boat and Cutter Forces and Naval Engineering on all issues.
 - i. Provide technical advice and assistance on safety and environmental/occupational health, hazardous materials, hazardous wastes, and CG Occupational Medical Surveillance and Evaluation Program (OMSEP) to afloat.
 - j. Liaise with other military safety centers and organizations and afloat safety organizations. Represent CG interests at JSSC Conferences, DSOC, NAVOSH and other joint service meetings.

**OFFICE OF HEALTH, SAFETY, AND WORK-LIFE BUSINESS OPERATIONS
(CG-114)**

1. **Functions:** Under the general direction and supervision of the Director, Health and Safety (CG-11), the Health, Safety, and Work-Life Business Operations Chief shall:
 - a. Develop, implement, and maintain performance measurement systems that evaluate the efficiency and effectiveness of the Health Services, Safety, and Work-Life programs. Develop cost-effective methods for health care delivery.
 - b. Coordinate the health benefits education and guidance program by conducting marketing, advertising, beneficiary assistance and education, and training in health services benefits for health services staff(s) and all eligible Coast Guard personnel.
 - c. Monitor the outlay of funds for contracting of non-Federal health care services for eligible Coast Guard beneficiaries through the TRICARE program.
 - d. Monitor⁵ the outlay of funds for the purchase of health care services from DOD Medical Treatment Facilities and other Federal treatment facilities, i.e. VA facilities.
 - e. Maintain liaison with the DOD Office of the Assistant Secretary of Defense, Health Affairs (OASDHA) and the TRICARE Management Activity (TMA) to ensure Coast Guard beneficiaries have access to DOD Military Treatment Facilities and TRICARE program benefits.
 - f. Plan, implement, manage, and maintain a Coast Guard Integrated Health Information System (IHIS). Oversee integration of new technology enhancements to the IHIS through the CG-11 IHIS Configuration Control Board.
 - g. Support CG-11 in requirements development, acquisition, implementation, support, and maintenance of all information technology procurements and their incorporation into the IHIS.
 - h. Coordinate enterprise information technology, System Development Life Cycle and Accreditation activities for all CG-11 information technology with CG-6 and the C4IT Service Center (C4IT SC).
 - i. Develop, implement, and maintain systems that enable the analysis of the Coast Guard's Health Services, Safety, and Work-Life programs.
 - j. Oversee HSWL workload, clinical, and readiness data requirements.
 - k. Monitor the status of Coast Guard IHIS hardware at the Operations System Center (OSC) and monitor CG IHIS access and use via the CG Data Network (CGDN+).
 - l. Review and approve Health Safety – Work Life Service Center (HSWL SC) and regional practice site requests for the purchase of all HSWL program information technology,

medical devices with interfaces to the IHIS, and medical equipment with interfaces to the IHIS.

- m. Review all CG-11 and HSWL program Memorandum of Understanding (MOU) and Memorandum of Agreement (MOA) with other agencies.
- n. Coordinate CG-11 HSWL strategic planning activities, HSWL balanced scorecard, and business planning process for HSWL AFC 57/30 funds, which includes the HSWL SC and regional practices.
- o. Provide program oversight of HSWL AFC-30 budget and AFC-57 funding and funded contracts.
- p. Develop AFC 57 and AFC-73 resource proposals and assist CG-1 and DCMS-8 in annual budget formulation.
- q. Assist DCMS-8 in the development of HSWL AFC-57 and AFC-73 budget projections.
- r. Provide HSWL health care financial analysis to include the monitoring of AFC-57 spending by object class and program elements.
- s. Propose HSWL legislative change proposal (LCP) cost outs, and HSWL human capital planning (staffing logic, Personnel Allowance List and Semi-Annual Resource Reviews).
- t. Coordinate the activities of the CG-11 Medical Resources System Working Group.
- u. Oversee programmatic activities to maintain compliance in business processes related to the Coast Guards' Chief Financial Officer (CG-8) audit and federal procurement policies and laws.

**CIVILIAN HUMAN RESOURCES, DIVERSITY,
AND LEADERSHIP DIRECTORATE
(CG-12)**

1. **Mission:** The Directorate of Civilian Human Resources, Diversity, and Leadership is responsible for the overall direction, management and planning, coordination and administration of the Coast Guard's Service-wide civilian human resources program. The Directorate advises Coast Guard senior leadership on a wide range of sensitive and vital issues extending to matters and policies involving management of civilian personnel, diversity management for the entire Coast Guard workforce, and leadership training opportunities for every segment of the Coast Guard workforce, including workforce analysis and planning for all Service components.
2. **Functions:** Under the general direction and supervision of the Assistant Commandant for Human Resources, the Director, Civilian Human Resources, Diversity, and Leadership Directorate shall:
 - a. Serve as advisor to senior command officials on civilian personnel matters and issues, and bring issues of concern to their attention and their issues of concern to the workforce.
 - b. Conduct special studies, research and analysis on the broad spectrum of civilian personnel and workforce management issues.
 - c. Develop civilian workforce management Plans and Policies; ensure overall policy consistency with the Office of Personnel Management (OPM) and the Department of Homeland Security (DHS)
 - d. Provide oversight and immediate technical control of the civilian Human Resources Management program.
 - e. Oversee the diversity management programs that create and support an organizational structure that achieves, values, and maximizes the benefits derived from a diverse workforce.
 - f. In coordination with the Director of Reserve and Military Personnel (CG-13), develop policies and practices that optimize the development of workforce components to assure the most efficient and effective use of available active, reserve, civilian, and Coast Guard Auxiliary human resources.
 - g. Coordinate with the workforce forecasting and analysis staff to ensure appropriate decision tools are readily available to workforce program managers.
 - h. Oversee the formulation of policies concerning leadership training and professional development of all Coast Guard personnel to include the Unit Leadership Development

Program (ULDP), Individual Development Plan (IDP), Mentoring Programs, Leadership Training Programs, and the Career Development Advisor Program.

- i. Oversee Service policy and procedures that ensure all employees with potential for increased responsibility are provided appropriate leadership training opportunities.
- j. Liaison directly with the CG-1A Business Operations Staff to coordinate resource / financial management issues (e.g. budgeting, distribution of funds, executing current year budgets, etc) impacting the Directorate.

**OFFICE OF WORKFORCE FORECASTING AND ANALYSIS
(CG-12A)**

1. **Functions:** Under the general direction and supervision of the Director of Civilian Human Resources, Diversity, and Leadership, the Chief, Office of Workforce Forecasting and Analysis shall:
 - a. Provide timely, accurate, and predictive workforce analysis for program managers to assess the strategic implications and impacts of human resource policy decisions on the active duty, reserve, and civilian employee workforce.
 - b. Develop and oversee a program of total workforce forecasting, planning and management. Integrate information from the Assistant Commandant for Resources to develop military and civilian employment capability plans (MECP/CECP) for each component of the Coast Guard workforce.
 - c. Develop plans to forecast and predict accessions, promotions, training and other workforce flows compatible with force structures, personnel inventories and billet/position targets.
 - d. Predict the impact of external and internal trends on the Human Resources Management System in order to alert managers of potential problems and opportunities.
 - e. Design, develop and maintain computer models to forecast and project the size and flow of the Coast Guard workforce.
 - f. Provide policy analysis and decision support to the Human Resources Directors by evaluating past and present policies and practices, and by predicting the impact of proposed policies and practices on the structures of the active duty, reserve and civilian workforces.
 - g. Develop and maintain 1-5 year projections of active duty, civilian, and reserve inventories, accessions and training targets. Perform risk analysis on projections to enable resource trade-offs among all workforce components.
 - h. Design and maintain models to measure, track and report general detail consumption. Make recommendations on the size and distribution.
 - i. Review all planning initiatives that involve changes to the workforce (e.g., RCP, PP, PAA, etc.). Evaluate their impact on structure, design, cost, stocks and profiles, and any issues related to the effectiveness and efficiency of the current and future workforce.
 - j. Participate in the acquisition process to ensure human resource requirements are included in all phases of the acquisition process. Provide guidance on personnel matters to ensure personnel analyses are included early in major acquisitions.

