



Acquisition Directorate

Blueprint for Continuous Improvement



"The Blueprint...is the capstone strategic document for reshaping our acquisition and contracting capabilities." -Adm. Thad W. Allen

Version 4.0, July 2009





THE COMMANDANT OF THE UNITED STATES COAST GUARD
WASHINGTON, DC 20593-0001
JUL 24 2009

I am pleased to introduce the Acquisition Directorate's "*Blueprint for Continuous Improvement*". Capitalizing on our successful acquisition reforms, this document institutionalizes business practices that are fundamentally sound and flexible enough to meet future Coast Guard mission demands.

The Coast Guard is undergoing a major effort to modernize our organizational structure and support processes to improve mission execution. Given the complexities of current and future mission requirements, a significant part of our modernization effort must be focused on the acquisition of new and improved aircraft, surface vessels, and systems to replace many of our aging and costly-to-maintain legacy assets. As such, the *Blueprint for Continuous Improvement* provides the framework for the Acquisition Directorate to accomplish this imperative.

When I directed the establishment of the Acquisition Directorate just over two years ago, I envisioned it as one of the cornerstones of a continuously improving mission support organization. This new structure will help our headquarters units and field activities keep pace with evolving mission needs and be responsive to the operating force. The Acquisition Directorate's role is to ensure that the field receives the best possible solutions that enable our men and women to execute Coast Guard missions more effectively, efficiently and safely.

Beginning with earlier editions of the *Blueprint for Acquisition Reform*, the Acquisition Directorate has made great strides toward developing the functional capabilities necessary to contract and manage the costs, schedules, and performance measures of our most complex acquisition programs. Along with other key strategic documentation, the *Blueprint for Acquisition Reform* gave us a comprehensive model that is aligned with the leadership priorities of the Coast Guard and the Department of Homeland Security (DHS). It has also equipped our workforce with the professional skills, competencies, and credentials necessary to position our acquisition programs for future success.

Together with DHS, our stakeholders, our partners in the Department of Defense, and our Congressional oversight committees, we have transformed the Coast Guard's business culture to be more adaptive to our dynamic operating environment. The time is right to move from a period of reform to one of continuous improvement. We are committed to delivering safe, reliable, and capable assets for our men and women. Our Coast Guard Guardians deserve nothing less.

Semper Paratus!

A handwritten signature in blue ink, appearing to read "Thad W. Allen", written in a cursive style.

Thad W. Allen,
Admiral, U.S. Coast Guard
Commandant



Assistant Commandant for Acquisition (CG-9)
Chief Acquisition Officer (CAO)
United States Coast Guard
Washington, D.C. 20593-0001

The Path to Continuous Improvement

In the two years since the initial stand-up of the Acquisition Directorate (CG-9), the Coast Guard has undertaken a major effort to reform and modernize our acquisition enterprise. As a result, today we are in a much stronger position to address the myriad of challenges that confront our complex modernization and recapitalization programs. It is time to build upon these successes and transition our acquisition efforts from reformation to continuous improvement and alignment with Coast Guard needs. We must ensure the acquisition reforms we have put in place are made permanent and that we find new ways to assist in the Commandant's Coast Guard modernization efforts. By incorporating all of the changes into a new "Baseline," we can continue to improve and remain responsive to the future needs of the Coast Guard and an excellent steward of the taxpayers' dollar. As I look ahead to the coming months as the new Chief Acquisition Officer for the Coast Guard, I want all of us to focus on the following areas:

Institutionalize Relationships. Over the last few years we have redefined and strengthened our relationships between the various elements of CG-9 (Contracting and Procurement, Acquisition Services, and Acquisition Programs) as well as between CG-9 and other partners (including Technical Authorities, Sponsor, DHS and DoD agencies). These relationships are strong and collaborative, but they are not yet institutionalized. To make these relationships permanent, they will be described in updates to documents such as the *Major Systems Acquisition Manual (MSAM)*, the *Acquisition Blueprint for Continuous Improvement*, the *Acquisition Human Capital Strategy*, memoranda of agreement, and others to set policies, capture lessons learned, and institute best practices. This work will contribute to our necessary and strong support for modernized Mission Support activities and the new Logistics and Service Centers as they progress to full operating capability.

Continue to Build a Certified Workforce. To meet the technical and budgetary challenges in the future, we must continue to credential members of the team as they gain experience in all acquisition disciplines. Having a certified workforce, not only in CG-9 but across the entire Coast Guard Acquisition enterprise is important to ensure we communicate with common lexicon and follow transparent, consistent, and documented processes. Incrementally building a multidisciplinary, certified acquisition and contracting workforce (military and civilian) takes time. We have already made a significant investment in our workforce and obtained rigorous DHS certifications for our acquisition professionals; this must continue. By using the 2009 *CG-9 Human Capital Strategy* as a guide, we will continue to build and sustain a certified workforce for the Coast Guard. I will require every acquisition professional of this Directorate to continue gaining and maintaining certifications as appropriate for their respective career fields.

Emphasize Roles and Responsibilities. One of the major themes throughout our acquisition reform and Coast Guard-wide modernization efforts is properly defining roles and collectively working as a team for acquisition success. We are still a young organization and must continue to define, streamline and codify roles and responsibilities not only for acquisition but to ensure we stay aligned with the modernizing Coast Guard.

I will build on the progress to date and clearly identify roles and responsibilities in the *MSAM*, the *Blueprint for Continuous Improvement*, the Coast Guard Acquisition Procedures, the *Human Capital Strategy* and other documents.

Effective Communications. Timely communication is absolutely critical to building and maintaining a successful organization. Effective communications within CG-9, as well as with our Technical Authorities, Sponsors, Coast Guard Leadership, and external/oversight organizations promotes teaming and necessary cross coordination activities. I intend to institutionalize the many forums and collaborative meetings that support our acquisition processes, and where appropriate, eliminate redundancies.

Implementation of Changes Based on Continuous Feedback. We will continue to address areas of improvement based on internal and external feedback. Through this feedback, the ongoing implementation of the *Blueprint for Continuous Improvement* Action Plan will result in sustainable enhancements through the ongoing development of workforce competencies, particularly in program management, business/financial management, and contracting. New start projects will begin and remain in compliance with the *MSAM* throughout their lives. Existing projects will complete their transition to *MSAM* compliance in the coming months. Disciplined adherence to established processes, including the incorporation of best practices and use of data-driven decision-making tools, is central to success. We will increase our use of these tools to ensure we remain a learning organization.

Specifically, in the next 12 months, I intend to accomplish the following:

Contracting and Procurement (CG-91):

- Develop a customer handbook on contracting processes;
- Award Production and Deployment Contract for *Hamilton* - National Security Cutter (NSC) #4; and
- Realign the contracting function to support the modernized Coast Guard under a six Chief of Contracting Office (COCO) construct.

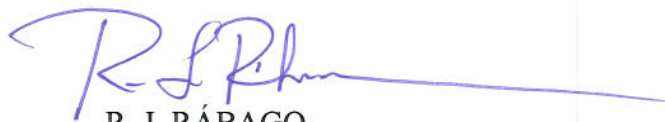
Acquisition Services (CG-92):

- Publish the *Blueprint for Continuous Improvement*;
- Align proactively with the Department of Homeland Security (DHS) goals and objectives, policies and procedures, and departmental strategy;
- Continue to promote transparency through comprehensive reporting including the Monthly Periodic Report, Quarterly Acquisition Report, Implementation Plans, and Expenditure Plans;
- Leverage Research & Development Center expertise early in acquisition process whenever appropriate;
- Continue to expand with new opportunities in Foreign Military Sales (FMS) in support of Coast Guard and national goals to include 1 Ocean Sentry MPA, 2 PROTECTOR Coastal Patrol Boats (CPBs), and 12 SAR Boats (47' MLB, SPC-NLB) on contract; and
- Develop Strategic Communication Plan.

Acquisition Programs (CG-93):

- Finish bringing all major acquisition projects in compliance with the *MSAM*.
- *AIR Domain*
 - Complete HC-130J missionization on aircrafts #4, #5, and #6 and begin CLIN 0047 contract closeout activities;
 - Complete HC-130H SELEX radar installation in the fleet;
 - Accept 9th HC-144A and Mission System Pallets # 4, #5 and #6;
 - Achieve MH-60T Initial Operational Capability;
 - Deliver an additional six MH-60T helicopters;
 - Achieve LRIP approval for installation of 22 aircraft CAAS and digital Automatic Flight Control System (AFCS) (DS 6); and
 - Achieve Full Rate Production for H65 obsolete components upgrade (DS 4).
- *SURFACE Domain*
 - Deliver and Commission *Waesche*;
 - In collaboration with stakeholders, develop and execute Offshore Patrol Cutter (OPC) acquisition strategy that meets sponsor's requirements;
 - Deliver an additional four Medium Endurance Cutters and two 110' Patrol Boats from the Mission Effectiveness Program;
 - Award LRIP contract for the Sentinel Class Patrol Boat;
 - Complete RB-M Operational Test and Evaluation (OT&E) and enter full rate production, with delivery of 14 boats; and
 - In collaboration with stakeholders, develop and execute small boats acquisition strategy that meets sponsor's requirements.
- *C4ISR/Logistics Domain*
 - Deploy and conditionally accept Rescue 21 in an additional six sectors for 7732 additional miles of coverage;
 - Complete COP Increment 2 Critical Design Review;
 - Complete Preliminary and Critical Design Reviews for NAIS Increment 2, Phase1 (Core IT System);
 - Deploy first WatchKeeper to Sector Hampton Roads in support of Interagency Operations Center/Command 21; and
 - In collaboration with stakeholders, develop and execute CG-LIMS acquisition strategy that meets sponsor's requirements.

