

## Coast Guard Modernization – Critical Success Factors

- **Enterprise Requirements:** The Coast Guard must develop and maintain enterprise requirements.
  - Lifecycle sustainment built into the acquisition process.
  - Acquisition Requirements Process: Coast Guard must develop, vet, and ensure the organization procures the right platforms. We need to integrate policy with the requirements to make sure seams are covered (i.e., policy v. capability requirements).
- **Strategic Guidance and Metrics:** The Coast Guard must deliberately evaluate its output (mission accomplishments) through coordinated strategic planning.
  - From strategic intent to tactical action (e.g., strategic, operational and tactical assessments)
  - The Coast Guard must have reliable, repeatable and validated performance measures on which to base operational priorities.
  - Organizational structure that is responsive to national mandates without impairing effective execution of our missions.
- **Authority and Responsibility:** The Coast Guard must have clear lines of authority and responsibility.

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| ○ Mission Execution                          | ○ Operational Scheduling |
| ○ Operational Risk Management                | ○ Ready Assets           |
| ○ Operational Intelligence                   | ○ Doctrine and TTP       |
| ○ Operational Awareness                      | ○ Mission Support        |
| ○ International and Interagency Partnerships |                          |

- **Human Capital:** The Coast Guard must place the right competency at the right place at the right time and employ processes that anticipate future requirements. The Coast Guard must balance functional expertise and expertise across the functions through a driven Human Resource strategy. New competencies are predicted and provided when requirements dictate. The service has a force structure that is responsive to the national priorities.
- **Asset Support:** The Coast Guard must focus on delivery of support at the operational unit level to meet readiness requirements at the lowest achievable costs. Bi-level support processes with clear accountability at the Product Line Manager-level will be used to facilitate affordable readiness.
  - The Coast Guard must maintain configuration control for services and of assets throughout their lifecycle. Will include standardization process with built in accountability and enforcement.
- **Services for “Non Assets”:** The Coast Guard must focus services delivery systems to member and their dependants such that members are able to focus on mission execution. Members must have visibility and understanding on how to obtain Coast Guard services for themselves and their dependants.
- **Resource Management:** The Coast Guard must modernize and realign Coast Guard resource management to meet the strategic intent of the service.
  - The Coast Guard financial system must be serviced by a single ledger for the enterprise.
  - The Coast Guard’s resource management processes must support sound internal controls and a sustainable unqualified audit opinion.
- **Policies, Processes, and Procedures:** The Coast Guard must have a system that continuously addresses process management Coast Guard-wide to include review, revision and documentation of Coast Guard processes. Additionally, the Coast Guard must have supporting organizational policies and procedures (e.g., Standard Operating Procedures, Organization Manuals, Instructions, etc.) and a process to ensure this documentation is maintained and updated in a timely manner.