- k. Initiate and/or participate in studies relating to workforce structure and flows.
- l. Recommend action to staff elements responsible for controlling accession, attrition and flow rates. Identify critical shortfalls/excesses and develop recommendations for remedial actions.
- m. Coordinate efforts with the financial management, personnel management, and training and accession staffs to ensure workforce planning efforts are incorporated with sufficient lead time to provide the required number of skilled personnel to perform the required work.
- n. Develop long and short range plans to meet the anticipated need of the organization in terms of number, type, series, grade and skill level of future active duty military and civilian workforces.
- o. Interact with the active duty, reserve and civilian human resources policy offices in determining the direction and health of their workforces.
- p. Develop and monitor workforce diversity representation and related accession goals for active duty, reserve and civilian workforces. Provide trend information to senior managers as required.
- q. Manage the Operations Research Postgraduate program.
- r. Project active, reserve and civilian workforce inventories, accession and training targets. Conduct risk analysis on projections to enable resource tradeoffs.
- s. Scan the external environment to estimate the capabilities of future trainees. Assess the implications of trends in labor market aptitude and other issues that may influence both the active duty or reserve component.
- t. Monitor active personnel flows to facilitate training load projections; recommend policies and practices to maintain stable desired flows.
- u. Develop and implement performance management systems that evaluate the effectiveness and efficiency of workforce planning and analysis.
- v. Develop, monitor and revise, as necessary, minimum qualification standards (including medical standards) for accessions and retention.

**OFFICE OF DIVERSITY AND INCLUSION
(CG-12B)**

1. **Functions:** Under the general direction and supervision of the Director of Civilian Human Resources, Diversity, and Leadership, the Chief, Office of Diversity and Inclusion shall:
 - a. Assist Coast Guard leaders in creating and maintaining a positive culture where the differences of all personnel are respected, so that all will have the opportunity to achieve their full potential and maximize their contributions to Coast Guard missions.
 - b. Develop and manage the Diversity Strategic Plan for the Service. Prepare and submit the Diversity Annual Report requirements as required.
 - c. Serve as a resource for all personnel on workforce climate and diversity policy concerns by providing counsel and clarifying policy. Collect information and provide a method for unit-level personnel to convey concerns regarding workforce climate and Coast Guard diversity policy to the policy advisors.
 - d. Manage cross-program workforce diversity and related initiatives by developing, coordinating, implementing and monitoring Coast Guard-wide strategic educational and training plans that emphasize the importance of a diverse workforce.
 - e. Ensure that the Diversity Policy Advisors (Gender, Ethnic, and Workforce) provide direct, regular and exception reports on diversity issues to the Assistant Commandant for Human Resources and to the Commandant through the Director of Civilian Human Resources, Diversity, and Leadership (CG-12).
 - f. Monitor the advancement and assignment process and results to ensure diversity is created and maintained across all rates, ranks, and assignments.
 - g. Advise in the formulation of policies as they relate to diversity issues. Directly liaison with the Coast Guard Personnel Service Center (PSC) on workforce diversity matters.
 - h. Support the Commandants Leadership, Excellence, and Diversity Council (LEAD) by providing logistical support and subject matter expertise. The Office Chief shall serve as the LEAD Co-Chair; Policy Advisors shall provide guidance and subject matter expertise to the LEAD.
 - i. Serve as the primary liaison with DHS and DOD concerning diversity management issues. Provide support to inter-service organizations such as the Defense Advisory Council on Women in the Services (DACOWITS) and Women in NATO Forces (WINF). The Gender Policy Advisor serves as the Coast Guard representative to DACOWITS and WINF.
 - j. Assess Organizational Assessment Surveys to identify workforce trends and identify ways to remove barriers to the promotion of workforce diversity.

- k. Lead Diversity Outreach initiatives both internally and externally to improve workplace climate and recruitment of diverse candidates into the Coast Guard. Maintain programmatic oversight of and manage all cross-programmatic diversity outreach and recruiting initiatives and activities by developing, coordinating, implementing and monitoring a Coast Guard-wide strategic outreach plans.
- l. Liaise with Hispanic Association of Colleges and Universities (HACU), Women in Military Service for America (WIMSA), Historically Black Colleges and Universities (HBCU), and Tribal Colleges and Universities (TCU) etc. to increase Coast Guard visibility and to leverage their contacts to improve recruiting.
- m. Provide support and encourage service involvement in diversity affinity groups (e.g., Association of Naval Services Officers (ANSO), Sea Services Leadership Association (SSLA), National Naval Officers Association (NNOA), etc.).
- n. Manage the COMPASS Outreach Team. Improve awareness of Coast Guard missions and opportunities in diverse communities by developing and maintaining a nationwide corps of Coast Guard members who perform outreach activities in diverse communities.
- o. Through each respective Coast Guard liaison billet, coordinate the efforts of the Coast Guard's participation in the Hispanic Association of Colleges and Universities (HACU) and Historic Black Colleges and Universities (HBCU) programs.
- p. Serve as a medium to reduce organizational barriers which exist due to communication failures between diverse people. Serve as a forum for the exchange of information concerning efforts to achieve and manage cultural diversity to ensure that initiatives are both effective and efficient.
- q. Maintain liaison with the Office of Civil Rights (CG-00H) and the Office of Leadership (CG-12C), as required, to oversee the minority and women recruiting programs.