Our job is nothing less than to recapitalize the Coast Guard. Mission execution begins *here*.



R. J. RÁBAGO

Rear Admiral, U.S. Coast Guard
Assistant Commandant for Acquisition

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Executive Summary



The *Blueprint for Continuous Improvement* is the Coast Guard's multi-year strategic plan. The document outlines the Coast Guard's vision for the future, explains how the Coast Guard will accomplish continuous improvement, and provides measurable outcomes for evaluating the organization's progress toward meeting its annual goals. The Coast Guard updates the *Blueprint for Continuous Improvement* annually. The result is a robust and constantly evolving document that codifies a process of continuous functional improvement at every level of the organization over a rolling two year period.

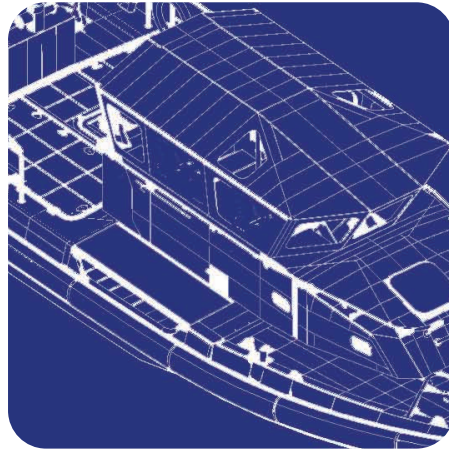
This plan aligns with the "Guidelines for Assessing the Acquisition Function" published in May 2008 by the Office of Federal Procurement Policy (OFPP), and the "Framework for Assessing the Acquisition Function at Federal Agencies," developed by the Government Accountability Office (GAO). As such, the *Blueprint for Continuous Improvement* is structured around four categories: Organizational Alignment and Leadership; Human Capital; Policies and Processes; and Information Management and Stewardship.

The *Blueprint for Continuous Improvement* builds and preserves the Coast Guard's acquisition business culture. It accomplishes this by measuring progress in completing the action plan, and analyzing and reporting to stakeholders on the results, thereby ensuring that the Coast Guard's acquisition enterprise continues to deliver products and services that meet the requirements of the operating force. The *Blueprint for Continuous Improvement* helps the Acquisition Directorate institutionalize the results of its business reform efforts, including codifying the roles and responsibilities of those involved in acquisition; informing decision-makers; adopting and implementing transparent, consistent and effective policies and processes; hiring, training and retaining an effective workforce; and collecting and sharing knowledge.

"We are continuing to implement best practices for bringing new assets and systems online at the greatest value to the public."

*– Adm. Thad W. Allen
April 2009 testimony before the
House Appropriations Committee,
Subcommittee on Homeland Security*

STRATEGIC INTENT



*“Our job
is nothing less
than to recapitalize the Coast Guard.
Mission execution begins here.”*

- Rear Adm. Ronald J. Rábago

The Coast Guard Acquisition Directorate (CG-9)

Mission

Acquire and deliver more-capable, interoperable assets and systems, and high quality, timely services that support Coast Guard operational forces in executing missions effectively and efficiently.

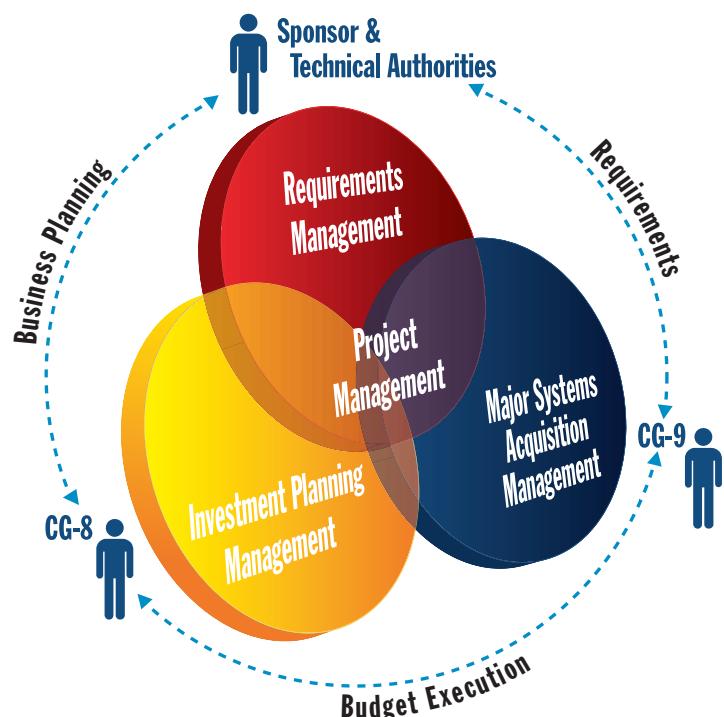
Vision

The Coast Guard Acquisition Directorate empowers a professional and credentialed workforce motivated by leadership, integrity, and teamwork to deliver the assets and systems that increase operational readiness, enhance mission performance and create a safer working environment.

The Acquisition Directorate (CG-9), which manages the Coast Guard's procurement of cutters, aircraft and mission systems, was formed to provide a single point of management for all Coast Guard major system acquisitions while leveraging government and industry best practices to obtain capable, supportable, affordable, and sustainable systems, products, and services.

The consolidation of staff elements within CG-9 has enhanced the Coast Guard's ability to manage its multi-billion dollar investment programs and become the Lead Systems Integrator (LSI) for major acquisitions. The LSI role is collaborative, in that it requires close cooperation with the Sponsor, Technical Authorities and partner agencies, with proper oversight of industry by the Coast Guard to manage the risks associated with the engineering, technical, business and financial challenges that confront all complex acquisition programs. To facilitate the LSI role, the Coast Guard's Acquisition Directorate has embraced a dynamic business culture based on strong policies and procedures, professionalism, and relationships that support the procurement, outfitting, delivery and support of assets and systems with capabilities to meet the mission needs of today and tomorrow.

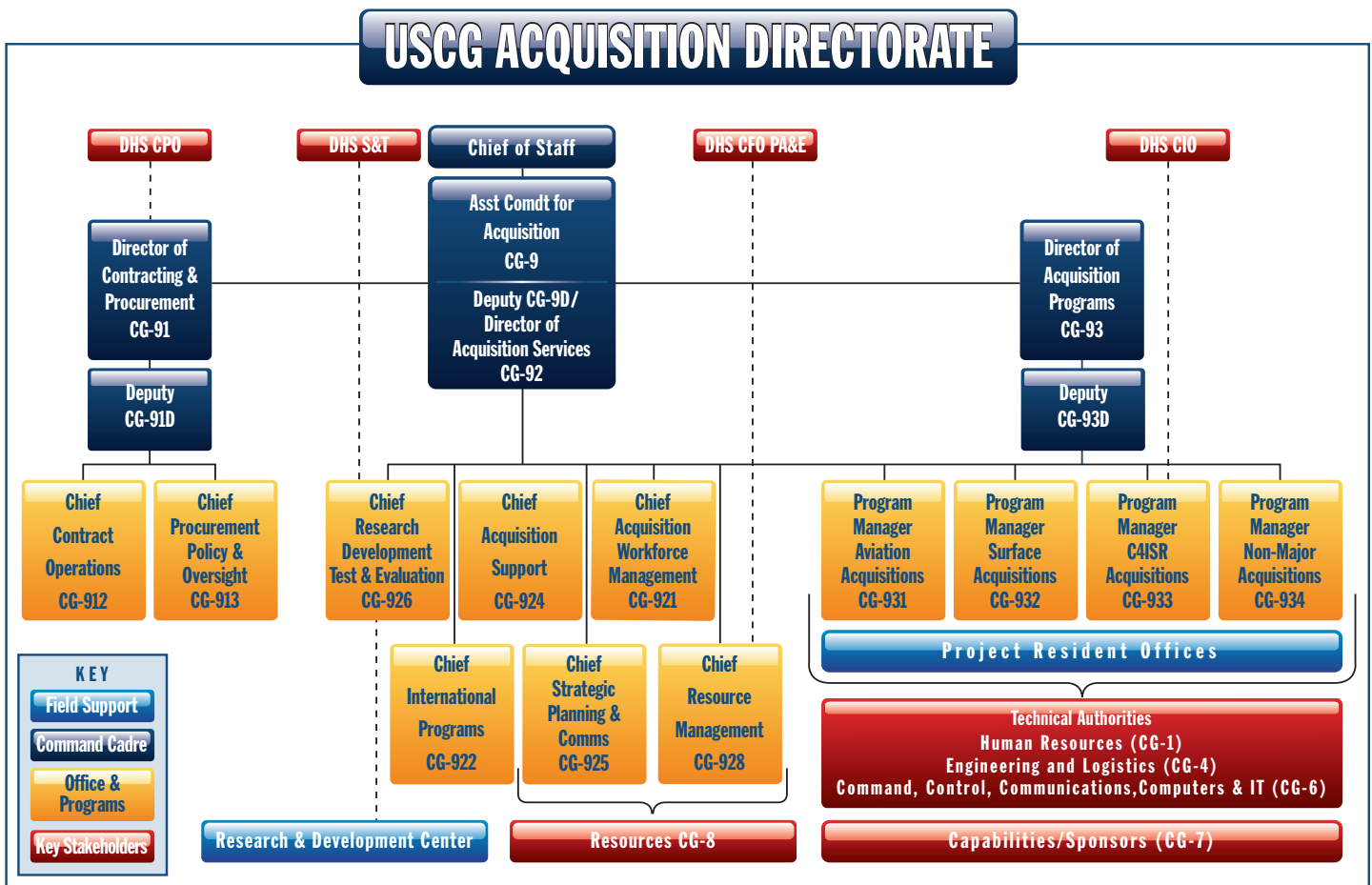
USCG LEAD SYSTEMS INTEGRATOR MODEL



Recognizing that complex investments such as those of the major systems acquisition portfolio require service-wide cooperation and collaboration, the Acquisition Directorate fosters relationships among all the key acquisition stakeholders, including the Program Managers, the Technical Authorities (for example, from the Directorates of Human Resources; Engineering and Logistics; and Command, Control, Communication, Computers and Information Technology), the Sponsor's Representative (for example, from the Capabilities Directorate, which is responsible for validating the requirements of the operational community); and the Coast Guard's resource allocation authority (CG-8). CG-9 also has worked to build partnerships with various agencies, including the U.S. Navy and other Department of Defense (DoD) and Department of Homeland Security (DHS) entities, such as U.S. Customs and Border Protection.

