



DEPARTMENT OF THE NAVY

NAVAL SEA SYSTEMS COMMAND
WASHINGTON, DC 20362-5101

IN REPLY REFER TO

NAVSEAINST 12460.1A
OPR 07231C
24 August 1988

NAVSEA INSTRUCTION 12460.1A

From: Commander, Naval Sea Systems Command

Subj: BORROWING AND LOANING OF PERSONNEL BETWEEN NAVAL
SHIPYARDS TO MEET TEMPORARY SKILL SHORTAGES

Ref: (a) NAVSEAINST 7600.27

1. Purpose. To reissue policy and procedures regarding the borrowing and loaning of personnel between naval shipyards to meet temporary skill shortages.

2. Cancellation. NAVSEAINST 12460.1 of 7 Mar 1977 was cancelled by NAVSEANOTE 5215 of 2 Jan 1986.

3. Discussion

a. Naval shipyards are complex industrial facilities which provide logistic support to the fleet and to other naval shore activities. Specific support assignments can be extremely varied in nature, often requiring special skills or technical training. In addition, emergent requirements of a priority nature can place a serious demand on limited or previously committed personnel resources, necessitating local action to ensure continued support of all assigned tasks.

b. A variety of remedial actions are available to the local shipyard commander, including the use of overtime, utilization of other shipyard personnel holding secondary skills and recruitment from the local labor market. Occasionally, however, these local actions will not relieve the temporary skill shortage and completion of scheduled work is jeopardized. When this occurs, a management decision must be made which considers rescheduling or deferring lower priority work to relieve the skill shortage, or borrowing the required manpower from another naval shipyard.

c. The Naval Sea Systems Command strongly affirms that under certain conditions borrowing or loaning of personnel among shipyards is a necessity and best serves the interests of the Navy, notwithstanding any additional costs which may be incurred. However, it is incumbent upon shipyard management to consider all aspects of the situation and develop a general comparison of the relative costs to the Navy. Due consideration must be given to the urgency of the work involved and the availability of needed

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skills at other shipyards which are surplus to their immediate needs. When the decision is made to use skills borrowed from another shipyard, the basis for that decision should be documented and retained to show that this was indeed the appropriate course of action. Financial policy and accounting procedures for the costs associated with employees loaned and borrowed among naval shipyards are contained in reference (a).

4. Action. All naval shipyards experiencing temporary shortages of an occupational skill that jeopardizes completion of scheduled work shall take action in the following order of precedence:

- *) a. Exhaust all local labor sources, including recruitment of temporary employees, involving unions where appropriate; use overtime within NAVSEA constraints; and use shipyard personnel possessing secondary skills.
- b. Consider rescheduling lower priority work, where feasible, to avoid borrowing personnel from another naval shipyard.
- c. Compare the relative costs to the Navy, considering urgency of work and the availability of needed skills in other shipyards, before reaching a decision to borrow the required personnel.
- d. Document, to the extent required, including economic analysis, the basis for any decision to use borrowed personnel.

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