**OFFICE OF LEADERSHIP
(CG-12C)**

1. **Functions:** Under the general direction and supervision of the Director of Civilian Human Resources, Diversity, and Leadership, the Chief, Office of Leadership shall:
 - a. Be responsible for the policy development, implementation and management of all leadership training opportunities for every segment of the Coast Guard workforce.
 - b. Formulate policies concerning leadership training of all Coast Guard personnel to include the Unit Leadership Development Program (ULDP)², Individual Development Plan (IDP), Mentoring Programs, and Leadership Training Programs.
 - c. Oversee the Unit Leadership Development Program (ULDP).
 - d. Promote individual responsibility in alignment with organizational standards and resources to foster a strategic approach to career planning through a Commandant Instruction providing policy, guidance, and forms in support of the Individual Development Plan (IDP).
 - e. Manage the Mentoring Program to promote interpersonal development through a formal mentoring web-assisted matching job aid, general mentoring tools, and an e-learning module(s).
 - f. Manage the Leadership Training Programs and establish the framework for leadership knowledge and skills relative to Coast Guard Leadership Competencies with the Leadership Development Center through targeted curriculum, courses and seminars including: (a) Class "A" School Leadership Curriculum, (b) Leadership and Management School, (c) CG attendance at DOD leadership programs, and (e) Commercial/Contracted Leadership Courses.
 - g. Manage AFC-56 quotas and funding allocations for all leadership courses delivered to the workforce. Solicit and select applicants for internal and DHS sponsored leadership development programs. Initiate procurement action for commercially obtained courses and serve as COTR for programs delivered under contract.
 - h. Manage the content, quality, and conduct of Coast Guard leadership training to ensure content is within the Leadership framework. Provide oversight on the establishment of procedures to insure appropriate emphasis on leadership training at all Coast Guard units/activities. Ensure leadership training and professional development activities reflect current doctrine and policy (Coast Guard, DHS, and DOD).
 - i. Serve as the Headquarters Program Manager for Coast Guard training programs (Officer Candidate School, Direct Commission Officer, Indoctrination, Cadet

² The ULDP is a web-based job aid developed and maintained by the Leadership Development Center mandated for use by every Coast Guard unit.

- Leadership Training, CWO Professional Development, CPO Academy, Leadership and Management School (to include all courses/versions), and Mentoring.
- j. Promote market and communicate the Coast Guard's leadership programs.
 - k. Develop policy, criteria and methods to recognize leadership excellence in the field. Solicit field nominations, convene selection panels, and conduct ceremonies for the following leadership awards: (1) Witherspoon, (2) McShan, (3) Putnam, (4) Greanoff, (5) Munro, and (6) Jarvis.
 - l. Use research of military and civil service professional development theory and principles to formulate and revise broadly applicable service-wide leadership standards.
 - m. Formulate policy and maintain oversight of the Enlisted Professional Military Education (EPME) program. Perform rating force management functions for all professional knowledge elements associated with each enlisted pay grade.
 - n. Serve as the primary liaison with DHS and DOD for professional military education requirements (Homeland Security Professional Education (HSPROFET), Joint, Enlisted and Officer Professional Military Education (JPME, EPME, OPME), leadership, professional development, and mentoring programs.
 - o. Oversee the content and quality of Leadership Development Center efforts to administer programs and training in accordance with established leadership policies.
 - p. Monitor the effectiveness of Leadership programs and policy focusing input from the field through management of the Commandant's Leadership, Excellence, and Diversity Council. Initiate semi-annual meetings and develop recommended interventions for the consideration of the Commandant.
 - q. Serve as the Executive Secretariat to the Coast Guard Academy (CGA) Board of Trustees (BOT). Liaise between CGA, CG-1, and Senior Leadership. Serve as the Executive Secretariat to the Coast Guard Academy (CGA) Board of Visitors (BOV) and serve as a liaison between CGA, CG-092 and Congress as required.

**OFFICE OF CIVILIAN HUMAN RESOURCES
(CG-121)**

1. **Functions:** Under the general direction and supervision of the Director of Civilian Human Resources, Diversity, and Leadership, the Chief, Office of Civilian Human Resources shall:
 - a. Plan, develop, and interpret personnel policies for civilian employees. Develop, implement, and maintain performance measurement systems that evaluate the efficiency and effectiveness of the civilian human resources program. Conduct program reviews for effectiveness and implement program communications.
 - b. Provide technical advice, guidance, and instructions to managers, command officials including operating personnel officials, work-life staffs, and Authorized Certifying Officials on civilian human resources issues.
 - c. Plan, develop, and issue human resources and permanent change of station travel policies and procedures (e.g., recruitment/staffing; RIF/TOF placement, special emphasis programs, performance management, awards, classification, pay, benefits, labor/employee relations, hours of work, and employee development, etc.) for civilian appropriated and non-appropriated fund employees of the Coast Guard.
 - d. Develop policies, standards, and requirement statements governing effective use of automated civilian human resources and payroll systems. Liaise as needed with responsible Departmental components and other Federal agencies on government automated civilian human resources payroll initiatives.
 - e. Adjudicate civilian, permanent change of station, compensation, health benefits and life insurance claims/waivers within as prescribed within approved delegated authority. Adjudicate permanent change of station and classification appeals.
 - f. Conduct special studies, research and analysis on a broad spectrum of workforce management issues to ensure the civilian human resources system facilitates accomplishing the Coast Guard's mission through effective management and utilization of its human resources.
 - g. Represent the Coast Guard in dealings with the DHS Office of the Chief Human Capital Officer (OCHO), OPM, GAO, other Departmental components, and federal agencies on civilian human resources issues. Serve as the Coast Guard representative on the DHS OCHO Director's Council. Serve as the principal point of contact between the Coast Guard and DOD to assure consistency and uniformity of civilian human resources mobilization policies and procedures.
 - h. Serve as principal advisor to senior command officials, including the Commandant, on civilian human resources matters and issues. Establish communications with the civilian workforce through a variety of means. Communicate the Commandant's

philosophy and position on issues of interest. Notify senior officials regarding issues of concern pertaining to the civilian workforce.

- i. Provide analysis, research and evaluation for special studies, items of importance to the Commandant, new program actions (i.e., legislative initiatives), Congressional inquiries and public interest matters.

**HUMAN RESOURCES OPERATIONS DIVISION
(CG-1211)**

1. **Functions:** Under the general direction and supervision of the Chief, Office of Civilian Human Resources, the Chief, Human Resources Operations Division shall:
 - a. Provide/advise on civilian human resources initiatives and the delivery of civilian human resources services to the Coast Guard's Headquarters and field activities personnel to include recruitment and staffing, reduction-in-force, personnel processing, personnel records management, position classification, salary/wage administration, employee benefits, employee relations, and labor relations.
 - b. Provide administrative control and technical support to the Field Advisory Units in accordance with personnel laws, regulations and implementing directives.
 - c. Monitor civilian human resources activities to ensure compliance with all appropriate laws, regulations, policies and procedures and the accurate and time completion of all assigned tasks.

HUMAN RESOURCES SERVICE CENTER
(CG-1211HQ / CG-1211NE / CG-121SE / CG-121W)³

1. **Functions:** Under the general direction and supervision of the Chief, Human Resources Operations Division, the Chief, Human Resources Service Center – HQ/NE/SE/W shall:
 - a. Serves as principal advisor to senior command officials on a wide variety of civilian human resource management matters and issues. Provide advice and assistance to managers and employees on personnel matters including restructuring the workforce, reduction-in-force actions, succession planning, career planning, position management and classification issues, centrally funded training matters, disciplinary and performance-based actions, grievances, labor relations, performance management, incentive awards programs, basic benefits, workers compensation, and leave regulations.
 - b. Conduct recruitment and staffing activities, provide advice and guidance on appropriate recruitment methods, and coordinate travel order requests for PCS moves.
 - c. Evaluate and classify civilian positions, maintain records of authorized position descriptions and billet allocations. Provide recommendations on position management issues, and interpret and administer pay policies and regulations.
 - d. Provide advice and assistance to managers and employees on basic benefits, performance management, incentive awards programs, leave regulations, and workers compensation.
 - e. Maintain official records of all civilian employees, process personnel actions and maintain all personnel information in associated soft/hardware applications. Liaison with payroll offices to ensure proper salary payments and compliance with third-party settlement decisions.
 - f. Establish and maintain communication through a variety of means that provide advice on issues of interest and concern to both military and civilian workforces within their respective areas of responsibilities.