In addition to making organizational changes and strengthening relationships, the Acquisition Directorate has also modernized its policies which are codified in up-to-date documents, such as the *Blueprint for Continuous Improvement*, the *Major Systems Acquisition Manual (MSAM)*, and the *Human Capital Strategy*. The Coast Guard's Publication 1 provides overall strategic guidance for our efforts. Continuous improvement is part of our Coast Guard acquisition culture that embraces innovation, manages change, and follows documented, transparent and repeatable processes that deliver the products and services the operational community requires.

As the business culture of the Coast Guard's acquisition enterprise continues to evolve and improve, the *Blueprint for Continuous Improvement's* action plan will ensure that the military and civilian employees of the Acquisition Directorate have the best possible resources with which to deliver to the Coast Guard effective and efficient assets, platforms and systems to meet its mission requirements. The Acquisition Directorate organization has reached Full Operating Capability and is provided in the graphic below.



Fundamental Concepts

Having achieved acquisition reform, the Acquisition Directorate has established a business model with eight fundamental tenets. The following eight "cornerstones" include a variety of best practices and process improvements such as independent reviews, onsite government inspections at production facilities, and close partnerships with the Navy and the Coast Guard's own Technical Authorities.



1 Checks & Balances

The concept of checks and balances, achieved through the integration that now exists between the acquisition organization, the operational Sponsor and each Technical Authority, is critical to ensuring assets and systems are designed and built to meet unique Coast Guard mission requirements. Additionally, it is imperative the Coast Guard's acquisition program effectively control cost, manage contracts, and oversee the contractor's activities. Within this framework, each project decision must balance performance requirements, cost and schedule to achieve best value for the taxpayer.

2 Organic Coast Guard Certification

The Coast Guard's mission set is unique among all federal agencies. As an operational agency, accountable both to its personnel and the public, the Coast Guard must ensure that its assets meet strict performance and contract requirements. To strengthen the ability to manage its own acquisition projects, control schedules and cost, and ensure operational efficiency and effectiveness, the Coast Guard must maintain organic responsibility for asset and system certification.

3 Standard Reference for Acquisition Management

Major system acquisitions are complex and require standardized processes and procedures to ensure successful delivery. The *MSAM* establishes and standardizes processes across the entire acquisition project management lifecycle, as well as defining the roles and responsibilities of all participants in the process. The *MSAM* also establishes documented procedures and ensures adequate contractor oversight, mandates proven acquisition procedures, and ensures that each acquisition project is managed through sustainable and repeatable processes.

4 Robust Strategic Planning

Development of a strategic plan, and tracking successful completion of objectives under that plan, is essential to the success of any enterprise. The *Blueprint for Continuous Improvement* is the Acquisition Directorate's strategic plan and is aimed at strengthening the way the Coast Guard acquires assets and systems.

5 Commitment to Transparency

The Coast Guard cannot be successful without complete transparency of processes to oversight authorities, including Coast Guard leadership, DHS executive authority and the Congress. Fostering transparency in Coast Guard acquisition policies and processes has increased information flow, improved understanding of complex acquisition issues, identified areas for continuous improvement, and elevated trust among the Acquisition Directorate's stakeholders.

6 Avoidance of Duplication of Effort through Robust Partnerships

During the acquisition process, opportunities exist to leverage technical capabilities in other federal agencies. Avoidance of duplicative efforts in acquisition services and project execution is a core concept to managing the Coast Guard's investments and being good stewards of the taxpayers' dollars. Collaborative efforts across organizational boundaries also enable better interoperability and logistics support among the agencies with whom the Coast Guard operates, including those of the DHS and the DoD.

7 Independent Validation

While the Coast Guard is responsible for final asset and system certification, it has also renewed its commitment to independent third-party validation of its projects. Independent validation and assessments aligned with our Technical Authorities and Sponsor provide invaluable input into the Coast Guard's own certification process, allowing our engineers to make better-informed decisions regarding designs and operational capabilities of assets and systems. This independent validation also avoids duplication of effort by leveraging available expertise of government and private organizations to inform our decision making and certification processes.

8 Departmental Oversight

Departmental oversight and authority at key Acquisition Decision Events (ADEs) has been strengthened and the Coast Guard has fully embraced DHS's important role in our acquisition management processes. All Level I acquisition projects (valued at greater than \$100 million) now require a DHS decision before proceeding at each major milestone. The Coast Guard regularly briefs DHS executive authority on the status of acquisition projects, including upcoming challenges and opportunities.





MAJOR ACQUISITION PROGRAM ACCOMPLISHMENTS

CG-9's many project successes throughout the past two years attest to the effectiveness of the Coast Guard's acquisition policy and process improvements. Since publication of the initial Blueprint for Acquisition Reform in 2007, the Coast Guard has:

- Accepted and commissioned NSC 1, USCGC Bertholf; christened NSC 2, USCGC Waesche;
- began fabrication of NSC 3, USCGC Stratton; and procured long lead-time materiel for NSC 4, USCGC Hamilton
- Awarded the critically needed Sentinel-class patrol boat; the first project awarded outside of the original Deepwater contract
- Maintained cost, schedule and performance in the Mission Effectiveness Project which to date has
- recapitalized nine of 20 110-foot Island-class patrol boats, eight of 14 210-foot Medium Endurance Cutters, and seven of 26 availabilities on the 270-foot Medium Endurance Cutters
- Completed the highly successful 87-foot Marine Protector-class Coastal Patrol Boat project with the delivery of the 75th cutter



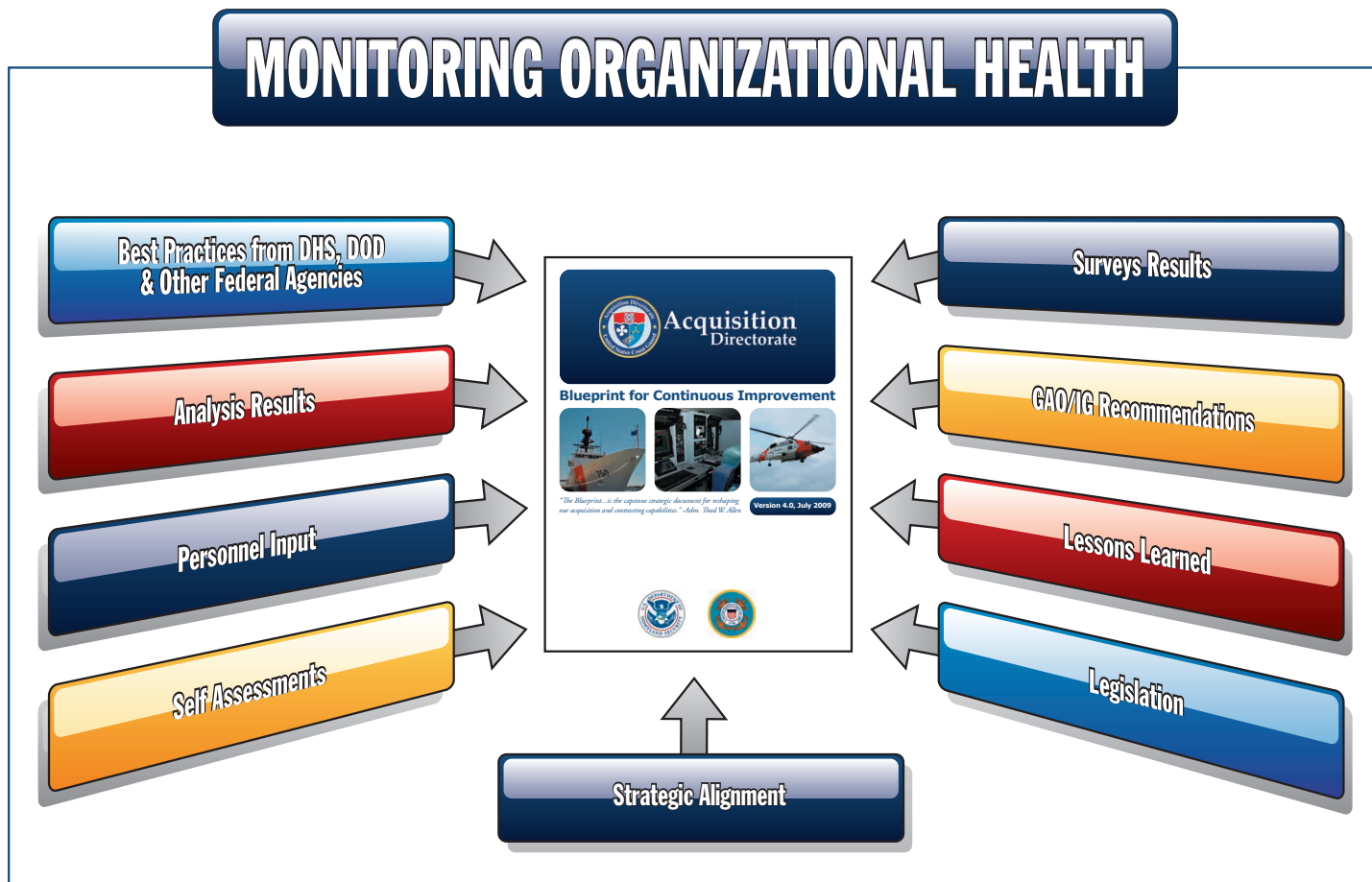
- Completed Milestone I for the Offshore Patrol Cutter project, authorizing continued analysis/concept design
- Delivered ten (of 180) Response Boats-Medium
- Installed new surface search radars on eight HC-130H Hercules Long Range Surveillance aircraft
- Completed the installation of new mission systems aboard three HC-130Js, with three more currently undergoing modification
- After upgrading the engines and transmissions on all 102 HH-65C Dolphin helicopters (95 originally planned and seven for National Capital Region Air Defense), now also delivering MH-65C Multi-mission Cutter Helicopters to air stations across the nation, equipped with Airborne Use of Force capabilities