³ The four CG-1211 HR Service Centers employees are dispersed throughout the Coast Guard with CG-1211HQ and CG-1211SE, and CG-1211W centered in Arlington, VA. CG-1211NE is centered in Baltimore. Associated billets are designated as Detached Duty at are located at various Coast Guard commands.

**WORKFORCE MANAGEMENT DIVISION
(CG-1212)**

1. **Functions:** Under the general direction and supervision of the Chief, Office of Civilian Human Resources, the Chief, Workforce Management Division shall:
 - a. Develop policies, program management guidance, and oversight for staffing, classification, recruitment, compensation, and program evaluation for the civilian workforce.
 - b. Develop policies and procedures regarding employment programs to include competitive and excepted services, examining, recruiting, promotion, placement, and conditions of appointment and re-employment.
 - c. Develop policies, plans, and budget for a wide variety of special emphasis employment programs, in response to Presidential, Secretarial, and Commandant Initiatives.
 - d. Manage the civilian recruitment program; formulate recruitment plans and initiatives to meet specific program area needs.
 - e. Develop reduction-in-force (RIF) policy, policy-governing transfer of civilians under transfer of function regulations, policy and oversight for effective outplacement of eligible employees affected by RIF or transfer of function.
 - f. Develop policies and procedures regarding classification of Federal Wage System and General Schedule positions and the administrative Classification of Academy Faculty, Administrative Law Judge, and Senior Executive Service positions.
 - g. Review all high-grade position classification actions (GS-14 and above). Adjudicate classification appeals.
 - h. As provided in statute, establish and promulgate pay and compensation policies including basic compensation, premium pay, pay benefits, allowances, differentials, and special pay setting for administrative pay plan personnel and special work force groups.
 - i. Conduct continuing program reviews to evaluate service-wide effectiveness of staffing, classification, recruitment, and compensation programs.
 - j. Review and analyze proposed laws, rules, and regulations. Participate in intra and interagency work groups. Provide analysis of proposed legislation and develop proposals as required.
 - k. Provide analysis, research, and evaluation for special studies, workforce planning efforts, new program actions (i.e., legislation, A-76), inquiries and public interest matters.

**WORKFORCE DEVELOPMENT AND SUSTAINMENT DIVISION
(CG-1213)**

1. **Functions:** Under the general direction and supervision of the Chief, Office of Civilian Human Resources, the Chief, Workforce Development and Sustainment Division shall:
 - a. Develop program policies, guidance and standards for performance management, leave, and hours of work, alternative work schedules, benefits, awards and incentive recognition programs, telework, drug and alcohol testing, and Worker's Compensation and unemployment compensation programs.
 - b. Oversee the performance management process for Coast Guard civilian employees. Ensure specific guidelines, rules, and regulations established by the Office of Personnel Management (OPM) and DHS are adhered to and ensure the operating field offices implement the programs within governing laws, rules, regulations, policies, and procedures.
 - c. Manage the civilian awards program to assure employees are appropriately recognized and rewarded. Coordinate Coast Guard participation in award ceremonies.
 - d. Oversee the work of the Retirement and Benefits Service Center, which provides advisory services and technical advice, retirement counseling and calculations, health/life insurance, Thrift Savings Plan, Flexible Spending Account, and Long-Term Care information, Workers' Compensation expertise, other assistance related to Federal civilian benefits and entitlements to employees and headquarters and field Human Resources Specialists. Evaluate programs and processes related to the advisory services and technical advice.
 - e. Adjudicate civilian claims and waivers regarding leave, health benefits, life insurance, and retirement within delegated authority.
 - f. Establish and promulgate leave and hours of work policies relating to alternative work schedules, telecommuting, employee absence, and use of leave.
 - g. Develop policies and procedures regarding employee health insurance, life insurance, Office of Workers' Compensation benefits, unemployment compensation issues, and associated benefits programs. Provides program oversight and advisory services to management on Worker's Compensation Issues.
 - h. Plan, budget, and implement a comprehensive outreach program to provide systematic and ad-hoc training Coast Guard-wide in performance management, awards and recognition, retirement counseling and other functional areas.
 - i. Develop and implement management information tools that assist commands to evaluate and measure, enhance or improve performance management in their respective areas of responsibility.

- j. Develop strategies to address Coast Guard-wide systemic retention issues affecting appropriated civilian employees.
- k. Monitor the civilian drug-testing program to assure compliance with governing regulations.
- l. Provide analysis, research, and evaluation for special studies, items of importance as directed by the Commandant, workforce planning efforts, new program actions (i.e., legislative, departmental), and public interest matters.

**WORKFORCE RELATIONS DIVISION
(CG-1214)**

1. **Functions:** Under the general direction and supervision of the Chief, Office of Civilian Human Resources, the Chief, Workforce Relations Division shall:
 - a. Oversee and manage the Coast Guard's employee relations program. This includes operational advice and guidance to customers in the areas of employee discipline and performance, and grievances and appeals and alternative dispute efforts.
 - b. Provide oversight to the Coast Guard's labor relations program. This includes operational advice and guidance to customers in negotiations, 3rd party representation, contract interpretation and unit clarification issues.
 - c. Develop and maintain various methods to adequately inform, guide, train, and support Command Staff Advisors and Human Resource Specialist. This includes issuance of newsletters, emails, manuals, teleconferences, library of resources, and training.
 - d. Develop and deploy supervisor training Coast Guard-wide in the employee relations and labor relations fields.
 - e. Represent the Coast Guard in dealings with Federal and non-Federal agencies on civilian employee relations and labor relations issues.
 - f. Continually assess and evaluate programs for effectiveness.

**STRATEGIC PLANNING & APPLICATIONS DIVISION
(CG-1215)**

1. **Functions:** Under the general direction and supervision of the Chief, Office of Civilian Human Resources, the Chief, Strategic Planning & Applications Division shall:
 - a. Develop plans, research, evaluate, and oversee initiatives which will best position the Coast Guard's Office of Human Resources in meeting future challenges. Review and emulate to the extent possible "best practices" of other government agencies and public sector human resource programs.
 - b. Review current Office business processes and revise or develops new processes as appropriate. Identifies future skill needs and develop plans to obtain those skills.
 - c. Propose human resource organizational alignment(s) to support Coast Guard's strategy and business plans.
 - d. Establish a human resources professional development framework.
 - e. Formulate strategic plans and initiatives to meet the human resource needs of customers consistent with statutory and regulatory requirements. Develop approaches that maximize state-of-the-art tools, incorporate technology, and emphasize innovation and continuous evaluation and improvement in products and customer service.
 - f. Develop requirement statements, statements of work, cost benefits analysis, and gap analysis for potential automated human resource systems.
 - g. Review, evaluate and acquire automated human resource automation systems, many of which are commercial off the shelf systems. Provide policies, standards and training governing the effective use of automated civilian human resource systems.
 - h. Provide liaison with responsible departmental elements for policy and administration of automated civilian human resources and payroll systems.
 - i. Develop policy, and provide technical advice, guidance, and instructions to managers, command officials including operating human resources officials on permanent change of station and invitational travel issues.
 - j. Develop and administer the budget for the Office of Civilian Human Resources.