- Completed three MH-60T conversions
- Documented and supported the Coast Guard's Unmanned Aircraft System (UAS) acquisition strategy, including ship-based and land-based platforms
- Restructured the Rescue 21 project and delivered 20 of 39 sectors providing search and rescue radio and direction finding coverage along over 28,000 miles of U.S. coastline
- Achieved full operational capability for Nationwide Automatic Identification System (NAIS) Increment 1 and awarded a contract for the project's next phase
- Opened a new Research and Development Center in New London, CT
- Celebrated the 200th boat sale by the Foreign Military Sales office



Continuing Acquisition Improvement

The Coast Guard uses many sources of information to monitor organizational health and identify areas needing change or improvement. These sources form a framework of metrics and reports which support the acquisition enterprise. The *Blueprint for Continuous Improvement* is a culmination of input from the many sources and sets the stage for more in-depth planning to address key organizational issues. As part of each annual *Blueprint for Continuous Improvement* update, the Coast Guard will consider the following resources as appropriate to gauge its progress and make improvements to its Acquisition Directorate.



DoD and Other Federal Agencies Best Practices

Best practices are the most efficient (least amount of effort) and effective (best results) way of accomplishing a task, based on repeatable procedures that have proven themselves over time for similar efforts. Because DoD and other federal agencies have also been acquiring goods and services for many years, the Coast Guard looks to our government partners for lessons learned and best practices to adopt and implement (where appropriate) in our acquisition organization. Across the government, the Congress also has unique insight, therefore, active and pending legislation is also a source for potential best practices.

Government Accountability Office (GAO) and DHS Office of the Inspector General (OIG) Findings and Recommendations

These organizations provide the public with an accurate, fair, and balanced picture of government today. The GAO is an independent, nonpartisan investigative and audit agency that works for Congress. The U.S. Comptroller General, who heads the GAO, investigates how federal government agencies spend the taxpayers' dollars. The DHS OIG conducts and supervises audits, investigations, and inspections relating to the Department's operations and programs, including those of the Coast Guard's Acquisition Directorate, to ensure these are carried out in the most effective, efficient, and economical manner possible. The GAO and OIG report on programs and policies that are working well and acknowledge progress and improvements. The Coast Guard reviews findings and recommendations from the GAO and OIG and incorporates those conclusions into our business practices, where appropriate.

Surveys, Analyses, & Assessments

The Coast Guard relies on many different surveys, analyses, and assessments to gauge its organizational health. For example, the Coast Guard uses the Federal Managers Financial Integrity Act (FMFIA) internal controls assessment as a means to measure the compliance, effectiveness and efficiency of its business operations and processes. Other examples include the annual DHS Acquisition Organization Self-Assessment, Internal Controls Gap Analysis, Workforce and Customer Satisfaction Surveys and a Lessons Learned Database.

These same sources are also mechanisms for measuring the success of the strategic plan. As the *Blueprint for Continuous Improvement* actions are implemented and completed, annual assessment scores, survey responses and gap analyses should improve, and GAO/IG feedback should progress. Overtime, trend analysis will be conducted to determine how the Acquisition Directorate is meeting its objectives based on annual survey, analyses, and assessment results.

“We must execute recapitalization and bring our systems up to date with new technology in a way that demonstrates good stewardship of the taxpayer’s dollars. That continues to be a key directive in the way we do business.”

- Rear Adm. Ronald J. Rábago

ACTION PLAN



“We want the Acquisition Directorate to continue to be a place where people want to come to work because they know that they are going to be challenged to do their best and that they have an opportunity to make a difference for our Coast Guard.”

- Rear Adm. Ronald J. Rábago

Action Plan

The *Blueprint for Continuous Improvement* structure is in alignment with the “Guidelines for Assessing the Acquisition Function” published in May 2008 by the Office of Federal Procurement Policy (OFPP), and also with the “Framework for Assessing the Acquisition Function at Federal Agencies,” developed by the Government Accountability Office (GAO). As a result, the action plan is divided into four categories:

Organizational Alignment and Leadership

The *Blueprint's* original strategic framework helped to ensure that the acquisition function was appropriately placed in the Coast Guard, with all stakeholders and functional elements having clearly defined roles and responsibilities. The *Blueprint for Continuous Improvement* Organizational Alignment and Leadership action plan helps the Coast Guard continue to focus on the organizational placement and effectiveness of the acquisition function, to ensure that it continues to meet the service’s needs. The *Blueprint for Continuous Improvement* also helps to inform the Coast Guard’s leadership about the strengths and challenges of the acquisition function, and supports the service’s strategic decision-making process.

Policies and Processes

The Coast Guard is committed to adopting and implementing transparent, consistent and effective policies and processes that get results, and establish and manage stakeholders’ expectations about the service’s acquisition enterprise. The *Blueprint for Continuous Improvement* Policies and Processes action plan develops the Coast Guard’s acquisition management functions (its processes) to ensure that these are carried out in the most efficient way in support of the service’s missions.