**DIRECTOR OF RESERVE AND MILITARY PERSONNEL
(CG-13)**

1. **Mission:** Provide the Coast Guard a Ready Reserve Force that embodies the competencies necessary to perform Maritime Homeland Security; Domestic and Expeditionary Support to National Defense; and Response to Domestic Disasters, both natural and man-made. Provide an Active Duty Force to support all missions of the Service.
2. **Functions:** Under the general direction and supervision of the Assistant Commandant for Human Resources, the Director of Reserve and Military Personnel shall:
 - a. Serve as Commander of the Coast Guard Reserve Component and Program Director of the Reserve Training Program (RT). Develop policies and guide the delivery of services to ensure a mission-ready Reserve Component. Serve as Director and Functional Manager of the RT Appropriation.
 - b. Develop a reserve program vision and strategic guidance for the Coast Guard Reserve Component in alignment with the Coast Guard's Reserve Policy Statement and DOD Reserve Components.
 - c. Develop the policies and practices to acquire, allocate, assign, train, administer and support the Reserve Component.
 - d. Assist program managers to determine surge, mobilization, augmentation and other part-time workforce requirements that make the best use of full and part-time resources.
 - e. Designate membership for Reserve Component policy boards and approve promotion opportunities for Inactive Duty Promotion List officers.
 - f. Advise and consult with other Directors, FORCECOM, AREA Commands, and DCMS on Reserve Component issues, actions, and initiatives. Advocate for the Reserve Component within the Coast Guard and with DOD and DHS.
 - g. Serve as a member of the DOD Reserve Forces Policy Board (RFPB), Coast Guard Academy Board, and other appropriate Coast Guard and DOD boards.
 - h. Oversee the Coast Guard housing program including government owned, leased, and unaccompanied personnel housing.
 - i. Serve as Program Manager for the Coast Guard Personnel Records Review Board (PRRB).
 - j. Develop workforce management plans and policies; ensure overall policy consistency between the active and reserve components.

- k. Develop and issue personnel, pay, compensation, travel, transportation and uniform policies and procedures. Administer programs for retirees and decedents of military and lighthouse personnel, including survivor benefit plans.

**MASTER CHIEF PETTY OFFICER
COAST GUARD RESERVE FORCES (CGRF-MC)**

1. **Functions:** Under the general direction and supervision of the Director, Office of Reserve and Military Personnel, the Coast Guard Reserve Forces Master Chief shall:
 - a. Assist and advise the Commandant, Vice-Commandant, the Director of Reserve and Military Personnel, and the Master Chief Petty Officer of the Coast Guard (MCPOCG) on the impact of existing or proposed policy changes and potential situations pertinent to the morale and general well-being of Coast Guard Reserves personnel and their families.
 - b. Ensure that lines of communication, both written and oral are available to all Reserve enlisted personnel. Maintain and keep a communications link with field units through Reserve Command Master Chiefs, or directly to field units by correspondence, visits, social media to exchange ideas and disseminate information affecting the enlisted workforce community, and as needed the entire Coast Guard.
 - c. Remain informed concerning current Reserve enlisted personnel policies including pay and allowances, morale, welfare, housing and incentive programs that impact Reserve enlisted personnel.
 - d. Upon invitation, act as the Reserve enlisted representative of the Commandant, Vice Commandant, and the Director of Reserve and Military Personnel, and in the community and at civic functions, and accompany the Commandant, Vice Commandant, and the Director of Reserve and Military Personnel to official functions, inspections, and ceremonies as appropriate.
 - e. Assist the Commandant, Vice Commandant, and the Director of Reserve and Military Personnel in establishing a positive Service climate that is based on personal respect for all members regardless of race, color, religion, gender, age, or national origin, within constraints of the law.
 - f. Maintain direct liaison and communications with the Reserve senior enlisted member representing Reserve members of the other Services of the United States Armed Forces.
 - g. Ensure Chiefs' Call, Training & Indoctrination (CCTI) is conducted within current guidelines.
 - h. Actively participate in the Chief Petty Officer Academy curriculum design.
 - i. Review Reserve Command Master Chief applications and selections. Review and recommend changes to Reserve CMC billets.

OFFICE OF RESERVE AFFAIRS
(CG-131)

1. **Functions:** Under the general direction and supervision of the Director of Reserve and Military Personnel, the Chief, Office of Reserve Affairs shall:
 - a. Provide the Coast Guard a Ready Reserve Force that embodies the competencies necessary to perform Maritime Homeland Security; Domestic and Expeditionary Support to National Defense; and Response to Domestic Disasters, both natural and man-made; and to provide a staff of Full Time Support personnel to organize, administer, recruit, instruct, and train the Reserve Component.
 - b. Develop Reserve Program vision, strategic guidance and supporting plans and actions to improve the readiness of the Reserve Component and the Reserve Program Administrator Corps.
 - c. Develop goals and objectives to improve the readiness and health of the Reserve Component. Develop and monitor measures to evaluate the efficacy of laws, policies, doctrine, and programs that impact the Reserve Component.
 - d. Serve as the working level point of contact with the Office of the Assistant Secretary of Defense (Reserve Affairs). Take appropriate action regarding all legislative initiatives, policies, doctrine, and programs that affect the Coast Guard Reserve Component (i.e. DOD, CG Authorization Act, DHS, etc.).
 - e. Develop accession policy and determine accession requirements to maintain established strength for the Reserve Component; manage the Reserve Component enlisted advancement and officer promotion system policies and requirements to ensure a healthy and viable work force. Develop policies for career progression and retention that are consistent with those for the active component.
 - f. Initiate request for authority for involuntary recall of Reservists on active duty for any contingency.
 - g. Develop RT Appropriation budgets; develop policies and priorities for RT Appropriation budget formulation and provide oversight and guidance for AFC-90 budget execution in alignment with policies, priorities, and financial controls. Ensure DCMS-8 is aware of key AFC-90 resource issues for integration into overall CG-1 resource-related actions. Develop and manage staffing standards for the RT-funded Full-Time Support (FTS) positions. Develop policies and doctrine for FTS position utilization in alignment with current statutes. Evaluate requests to reprogram FTS and SELRES positions to ensure compliance with statutes, policies and doctrine.
 - h. In partnership with the FORCECOM, as well as other Headquarters' Program Managers, establish training requirements for and facilitate delivery of training to Coast Guard reservists. Evaluate the impact of training programs on the RT Appropriation and the work force.

- i. Direct the Reserve Component's external contacts program with OSD, DOD Reserve Components, military coalition organizations, and other organizations as appropriate.
- j. Develop legislative initiatives affecting the Reserve Component, coordinating with the DOD and the Active Component as needed.
- k. Ensure the Reserve Component is optimally structured, via the PAL, to respond to surge requirements as articulated in the deliberate planning process and the CPRL. Monitor the relationships between various contingent demands and the implications for training and personnel policies. Devise measures and monitor reserve personnel inventories and force structures, monitor active inventories to facilitate training load projections, and recommend policies and practices to achieve inventory goals.
- l. Develop Reserve Component personnel policies in coordination with managers of the Active Component and the DOD Reserve Components. Serve as Program Manager for the reserve personnel service delivery system at the Coast Guard Personnel Services Command. Evaluate the impact of reserve personnel policies, flows and transitions (accessions, promotions, lateral rating changes and losses) on Reserve Component strength and the work force.
- m. Serve as the Program Manager for the Reserve Program Administrator (RPA) Corps to ensure a viable, competent corps of Reserve Force Readiness System (RFRS) experts. Develop a succession plan that incorporates designation criteria, professional development, and permanency. In cooperation with CG-12A and CG-PSC, develop, execute and evaluate associated personnel policies for the RPA Corps. Ensure professional development of FTS employed with the RFRS.

**RESERVE POLICY AND PLANS DIVISION
(CG-1311)**

1. **Functions:** Under the general direction and supervision of the Chief, Office of Reserve Affairs, the Chief, Reserve Policy and Plans Division shall:
 - a. Execute the Reserve Program's strategic and business plans. Monitor progress and adjust plans as needed.
 - b. Review all associated and proposed laws and DOD directives/instructions for Coast Guard impacts. Provide feedback/comments to the originator. Develop policies and plans to implement changes as needed.
 - c. Monitor special DOD initiatives, e.g. Commission on the National Guard and Reserve (CNGR) Report, and the potential impact on the Coast Guard Reserve. Develop plans in anticipation of impacts.
 - d. Propose changes to Coast Guard policy, where required, to support the Reserve Component.
 - e. Submit Title 14 Legislative Change Proposals in support of the Reserve Program, as well as, Unified Legislation and Budgeting (ULB) initiatives through DOD, as required. Track progress of and respond to inquiries on the resulting Coast Guard Authorization Bills and National Defense Authorization Act (NDAA) throughout the legislative process.
 - f. Identify Coast Guard Reserve policy gaps. Develop, maintain, and monitor plans of action and milestones to address those gaps as identified.
 - g. Develop policies on the employment and transitioning of the Reserve Component, including mobilization and demobilization and ADSW in alignment with current statute and DOD policies.
 - h. Direct the activities of the Coast Guard Reserve Policy Board, including soliciting for input, managing the agenda, and convening the Board.
 - i. Coordinate with the DoD Reserve Force Policy Board on Coast Guard participation and involvement.
 - j. Develop and maintain Reserve workforce management plans, including, but not limited to, reserve enlisted/officer recruiting, training system requirements (basic training/REBI/"A" and "C" School quotas, enlistment bonuses and incentives, Reserve portion of Officer Corps Management Plan (OCMP) and the Chief Warrant Officer Management Plan (CWO OCMP) as developed by CG-12A, and the Reserve Enlisted Advancement Plan. Monitor all plans and adjust as needed.
 - k. Coordinate and submit the Coast Guard Reserve plan to the annual National Guard and Reserve Equipment Report.

- l. Monitor and track execution of the current Fiscal Year mobilization plan.
- m. Manage Reserve Mobilization/Demobilization processes in support of the Reserve workforce. Implement policies and procedures for SELRES mob/demob, initiate SELRES training programs, and monitor personnel contingency requirements.
- n. Serve as the Reserve employment point of contact for planning/working groups.
- o. Serve as Reserve employment point of contact for development of out-year mobilization plans. Coordinate with CG-5 to request Title 14 recall authority.
- p. Develop an annual Reserve Program Administrator and MCPO, Coast Guard Reserve Forces succession plans. Coordinate selection and assignment with the Coast Guard Personnel Services Command.
- q. Respond to Congressional correspondence resulting from constituent letters on a variety of policy and entitlement questions.

**RESERVE PROGRAMS DIVISION
(CG-1312)**

1. **Functions:** Under the general direction and supervision of the Chief, Office of Reserve Affairs, the Chief, Reserve Programs Division shall:
 - a. Serve as the Reserve Program resource manager. Ensure use of RT Appropriation, including AFC-90 funding and RT funded Full Time Support (FTS) billets align with congressional intent, planned contingency requirements, and Reserve Program strategic initiatives.
 - b. Serve as the RT Appropriation Funds Manager; train and monitor field personnel on financial management and internal controls requirements. Direct field AFC-90 funds management. Obtain input from FORCECOM and AFC 90 funds managers and determine the distribution of funds within the AFC. Establish guidance for all AFC-90 fund managers. Review, adjust, and approve field spend plans to ensure allocation of AFC-90 supports mobilization readiness and training.
 - c. Develop reserve program out-year budgets to support program plans, initiatives, and policies. Maintain out-year AFC-90 (RT Appropriation) financial forecasts.
 - d. Monitor and execute current Fiscal Year business plan.
 - e. Analyze AFC-90 Quarterly Variance reports. Adjust spend plan allocations to improve spend-down rates and maximize field access to Reserve mobilization training resources. Approve funds transfers from the RT Appropriation and execute AFC-90 funds transfers to field AFC-90 fund managers. Direct close-out actions and requirements.
 - f. Develop RT-to-OE Refund plans. Analyze refund for alignment with internal controls. Make recommendations for adjustments as required. Execute and monitor the refund (process).
 - g. Analyze legislative changes, reserve policy changes, and ongoing program initiatives to ensure adequate resources are available and new requirements are factored into out-year plans.
 - h. Develop criteria for the annual revision of Reserve Standard Personnel Costs (SPCs).
 - i. Draft and submit Resource Proposals and Legislative Change Proposals as required.
 - j. Develop responses to Budget Book Questions (BBQs) and Questions for the Record (QFRs).
 - k. Audit PAL Reserve resources against training and mobilization requirements, pay grade, rating structure, and financial impacts. Coordinate personnel systems documentation of PAL Reserve requirements. Provide clearance review and coordinate reprogramming changes to all Selected Reserve (SELRES) and FTS PAL

- positions. Oversee Semi-Annual Reprogramming Review (SARR) involving reserves. Facilitate and support the Reserve Workforce Structure Board.
- l. Develop policy on utilization of FTS. Conduct annual review of FTS staffing standards and allocation; assess alignment with RT support criteria and make reprogramming recommendations. Audit utilization of FTS to ensure alignment with statutes and policy.
 - m. Coordinate current year FTS reprogramming actions as described in the annual Full Time Support (FTS) review.
 - n. Coordinate personnel systems documentation of Reserve requirements on the PAL (competencies, CPRL linkage, etc.).
 - o. Manage and track execution of the current Fiscal Year Reserve workforce management plan to include, Reserve enlisted/officer recruiting; Training system requirements(basic training/REBI "A" and "C" School quotas); Enlistment bonuses and incentives; CG Integrated Accession Plan; Officer Corps Management Plan; Enlisted Advancement Plan.
 - p. Monitor IDT/ADT participation and readiness compliance levels and distribute regular status reports and additional guidance, as required. Monitor IADT, IDT, ADT and ADSW-RC utilization to ensure alignment within established policy, training requirements, and budget frameworks.