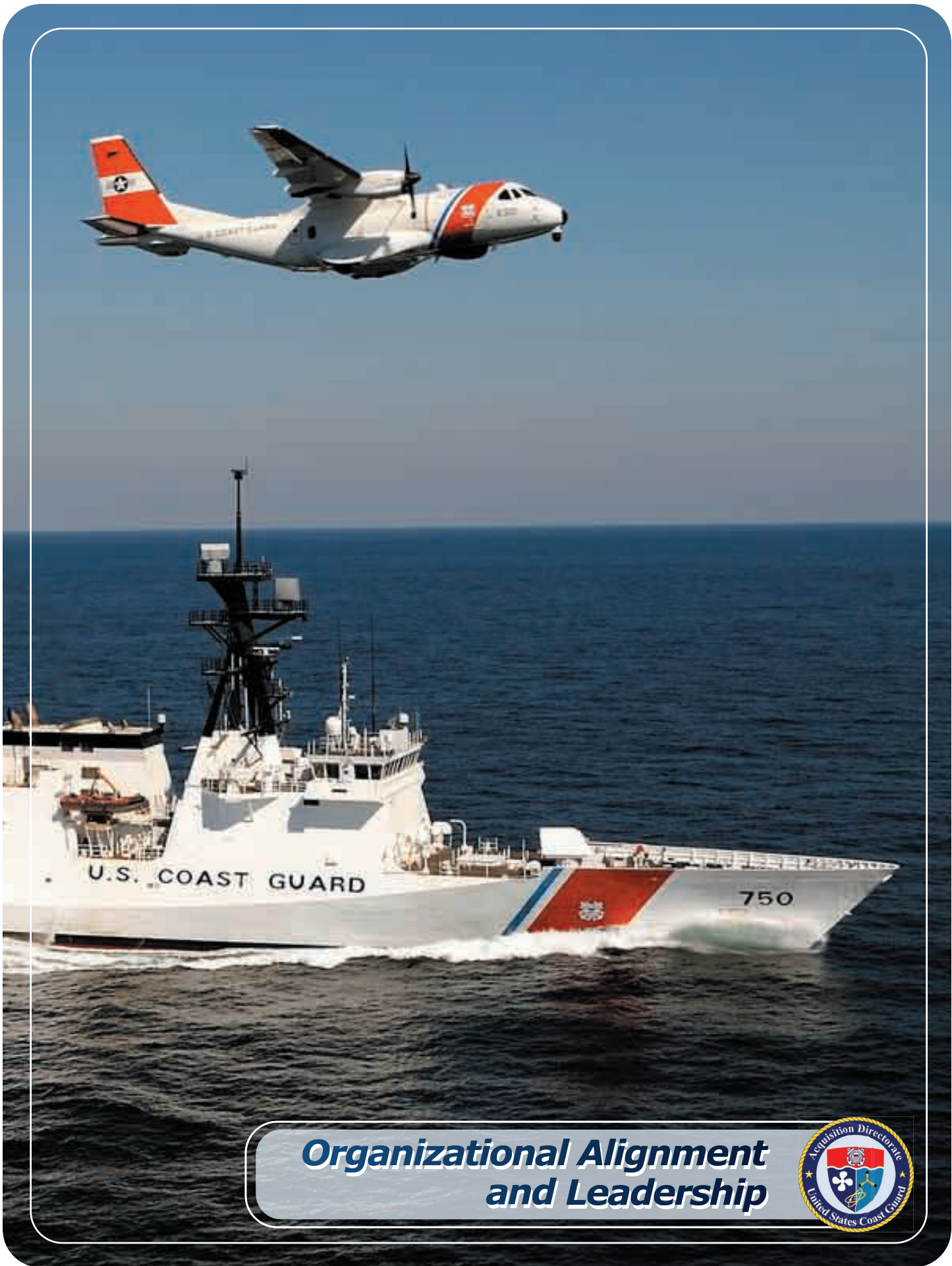
Human Capital

The Coast Guard’s people, uniformed and civilian, are the service’s most valuable resource. The *Blueprint for Continuous Improvement* Human Capital action plan documents the Acquisition Directorate’s strategy for hiring, training and retaining a workforce that has the necessary skills, certifications and experience to plan, contract, manage and monitor complex major acquisition programs. Complementing the *Human Capital Plan*, the *Blueprint for Continuous Improvement* helps the Coast Guard to act strategically with regard to attracting and developing a talented, results-oriented workforce.

Information Management and Stewardship

Meaningful and actionable information is vital to all stakeholders in the Coast Guard’s acquisition enterprise (including those who develop requirements; those who manage and allocate resources; those who manage programs and projects and interface with contractors and product suppliers; and those who administer and oversee compliance with contracts). The *Blueprint for Continuous Improvement* Information Management and Stewardship action plan documents the Acquisition Directorate’s efforts to collect, analyze and act on data that identifies opportunities to reduce costs, improve performance, measure contract compliance, and provide better acquisition investment management.





***Organizational Alignment
and Leadership***



Element: Aligning Acquisition with Agency Mission and Needs

Critical Success Factor: Organizing the Acquisition Function to Operate Strategically

#	Action Item	Measurable Outcome	Lead POC	Planned Complete
14	Investigate delegation of Coast Guard Acquisition Executive Authority	Decision Memo for Coast Guard Commandant addressing Component Acquisition Executive (CAE) authorities developed	CG-924	Complete
15	Develop and publish a Statement of Principles regarding acquisition throughout the Coast Guard	<i>Major Systems Acquisition Manual (MSAM)</i> updated	CG-92	Complete
16	Establish internal controls that assess the health of the acquisition function	CG-9 Guidance published in the <i>Blueprint for Continuous Improvement</i> annual review	CG-925	Complete
17	Establish product line acquisition and management organization	Documentation establishing organization approved and guidance regarding new organization published	CG-93D	Complete
18	Identify the leadership and reporting structure for CG-9 Program Integration Team	CG-9 Program Integration Team leadership and reporting structure codified	CG-93D	Complete

Items highlighted in blue have been completed in the last 12 months

#	Action Item	Measurable Outcome	Lead POC	Planned Complete
19	Establish and provide centralized organization for acquisition support in the area of Logistics Management	Functional statements, organization chart, and billet map published	CG-93D	Complete
20	Continue to move forward with establishing the single acquisition structure initiated as part of CIAO No. 1; Transitional Operational Capability (TOC): 1 Apr 07, Initial Operational Capability (IOC): 13 Jul 07, Final Operational Capability (FOC): 1QFY09. Ensure proper alignment with the future mission support organization CIAO No. 4 as well as with life cycle support	Achieved TOC on 1 Apr 07/Published ALCOAST; Achieved IOC on 13 Jul 07/ Published ALCOAST; Achieved FOC in coordination with mission support transformation efforts	CG-92	Complete
105	Develop and propose a Quarterly Review Process for oversight of project performance	Seek CG-9 approval to utilize Acquisition Program Management System (APMS) to present quarterly project performance to enhance oversight by senior acquisition management officials	CG-9283	Complete
167	Raise awareness among acquisition program and project managers of end-use certification requirements and procedures associated with offshore procurements	Input provided to incorporate into <i>MSAM</i> update	CG-922	3Q FY10

 Items highlighted in blue have been completed in the last 12 months

#	Action Item	Measurable Outcome	Lead POC	Planned Complete
168	Complete analysis of the Fire and Safety Test Detachment (F&STD)	Executable plan developed for reorganizing the F&STD & refining its mission to better support CG-9	CG-926	4Q FY10
169	Develop a plan to expand Modeling and Simulation (M&S) capabilities for acquisition support in the areas that may include Human Systems Integration (HSI), cost estimation, and sensor performance	POA&M developed	CG-926	3Q FY10
170	Improve CG-9 Alignment in developing Resource Proposals (RPs) to include Research and Development Test and Evaluation (RDT&E) appropriation	CG-9 RP SOP and timeline developed and implemented to include RDT&E appropriation	CG-928	4Q FY10
171	Leverage Aviation Resource Council (ARC) process for applicability in acquisition decisions	Surface Resource Council chartered	CG-932	4Q FY10
172	Optimize contract support across program domains	Strategic review of program domain conducted and recommendations provided for streamlining efficient use of support contracts	CG-932	4Q FY10

 Items highlighted in blue have been completed in the last 12 months

#	Action Item	Measurable Outcome	Lead POC	Planned Complete
173	Leverage Aviation Resource Council (ARC) process for applicability in acquisition decisions	C4ISR Executive Leadership Team chartered	CG-933	4Q FY09

Element: Aligning Acquisition with Agency Mission and Needs

Critical Success Factor: Clearly Defining and Integrating Roles and Responsibilities

#	Action Item	Measurable Outcome	Lead POC	Planned Complete
106	Ensure CG-9 is compatible with the mission support organization	CG-9 working group chartered to assess processes and final CG-9 organizational “fit” with the mission support organization framework	CG-925	4Q FY09
107	Investigate the consolidation of external coordination functions from across CG-9 into the Office of Strategic Planning and Communications (CG-925)	If appropriate, organization charts and Standard Operating Procedures (SOPs) revised reflecting consolidation of external coordination functions	CG-92	Complete
108	Conduct regular flag level alignment meetings with stakeholders on a recurring basis	Recurring meeting schedule established	CG-9	Complete
109	Provide guidance to distinguish the roles and responsibilities of contractors support services and inherently governmental functions	Inherently governmental SOP completed and distributed	CG-921	Complete

Items highlighted in blue have been completed in the last 12 months

#	Action Item	Measurable Outcome	Lead POC	Planned Complete
110	Establish process for governance of non-major (<\$50m) acquisitions	Commandant Instruction outlining roles and responsibilities for non-major acquisitions developed	CG-924	Complete
111	Increase awareness and visibility of Program Manager and Project Manager authority and responsibility	<i>MSAM</i> updated to reflect Program Manager and Project Manager authority and responsibility	CG-924	Complete
112	Merge Systems Development Lifecycle (SDLC)/System Lifecycle Cost (SLC) process for major information technology (IT) projects with major non-IT process	<i>MSAM</i> updated to capture SDLC/SLC process as part of the investment review process for major systems	CG-924	Complete
113	Develop internal control process for coordinating project annual and milestone reviews	SOP developed documenting process	CG-924	Complete
174	Consolidate Communications Team functions from across CG-9 into CG-925	Organization charts revised reflecting consolidation of communications team functions	CG-925	2Q FY10
175	Document CG-9 roles and responsibilities for external reports outside of USCG	Inventory conducted of all external reporting across CG-9 and documented roles and responsibilities	CG-925	4Q FY10

 Items highlighted in blue have been completed in the last 12 months

#	Action Item	Measurable Outcome	Lead POC	Planned Complete
176	Standardize administrative processes across projects, including internal and matrix support.	Work group chartered, list developed and process candidates for review prioritized	CG-932	4Q FY10
Element: Commitment from Leadership				
Critical Success Factor: Clear, Strong, and Ethical Executive Leadership				
#	Action Item	Measurable Outcome	Lead POC	Planned Complete
21	Ensure the USCG Assistant Commandant for Acquisition is properly designated and empowered by senior leaders in the Service	Charter for CG-9 published	CG-925	4Q FY09
22	Examine existing infrastructure for providing executive leadership (e.g. Overarching Matrix Team (OMT) Coast Guard Acquisition Resource Council (CGARC), etc.) with a view to establishing an appropriate forum to promote integration and coordination among the agency's budgetary processes and human capital, acquisition, and financial management functions	Recommendations documented in memorandum to CAE outlining recommended government infrastructure	CG-925	1Q FY10
24	Review acquisition-related internal controls for sufficiency	Memo published to initiate review of extant internal controls; responses obtained from CG-9 Office Chiefs; responses analyzed; memo for the record published on updated internal controls	CG-924	Complete

Items highlighted in blue have been completed in the last 12 months

#	Action Item	Measurable Outcome	Lead POC	Planned Complete
114	Develop a process to provide annual “lessons learned” on general awareness as it relates to adequate oversight of support contractors for government personnel to include all acquisition professionals (contracting, program management, contracting officer’s technical representatives, etc.)	Process developed	CG-91	Complete
115	Pilot Action Learning Team concept to address organizational issues and strengthen leadership skills	Action Learning Team concept piloted and recommendation developed	CG-921	4Q FY09
116	In partnership with the Human Resources Directorate (CG-1), units facilitate professional development seminar sessions on leadership competencies	Percentage of managers who attend training sessions reported	CG-9212	4Q FY09
117	Draft an internal control instruction that describes the internal control program within CG-9 to include a description of the control environment, a catalog of controls, corresponding tests, continuous monitoring, etc	Instruction developed and approved	CG-9282	1Q FY10
177	Obtain Defense Contract Audit Agency (DCAA) post-award audits for defective pricing	Audit conducted and process for periodic audits on selected actions established	CG-91	4Q FY10
178	Establish CG-9 strategic communications plan	CG-9 strategic communications plan published and updated annually	CG-925	4Q FY09

 Items highlighted in blue have been completed in the last 12 months

Element: Commitment from Leadership

Critical Success Factor: Effective Communications and Continuous Improvement

#	Action Item	Measurable Outcome	Lead POC	Planned Complete
28	Continue coordination across acquisition functions to improve business processes, eliminate redundancy and inconsistency, and maximize leveraging of resources to meet common/shared requirements	<i>The Blueprint for Continuous Improvement</i> updated annually	CG-925	Complete
118	Need to create PM forum for knowledge sharing of best practices and lessons learned	PM Community of Practice organized to share knowledge	CG-924	4Q FY09
119	Research acquisition reform strategies/best practices from other agencies/think tanks/etc	Strategies and best practices recommended for implementation into the <i>Blueprint for Continuous Improvement</i>	CG-925	Complete
179	Conduct external communications and media training for project/program managers	Training program implemented	CG-925	4Q FY10
180	Create forum to share T&E best practices and lessons learned	T&E community of practice established	CG-926	2Q FY10
181	Review existing metrics to ensure alignment with DHS priorities and DoD best practices	Recommendation made to CG-9 regarding which metrics to track for continuous improvement	CG-928	4Q FY11

 Items highlighted in blue have been completed in the last 12 months

Element: Commitment from Leadership

Critical Success Factor: Assuring Appropriate Placement of the Acquisition Function

#	Action Item	Measurable Outcome	Lead POC	Planned Complete
182	Improve program management practices by implementing program manager tenure agreements	Recommendations developed; decision memo routed to CG-1 for consideration	CG-9211	1Q FY11

 Items highlighted in blue have been completed in the last 12 months



Policies and Processes



Element: Planning Strategically

Critical Success Factor: Partnering with Internal Organizations

#	Action Item	Measurable Outcome	Lead POC	Planned Complete
34	Promulgate policy (i.e., Commandant Instruction (CI) 5000.9) for CG acquisition roles and responsibilities	CI 5000.9 for signature submitted	CG-924	TBD *
35	Update <i>Major Systems Acquisition Manual (MSAM)</i> to reflect systems program management	<i>MSAM</i> updated	CG-924	Complete
36	Update <i>MSAM</i> to reflect Acquisition Strategy process	<i>MSAM</i> updated	CG-924	Complete
37	Update <i>MSAM</i> to reflect collaborative requirements process	<i>MSAM</i> updated	CG-924	Complete
120	Partner with sponsor to conduct collaborative Fleet Mix Analysis (FMA) to validate mission targets, design & analyze assets and fleets, and calculate return on investment	Business case for optimal fleet mix delivered to oversight organizations	CG-926	4Q FY09
183	Continuously modernize, streamline and improve business processes	<i>Blueprint for Continuous Improvement</i> update Standard Operating Procedure (SOP) published	CG-925	4Q FY10

* Pends DHS response plus 60 days to complete

Items highlighted in blue have been completed in the last 12 months

#	Action Item	Measurable Outcome	Lead POC	Planned Complete
184	Develop Surface/C4 Strategy for Integration of C4 across surface platforms	Strategy documented	CG-932	4Q FY10
Element: Planning Strategically				
Critical Success Factor: Assessing Internal Requirements and the Impact of External Events				
#	Action Item	Measurable Outcome	Lead POC	Planned Complete
39	Baseline prior acquisition/contracting strategies of major systems for inclusion in Lessons Learned Database	Prior acquisition/contracting strategies baselined in Lessons Learned Database	CG-924	4Q FY09
41	Monitor Acquisition Plan (AP) submittal with Advanced Acquisition Planning (AAP) forecasts	Procedures codified and implemented	CG-91	Complete
185	Establish processes/responsibilities for directorate space management	Process documented	CG-9211	1Q FY10
Element: Effectively Managing the Acquisition Process				
Critical Success Factor: Empowering of Cross-Functional Teams				
#	Action Item	Measurable Outcome	Lead POC	Planned Complete
44	Develop process to conduct Independent Verification and Validation (IV&V) cost, schedule, and performance measurement baselines for major systems	SOP published and distributed	CG-924	Complete

Items highlighted in blue have been completed in the last 12 months

#	Action Item	Measurable Outcome	Lead POC	Planned Complete
45	Institute processes to demonstrate value of the Program Manager/ Project Manager (e.g., develop promotion board precepts, develop uniform insignia, etc.)	Processes to empower and demonstrate value of Program Manager and Project Manager are instituted	CG-92	Complete
46	Conduct cross-functional review (acquisition / contracting strategy and Requests for Proposals (RFPs)) for major systems	Procedures codified and implemented in <i>MSAM</i> update	CG-92	Complete
121	Ensure all Integrated Product Teams (IPTs) are chartered	White Paper prepared documenting results and recommended Plan of Actions & Milestones (POAM)	CG-93D	Complete
186	Establish membership requirements for Test Management Oversight Team (TMOT)	Input provided to incorporate into <i>MSAM</i> update	CG-926	3Q FY10

Element: Effectively Managing the Acquisition Process

Critical Success Factor: Managing and Engaging Suppliers

#	Action Item	Measurable Outcome	Lead POC	Planned Complete
47	Conduct training on government and contractor relationships	Appropriate training conducted and training system in place	CG-91	Complete

Items highlighted in blue have been completed in the last 12 months

Element: Effectively Managing the Acquisition Process

Critical Success Factor: Monitoring and Providing Oversight to Achieve Desired Outcomes

#	Action Item	Measurable Outcome	Lead POC	Planned Complete
48	Track training & certification of Contracting Officer's Technical Representatives (COTRs)	Tracking program in place	CG-91	4Q FY09
53	Conduct strategic review of AAPs for the Coast Guard	Strategic review completed/documented	CG-91	Complete
54	Document process to monitor corrective action Remediation Plans in DHS Periodic Report	<i>MSAM</i> updated	CG-924	Complete
122	Ensure applicable external report recommendations and findings are being considered for incorporation into the <i>Blueprint for Continuous Improvement</i>	Independent third party used to perform an analysis of applicable external report findings and recommendations provided for incorporation into the <i>Blueprint for Continuous Improvement</i>	CG-9282	1Q FY10
123	Require mandatory requirement for Independent Cost Estimates (ICE)	<i>MSAM</i> updated to include requirement for ICE	CG-924	Complete
124	Develop customer handbook for contracting	Customer handbook located centrally where contracting customers can reference Acquisition related information	CG-91	1Q FY10

Items highlighted in blue have been completed in the last 12 months

#	Action Item	Measurable Outcome	Lead POC	Planned Complete
125	Investigate adding language to <i>MSAM</i> reflecting Operating Expense (OE) vs. Acquisition, Construction and Improvement (AC&I) funding for acquisition projects	Findings documented and if appropriate, <i>MSAM</i> updated	CG-924	Complete
126	Establish milestone documenting completion of Critical Design Review (CDR) and approval to exercise Low Rate Initial Production (LRIP)	<i>MSAM</i> updated to include intermediate milestone for LRIP approval	CG-924	Complete
127	Provide additional guidance for standardizing and improving the requirements generation process	<i>MSAM</i> updated to reflect the role/need for an Integrated Requirements Development Team, Concepts of Operation (CONOPS) and OV-1	CG-924	Complete
128	Mandate requirement for separate individual project Risk Management Plan (RMP)	<i>MSAM</i> updated to include RMP requirement	CG-924	Complete
129	Add requirement for Program Managers to document completion of Preliminary Design Review (PDR), Technical Readiness Review (TRR) and CDR in a memo to CG-9 including stakeholder views	<i>MSAM</i> updated to reflect requirement	CG-924	Complete

Items highlighted in blue have been completed in the last 12 months

#	Action Item	Measurable Outcome	Lead POC	Planned Complete
130	Streamline review and approval process for acquisition planning documents (e.g. Integrated Logistics Support Plan (ILSP), Configuration Management Plan (CMP), Risk Management Plan (RMP), Test and Evaluation Management Plan (TEMP))	<i>MSAM</i> updated to reflect Director of Acquisition Programs (CG-93) approval for planning documents	CG-924	Complete
131	Require approval of all test plans prior to testing	<i>MSAM</i> updated to reflect requirement	CG-924	Complete
132	Provide guidance for solicitation planning	<i>MSAM</i> updated to include guidance	CG-924	Complete
133	Develop External Coordination Response SOP	SOP completed and implemented	CG-925	Complete
134	Develop standard template for drafting and issuing SOPs	Template Distributed	CG-925	4Q FY09
135	Develop project metric to assess an acquisition project's likelihood to succeed and clearly represent that assessment to Coast Guard leadership	Probability of Project Success (PoPS) metric developed	CG-928	Complete
136	Provide guidance for standardizing and improving cost estimating techniques, best practices, integrating organic acquisition and life-cycle cost-estimation into all aspects of project planning and execution	Business, Cost Estimating and Financial Management (BCEFM) desktop guide developed	CG-9283	Complete