**RESERVE INFORMATION AND EVALUATION DIVISION
(CG-1313)**

1. **Functions:** Under the general direction and supervision of the Chief, Office of Reserve Affairs, the Chief, Reserve Information and Evaluation Division shall:
 - a. Develop, maintain, and evaluate all performance measures for the Reserve Component (IDT/ADT participation, Annual Screening Questionnaire, Medical/Dental readiness, etc.).
 - b. Develop and maintain business plans and program performance measures reports.
 - c. Oversee and maintain incorporation of data and information into the DOD Reserve Equipment Report and the annual Reserve DHS report.
 - d. Develop and maintain status reports, historical data, and trend analysis reports for recruiting and other gains; attrition and other losses; workforce end-strength data; financial management; readiness; mobilization; training; diversity, and reports archive.
 - e. Monitor Reserve Component Data in the Enterprise Data Warehouse and coordinate interface requirements.
 - f. Ensure alignment of applicable Coast Guard and DOD Data Systems with reserve component policy/procedures by analyzing problem statements and recommending changes to systems or policy/procedures (e.g. Direct Access, CG Business Intelligence, Reserve Component Common Personnel Data System, Mobilization Readiness Tracking Tool, and the Enterprise Data Warehouse).
 - g. Research technological solutions to reserve component business problems.
 - h. Develop and execute the reserve component strategic communications plan.
 - i. Communicate Reserve Policy and provide CG-13 communications as necessary for internal outreach to Reservists via ALCOAST, the "Reservist", CG web and CG Portal.
 - j. Serve as the lead sponsor of "Reserve Education" via published avenues to address reserve unique processes in mobilization, demobilization, career opportunity, etc.
 - k. Engage the Office of the Assistant Secretary of Defense (Reserve Affairs- OASD-RA) for the development of common USCGR/OASD-RA external communications.
 - l. Serve as the Coast Guard liaison for external Reserve communications related to Reserve issues with DOD Commands (e.g. COCOMs, Employer Support of Guard and Reserve).

- m. Provide Reserve program public affairs interface to external media relations (e.g. Navy Times, Reserve Officer's Association Magazine, SeaPower, JFQ, Military Officers Association, Fleet Reserve Association, etc.).
- n. Provide Reserve Issue Flag support (speechwriting and talking points for CCG, VCG, DCMS, CG-1, and CG-13).
- o. Provide CG-13 Flag support for the Reserve Policy Board, OASD-RA, ROA, and all other Reserve related functions.
- p. Oversee and execute the Reserve Awards program (e.g. Waesche, Sparks, Reserve Outstanding Junior Officer, Reserve Family Readiness, etc).
- q. Oversee and ensure logistics for Reserve sponsored events such as ROA Mid-Winter, Reserve Anniversary, Fleet Reserve Association participation, Inter-Allied Confederation of Reserve Officers.

**OFFICE OF MILITARY PERSONNEL
(CG-133)**

1. **Functions:** Under the general direction and supervision of the Director of Reserve and Military Personnel, the Chief, Office of Military Personnel shall:
 - a. Supervise the Coast Guard Liaison to DOD Compensation Staff.
 - b. Coordinate with CG-12A, CG-12B, CGA, CG-PSC, and CGRC to establish policy, set minimum qualification limits, and promote opportunities in the Coast Guard military recruiting program for minorities and women.
 - c. Serve as a member of the Coast Guard Headquarters Council on Strategies for Performance Improvement in Leadership.
 - d. Develop policies for the accession, assignment, and separation of military personnel.
 - e. Develop and coordinate military compensation policies and procedures.
 - f. Develop and coordinate policies and procedures relating to military travel and transportation entitlements.
 - g. Serve as program manager for the Coast Guard Personnel Command and Coast Guard Recruiting Command.
 - h. Convene the Uniform Board, Discharge Review Board (DRB), Selective Reenlistment Bonus (SRB) Panel, Special Duty Assignment Pay (SDAP) Panel, Enlisted & Officer Accession Bonus Panels and the Critical Skills Retention Bonus (CSRB) Panel.
 - i. Provide budgetary input and analysis for CG-13's budget to CG-1A and coordinate all CG-13 responses (e.g., Legislative Change Proposals (LCPs), Resource Proposals (RPs), Background Book Documents (BBDs), Question for the Record (QFRs), etc.) to Congress, DHS, OMB, IG, etc., on all personnel related topics. [New].
 - j. Oversee and manage the Coast Guard's Housing Program.

**POLICY AND STANDARDS DIVISION
(CG-1331)**

1. **Functions:** Under the general direction and supervision of the Chief, Office of Military Personnel, the Chief, Policy and Standards Division shall:
 - a. Develop, formulate and implement enlisted and officer personnel management policy and procedures; recommend legislation, if appropriate. Review proposed legislation affecting military personnel and recommend Coast Guard action.
 - b. Partner with CG-PSC to develop assignment and rotation policies for officer and enlisted personnel. Develop tour lengths and obligated service requirements for officer reassignments and enlisted transfers.
 - c. Determine, in accordance with operating needs, the overall experience for officer personnel; coordinate billet requirements and training requirements to sustain the needed experience level.
 - d. Oversee and monitor the Officer Evaluation System and the Enlisted Performance Evaluation System.
 - e. Develop and recommend retirement and separation policies impacting military personnel.
 - f. Serve as Coast Guard point of contact on military educational benefits. Review and take action on legislative proposals and recommend Coast Guard action.
 - g. Oversee military discipline functions including oversight of Coast Guard prisoners in Navy Brigs.
 - h. Administer the Coast Guard Voting Assistance Program(s).
 - i. Review all Court Martial cases referred for severity, appropriate sentence, effect on current policies and concepts of discipline and justice and for requests of restoration of duty and residual clemency.
 - j. Review complaints of indebtedness, non-support of dependents, and paternity. Recommend resolution.
 - k. Develop policy for and manage the military Drug Awareness and Detection Program.
 - l. Process all requests for Discharge Review Board consideration from both officer and enlisted former members.
 - m. Serve as Secretary and provide administrative support for the Coast Guard Board of Awards.

- n. Prepare citations for award of personal decorations above the Meritorious Service Medal (MSM) in precedence, and Unit Commendation Awards for Coast Guard Headquarters Units.
- o. Serve as Coast Guard representative to the DOD Awards Advisory Group. Communicate DOD interpretation and application of regulations on awards to CG senior leadership.
- p. Design and develop new medals and ribbons, as required. Initiate instructions and criteria concerning new awards and decorations.
- q. Maintain the Coast Guard's Lifesaving Medal program, including processing of requests and maintaining the medal supply. Maintain the chronological record and Lifesaving Record Book for the National Archives of the Recipients of the Gold and Silver Lifesaving Awards.
- r. Make determination as to eligibility of personnel for campaign, service, and expeditionary awards.
- s. Develop procedures to evaluate the effectiveness and impact of programs administered and services provided to personnel in the field.
- t. Coordinate and fund Coast Guard participation in the Coast Guard Foundation Awards ceremonies.
- u. Coordinate CG-1 military medals and awards program.
- v. Provide policy determinations in response to questions from the field.
- w. Respond to requests from veterans and families of veterans regarding historical award eligibility.
- x. Request and review Official Military Personnel Folders for former Coast Guard personnel to determine eligibility for awards in response to requests from veterans, families of veterans, members of Congress, members of the public, and Coast Guard units.
- y. Maintain historical files regarding award policy, Board of Awards records, and approved awards, ensuring compliance with National Archives and Records Administration requirements.
- z. Respond to congressional requests and QFRs related to awards and awards eligibility.
- aa. Process requests for concurrence from other Services for awards to Coast Guard members and vice-versa.
- bb. Monitor and review Congressional and DOD actions for applicability to Coast Guard awards policy. Revise Coast Guard awards policy if required.

cc. Maintain inventory of medals and ribbons for distribution with approved awards by Commandant, CG-1, and/or CG-12/CG-13, and retroactive awards to veterans.