Items highlighted in blue have been completed in the last 12 months

#	Action Item	Measurable Outcome	Lead POC	Planned Complete
137	Complete validation of pilot Earned Value Management (EVM) project at Coast Guard Yard	EVM at Coast Guard Yard and Aviation Logistics Center (formally AR&SC) reported including a recommendation for implementing	CG-935	Complete
138	Ensure Program Managers and Project Managers execute in accordance with the MSAM and have clear PEO direction regarding performance expectations	Project Manager Charters endorsed and PEO/Project Manager meeting held for newly chartered Project Managers/Program Managers to impart PEO expectations for management of major acquisition projects	CG-924	Complete
139	Establish structure/process to perform Lead Systems Integrator (LSI) role	Findings documented and changes recommended to Coast Guard organizational functional statements and/or other documents as appropriate; Ship Design Manager established; C4 Technical Transition Natural Working Group established for transition from ICGS to Lockheed Martin	CG-93D	3Q FY10
187	Implement process for evaluating contractor performance and contractor responsiveness	Contractor Performance Assessment Reporting System (CPARS) implemented	CG-92	4Q FY11

Items highlighted in blue have been completed in the last 12 months

#	Action Item	Measurable Outcome	Lead POC	Planned Complete
188	Establish a process for annual portfolio reviews	Internal Control developed	CG-924	2Q FY10
189	Establish a process to engage DHS in early review of the TEMP, ILSP, Project Systems Engineering Lifecycle (SELC) Tailoring Plan (PSTP), Mission Needs Statement (MNS), Operational Requirements Document (ORD), and Capability Development Plan (CDP)	<i>MSAM</i> updated	CG-924	3Q FY10
190	Establish the SELC stage review process, including stage approval authority for major acquisitions	<i>MSAM</i> updated	CG-924	3Q FY10
191	Conduct an independent assessment to develop recommendations to improve Risk Management Plans (RMPs)	SOP #7, Project Risk Reporting, updated as appropriate to implement improvements in reporting, mitigating and tracking	CG-924	2Q FY10
192	Facilitate Risk Management (RM) training (at all levels) to raise awareness and use of RM in acquisition projects	Training conducted	CG-924	2Q FY10
193	Establish guidelines for use of Pilots and Prototypes	Input provided to incorporate into <i>MSAM</i> update	CG-926	3Q FY10

 Items highlighted in blue have been completed in the last 12 months

#	Action Item	Measurable Outcome	Lead POC	Planned Complete
194	Implement tailored EVMS requirements for AC&I funded projects at Logistics and Service Centers (LCs/SCs)	Process developed, approved and implemented	CG-93D	4Q FY10
195	Develop a strategy to continue to assume the LSI function	Detailed POAM developed to further transition the LSI role from ICGS to the Coast Guard	CG-93D	1Q FY10

Element: Effectively Managing the Acquisition Process

Critical Success Factor: Enabling Financial Accountability

#	Action Item	Measurable Outcome	Lead POC	Planned Complete
140	Review each CG-93 project and evaluate compliance with DHS EVMS Guidelines and CG-9 SOP #4 EVM	All projects are in compliance with DHS EVMS Guidelines or have approved business case supporting alternate approach	CG-924	4Q FY09
196	Develop standard guidelines to assist the project staff with technical input for contract modifications	Quarterly Compliance Report provided to PEO	CG-91	4Q FY11

 Items highlighted in blue have been completed in the last 12 months

#	Action Item	Measurable Outcome	Lead POC	Planned Complete
197	Implement common CG-9 solution/system to store, capture and retrieve contract data	A plan developed that identifies required technologies, training, resources required and necessary data integrity protocols to achieve the migration of contract documents for all current and existing projects into a document management system for timely accessibility to files	CG-91	4Q FY10
198	Document source selection process	Current policy documented and consistent with DHS Guidance	CG-91	4Q FY11
199	Promote use of full and open competition for any acquisition contract awarded, unless otherwise excepted in accordance with federal acquisition laws and regulations promulgated under those laws, including the Federal Acquisition Regulation	SOP for ensuring full and open competition for future contract awards published	CG-91	4Q FY11

 Items highlighted in blue have been completed in the last 12 months

Element: Promoting Successful Outcomes of Major Projects

Critical Success Factor: Using Sound Capital Investment Strategies; Integrating Organizational Goals into the Capital Decision-making Process

#	Action Item	Measurable Outcome	Lead POC	Planned Complete
56	Establish a position on resource/ budget reform that will provide the acquisition function with the agility to respond to changing requirements as documented in Acquisition Program Baseline (APB) revisions	Position established/ published	CG-9282	Complete
141	Ensure all projects are <i>MSAM</i> compliant	Internal audit of each project conducted and a POAM for <i>MSAM</i> compliance developed	CG-924	Complete

Element: Promoting Successful Outcomes of Major Projects

Critical Success Factor: Employing Knowledge-Based Acquisition Approaches

#	Action Item	Measurable Outcome	Lead POC	Planned Complete
61	Link Project Identification phase with Capital Planning & Investment Control (CPIC) process that takes into account affordability, risks & priority	<i>MSAM</i> updated	CG-924	Complete
62	Propose process for Milestone (MS) 0 review and approval to include process to verify mission analyses	<i>MSAM</i> updated	CG-924	Complete

Items highlighted in blue have been completed in the last 12 months

#	Action Item	Measurable Outcome	Lead POC	Planned Complete
142	Augment the Coast Guard's organic capacity, experience, and expertise through "trusted agent" strategic relationships with Navy University Affiliated Research Centers (UARC) and U.S. Department of Energy (DoE) National Labs acting solely in the government interest	Trusted Agent service contracts in place through Naval Sea Systems Command and DoE	CG-926	Complete
143	Model the capabilities of planned and existing assets in a manner that informs decisions on the numbers of assets needed	Coast Guard Maritime Operational Effectiveness Simulation (CGMOES) upgraded	CG-926	Complete
200	Raise awareness among acquisition program/project managers of FMS benefits, interfaces, and procedures for their programs	An International Acquisitions/Foreign Military Sales (FMS) training module for acquisition program/project managers developed	CG-922	3Q FY10
201	Establish a process to track and report cost growth and schedule changes	Bi-annual report provided to USCG Chief Acquisition Officer (CAO)	CG-924	1Q FY10
202	Conduct audit of major acquisition projects to identify actions/artifacts for documenting compliance with DHS Acquisition Directive 102-01	Quarterly Compliance Report provided to PEO	CG-924	4Q FY09
203	Establish requirement for mandatory interoperability Key Performance Parameter (KPP)	MSAM updated	CG-924	3Q FY10

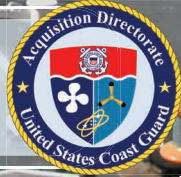
Items highlighted in blue have been completed in the last 12 months

#	Action Item	Measurable Outcome	Lead POC	Planned Complete
204	Establish a requirement that future production contract awards may not be executed without an approved Operational Requirements Document (ORD)	<i>MSAM</i> updated	CG-924	3Q FY10
205	Document RFP Red Team independent review process	Process documented	CG-924	1Q FY10
206	Enhance functionality of the Lessons Learned Database by developing a process to collect, review, and disseminate best practices	Recommendation developed	CG-925	2Q FY11
207	Develop policy to update the Lessons Learned Database to include regular updates at each Acquisition Decision Event (ADE)	Policy approved and implemented	CG-925	4Q FY11
208	Clarify use of Operational Assessments and Early Operational Assessments	Input provided to incorporate into <i>MSAM</i> update	CG-926	3Q FY10
209	Clarify Alternatives Analysis working group and Study Director functions and roles and responsibilities as specified in DHS Acquisition Directive 102	Input provided to incorporate into <i>MSAM</i> update	CG-926	3Q FY10

 Items highlighted in blue have been completed in the last 12 months



Human Capital



Element: Valuing and Investing in the Acquisition Workforce

Critical Success Factor: Commitment to Human Capital Management

#	Action Item	Measurable Outcome	Lead POC	Planned Complete
144	Conduct end-to-end review of recruitment and hiring processing times to identify areas for potential improvement	Review completed; metrics collected and communicated to responsible organizational unit to make process improvements	CG-9212	Complete
145	Enhance New Employee Orientation (NEO) program to incorporate CG-9 indoctrination session	CG-9 indoctrination sessions provided bi-weekly to new employees	CG-9212	Complete
210	Conduct 360-degree assessments on directorate program managers, office chiefs and deputy program managers for direct feedback from peers, leadership, and customers	Assessment process completed	CG-9212	TBD *

Element: Valuing and Investing in the Acquisition Workforce

Critical Success Factor: Role of the Human Capital Function

#	Action Item	Measurable Outcome	Lead POC	Planned Complete
146	Develop and propose a career path for Storekeepers and Warrants	Career path developed and proposal submitted	CG-925	Complete