**COMPENSATION DIVISION
(CG-1332)**

1. **Functions:** Under the general direction and supervision of the Chief, Office of Military Personnel, the Chief, Compensation Division shall:
 - a. Establish policy for military pay and allowances, and expenses associated with executing official travel orders. Establish procedures for military household goods (HHG) transportation.
 - b. Resolve field generated inquiries concerning pay and allowances, and expenses associated with carrying out official travel.
 - c. Represent the Coast Guard on the Military Advisory Panel (MAP) of the Per Diem, Travel, and Transportation Allowance Committee (PDTATAC); coordinate travel and transportation policy with regard to active duty, reserve, retired personnel and annuitants.
 - d. Analyze system impact of new legislation and changes affecting pay and allowances, and expenses associated with carrying out official travel. Provide the Coast Guard Personnel Services Center (PSC) with legislative and regulatory updates and changes in pay and allowances, including travel entitlement policies. Provide budgetary input and analysis for any CG-1 compensation related Resource Proposals (RPs) to DCMS-8 via the CG-1A budget staff.
 - e. Incorporate policy changes into pertinent Commandant Instructions, i.e. Coast Guard Pay Manual, Coast Guard Supplement to the Joint Federal Travel Regulations (JFTR), and the Household Goods Transportation Manual.
 - f. Oversee the Coast Guard's in-service and out-of-service debt collection program as it pertains to pay and allowances matters.
 - g. Coordinate Coast Guard input to the Quadrennial Review of Military Compensation (QRMC) process. Attend briefings and provide Service perspective to all initiatives. Serve as Member of the QRMC Advisory Panel.
 - h. Serve as Authorized Certifying Officer (ACO) for Coast Guard claims/appeals of military members and annuitants for pay and allowance entitlements.
 - i. Consult with the Claims Group of the Comptroller General in claim matters relating to pay and allowances, travel, and HHG transportation.
 - j. Coordinate Coast Guard participation in the annual Basic Allowance for Housing (BAH) survey.
 - k. Oversee administration of Coast Guard Transportation Operational Personal Property Standard System (TOPS).

- l. Represent the Coast Guard at Surface and Distribution Command (SDDC) and Transportation Command (TRANSCOM) meetings relating to the movement of household goods and passengers.
- m. Coordinate training programs for Personal Property Transportation Offices.
- n. Administer the former Retired Serviceman's Family Protection Plan (RSFPP), the current Survivor Benefit Plan (SBP), and Reserve Component SBP (RCSBP).
- o. Coordinate Coast Guard participation in Servicemembers' Group Life Insurance (SGLI) program as administered by the Office of Servicemembers' Group Life Insurance (OSGLI).
- p. Oversee Coast Guard decedent affairs and survivor benefits program.
- q. Administer the retired member trusteeship and annuitant representative payee programs.
- r. Liaison with the Office of Secretary of Defense (Compensation) and serve as Coast Guard representative to DOD advisory councils for: RSFPP/SBP/RCSBP benefit plans; SGLI/VGLI insurance and retired affairs programs; and special and incentive pays, housing allowance, and subsistence allowance reform groups.
- s. Administer the Decedent Affairs program for all Coast Guard personnel casualties. Issue Honorable Service Certificates. Prepare individualized survivor benefit packages and ALCOAST messages as necessary. Assist Physical Disabilities Eval Branch of the Coast Guard Personnel Services Center (CG-PSC-PSD-DE) in processing death cases.
- t. Participate in the Joint Unified Legislation and Budgeting (ULB) process, sponsored by the Office of the Under Secretary of Defense for Personnel and Readiness, to develop an annual legislative program to build the DOD Authorization Act Resource Proposal (DOD AUTHACT RP) (based on the ULB and NDAA proposals/mandates) for submission to DCMS-8.
- u. Administer Coast Guard transition assistance TRICARE eligibility and participation in the Defense Eligibility Enrollment Reporting System (DEERS) and Real-time Automated Personnel Identification System (RAPIDS) and the funding of Coast Guard's fair share costs. Provide a standing member to the Joint Uniformed Services Personnel Action Committee (JUSPAC).
- v. Ensure that retiree views are considered in the development of benefits (e.g., TRICARE, DEERS enrollment, dental, medical, etc.) and recommend policy changes through the proper channels. Provide administrative and logistical support to the National Council of Coast Guard Retirees.

**HOUSING DIVISION
(CG-1333)**

1. **Functions:** Under the general direction and supervision of the Chief, Office of Military Personnel, the Chief, Housing Division shall:
 - a. Develop policy and provide guidance, direction, and coordination for the housing program, including the monitoring of safety and energy efficiency.
 - b. Provide support and ensure application consistent with housing program policies and directives.
 - c. Provide policy and guidance support to Housing Program Coordinators, including Owned Housing Maintenance Coordinators (OHMCs).
 - d. Administer the operation and maintenance (O&M) of family owned housing.
 - e. Manage leased family and unaccompanied housing, inter-service support agreements, and unaccompanied personnel housing. Coordinate housing matters as necessary with outside agencies, including DOD.
 - f. Serve as the Program Manager for the Housing Management Information System (HMIS) database, the Public Private Venture (PPV) projects, and for the Environmental Risk Assessment (ERA) database.
 - g. Serve as the approval authority for all blanket waivers, and individual waivers related to the housing program.
 - h. Serve as the housing representative for the annual Basic Allowance for Housing (BAH) data collection.
 - i. Develop policies and procedures for designation of Critical Housing Areas (CHA).
 - j. Sponsor all legislation and budget requests for housing operating expenses.
 - k. Provide concurrent clearance on proposals regarding home porting changes, unit changes, billet reprogramming, and other initiatives affecting housing. Provide program manager prioritization to CG-43 for inclusion in the Shore Facility Requirements List (SFRL). Coordinate Housing Market Studies.
 - l. Develop, budget, and manage AFC-01 (lease and inter-service support agreements for housing) and AFC-30 (owned family housing) funds for housing programs. Monitor ATU budgets for housing maintenance.
 - m. Plan, budget and manage staffing resources for housing programs.
 - n. Approve all housing management training curricula programs for military and civilian housing staff.

- o. Coordinate management of the Homeowners Assistance Program (HAP) with the U.S. Army Corps of Engineers.
- p. Perform evaluations to maximize effectiveness, utility and quality of Coast Guard housing programs.
- q. Develop, track, and reconcile leased and Coast Guard owned housing costs. Ensure that accounting records accurately reflect housing costs.