* Pends funding plus 12 months to complete

Items highlighted in blue have been completed in the last 12 months

Element: Strategic Human Capital Planning

Critical Success Factor: Integration and Alignment

#	Action Item	Measurable Outcome	Lead POC	Planned Complete
147	Align CG-9 <i>Human Capital Plan</i> with the DHS plan; Update the CG-9 <i>Human Capital Plan</i> when the DHS plan is updated	CG-9 <i>Human Capital Plan</i> aligned with DHS <i>Human Capital Plan</i>	CG-921	4Q FY10
148	Institutionalize key human capital policies and initiatives so that they are less sensitive to transitions in leadership	Standard Operating Procedures (SOPs) for Human Capital management developed	CG-921	4Q FY09
211	Conduct program management workforce model and report on manpower projections, as well as functional breakout requirements. Utilize report findings to incorporate out-year staffing requests into budget planning process	Report delivered; report findings utilized	CG-9212	4Q FY11

Element: Strategic Human Capital Planning

Critical Success Factor: Data-Driven Human Capital Decisions

#	Action Item	Measurable Outcome	Lead POC	Planned Complete
149	Ensure that agency officials have access to evidence that certified program managers, meet education, training, and experience requirements	Bi-annually reported on the status of Program Manager certifications	CG-9211	4Q FY10
150	Develop a formal process to review CG-9 Acquisition, Construction and Improvement (AC&I) personnel resource allocations on a recurring basis	Process documented	CG-9212	2Q FY10

 Items highlighted in blue have been completed in the last 12 months

#	Action Item	Measurable Outcome	Lead POC	Planned Complete
153	Stand-up Workforce Management System (beta version), for capturing and reporting key workforce data	Workforce Management System established	CG-9212	Complete
Element: Acquiring, Developing, and Retaining Talent				
Critical Success Factor: Targeted Investments in People				
#	Action Item	Measurable Outcome	Lead POC	Planned Complete
154	Investigate feasibility of Tenure Agreements for military/civilian Level 1 investment Program Managers	Recommendations reported	CG-921	Complete
155	Publish continuous learning guidance to facilitate the achievement of mandatory acquisition certification and training performance goals	CG-9 SOP #5 modified to incorporate continuous learning guidance beyond certification	CG-9211	Complete
156	Partner with the Defense Acquisition University (DAU) or other equivalent independent group [study] to establish an acquisition military career path plan/recommendation for acquisition personnel	Plan/recommendation completed	CG-9211	2Q FY10
157	Establish a formal Program Manager-focused mentoring program (provide opportunities for program managers to speak with former program managers, retired acquisition professionals, program managers from other services, academia, etc.)	Mentoring program implemented	CG-9212	1Q FY10

 Items highlighted in blue have been completed in the last 12 months

#	Action Item	Measurable Outcome	Lead POC	Planned Complete
212	Participate in DHS stand-up of <i>Register Now</i>	<i>Register Now</i> successfully implemented in CG-9	CG-913	TBD*
213	Establish program to recognize excellent acquisition performance by individuals and teams	Acquisition Incentive Award from COMDTINST M1650.25D, 6.J.1, incorporated into CG-9 SOP #3, Rewards and Recognition	CG-9211	2Q FY10
214	Develop Military Acquisition Career Guide	Military Acquisition Career Guide published	CG-9211	4Q FY09
215	Coordinate with CG-1 to identify and request additional pay, recruitment and retention incentives to ensure parity with competing DoD authorities	Legislative change proposal developed to request additional pay, recruitment and retention incentives	CG-9212	2Q FY10

Element: Acquiring, Developing, and Retaining Talent

Critical Success Factor: Human Capital Approaches Tailored to Meet Organizational Needs

#	Action Item	Measurable Outcome	Lead POC	Planned Complete
79	Develop recommendations for Program Manager/Project Manager screening and selection process	Decision memo recommending Program Manager/ Project Manager screening and selection process completed	CG-9211	4Q FY09

* Pends DHS implementation plus 12 months to complete

 Items highlighted in blue have been completed in the last 12 months

#	Action Item	Measurable Outcome	Lead POC	Planned Complete
158	Investigate feasibility to establish CG-9 omnibus-type support contracts to reduce administrative workload on Contracting Officers (KOs) and Contracting Officer's Technical representatives (COTRs)	If feasible, Plan of Actions & Milestones (POAM) developed and contract vehicles awarded	CG-92	1Q FY10
159	Build and maintain a multi-disciplined, certified acquisition workforce	The percent of employees who complete mandatory training to achieve/maintain DHS required acquisition certification levels reported bi-annually	CG-9211	Complete
160	Create and implement employee entrance survey to identify key reasons new employees joined CG-9 and to inform initiatives to drive recruitment, development, and retention	Data and the percent of new employees who complete entrance survey reported quarterly	CG-9212	Complete
Element: Creating Results-Oriented Organizational Cultures				
Critical Success Factor: Empowerment and Inclusiveness				
#	Action Item	Measurable Outcome	Lead POC	Planned Complete
81	Implement the CG-9 Project Manager-centric acquisition execution model	CG-9 Project Manager-centric acquisition execution model published in <i>MSAM</i> update	CG-92	Complete

Items highlighted in blue have been completed in the last 12 months

Element: Creating Results-Oriented Organizational Cultures

Critical Success Factor: Unit and Individual Performance Linked to Organizational Goals

#	Action Item	Measurable Outcome	Lead POC	Planned Complete
161	Conduct performance goal writing training (SMART goals) for managers on linking individual performance to CG-9 organizational goals	Percentage of Program Managers who attend training reported	CG-9212	Complete

 Items highlighted in blue have been completed in the last 12 months



***Information Management
and Stewardship***



Element: Identifying Data and Technology that Support Acquisition Management Decisions

Critical Success Factor: Tracking Acquisition Data

#	Action Item	Measurable Outcome	Lead POC	Planned Complete
84	Develop data sources to track contract process metrics (e.g., Contract Information Management System (CIMS), etc.)	Data sources to track contract process metrics incorporated into Virtual Acquisition Office	CG-91	TBD *
85	Implement Earned Value Management (EVM) on all required acquisition projects in accordance with DHS requirements (e.g., using X-12 format, etc.)	EVM implemented on all acquisition projects in accordance with DHS requirements	CG-924	4Q FY09
86	Develop a CG-9 Integrated Master Plan (IMP) and Integrated Master Schedule (IMS) for all projects and track status	CG-9 IMP and IMS developed	CG-93D	Complete
89	Develop metrics to assess the effectiveness of the acquisition function for major systems	Quarterly Performance Review and Probability of Project Success (PoPS) developed and implemented	CG-924	Complete
162	Coordinate with CG-8 for annual training on how to input data into FPDS-NG to make service acquisitions to DHS	Annual training program implemented	CG-91	Complete

* Pends funding plus 18 months to complete

Items highlighted in blue have been completed in the last 12 months

#	Action Item	Measurable Outcome	Lead POC	Planned Complete
163	Document obligation plan review process and timeline	Standard Operating Procedure (SOP) signed	CG-9283	Complete
216	Develop process/tool to manage C4ISR schedules across programs	Government managed integrated master schedule achieved for C4ISR which will allow for real time and accurate measures of schedule variance and impacts of critical path slippage	CG-933	3Q FY10
Element: Safeguarding the Integrity of Operations and Data				
Critical Success Factor: Ensuring Effective General and Application Controls				
#	Action Item	Measurable Outcome	Lead POC	Planned Complete
100/ 101	Promote alignment of CG-9 information and knowledge systems with Coast Guard-wide technologies by ensuring all CG-9 major systems complete the Command, Control, Communication, Computers and IT Directorate (CG-6) certification and accreditation application process	All CG-9 major systems completed CG-6 certification and accreditation application process	CG-9212	4Q FY09
102	Identify need to develop, document, and/or evaluate new internal controls for acquisition functions to include contract awards	CG-9 Decision Memo published	CG-9282	1Q FY10

 Items highlighted in blue have been completed in the last 12 months

#	Action Item	Measurable Outcome	Lead POC	Planned Complete
217	Promote implementation of new Internal Controls Over Operations (ICOOP) program; establish & report metrics to measure compliance	ICOOP guidebook published	CG-928	4Q FY10

Element: Safeguarding the Integrity of Operations and Data

Critical Success Factor: Data Stewardship

#	Action Item	Measurable Outcome	Lead POC	Planned Complete
96	Expand and maintain knowledge repository for knowledge sharing that contains links to relevant Government Accountability Office (GAO) reports, best practices, training information, checklists, templates, <i>MSAM</i> acquisition plans/documents, current acquisition references, and modeling	Knowledge repository established and SOP developed	CG-92	TBD *
104	Ensure all contractors working major acquisitions for Coast Guard provide data in electronic format (i.e., X-12)	SOP developed with system in place to ensure contractors provide data in required format	CG-924	4Q FY09
164	Establish a Virtual Acquisition Office	A mechanism developed for customers and contracting professionals to use as reference/guidance information	CG-91	TBD **

* Pends funding plus 12 months to complete

** Pends funding plus 18 months to complete

 Items highlighted in blue have been completed in the last 12 months

#	Action Item	Measurable Outcome	Lead POC	Planned Complete
165	Establish system to account for disposition of Integrated Product Data Environment (IPDE) data	Information system established	CG-92	1Q FY11
166	Develop Data Management SOP	SOP completed and distributed	CG-9212	Complete
218	Establish process to review new information technology initiatives prior to technical authority engagement	Process documented	CG-9212	4Q FY10

 Items highlighted in blue have been completed in the last 12 months



Mission execution
begins *here.*