



### The Captain's Corner

"You are a vital part of the Mariner Licensing and Documentation program and your individual contributions are very important to the success of this unit and to our customers. Last week, I distributed the NMC's performance objectives and the measures that we will use to execute our mission, manage our operations, and track our performance.

I expect everyone to be familiar with these objectives and measures. I expect all Division and Branch Chiefs, REC Chiefs, and all supervisors to manage their respective processes and work areas to achieve the stated performance objectives. We will measure, evaluate, and hold ourselves accountable for performance by these objectives and measures.

Objectives and measures are among the most important tools to enhance performance and accountability. Clear objectives and measures focus, energize, encourage persistence, and stimulate discovery. Measurement motivates, illuminates, communicates, and informs choices. Measurement can help answer "What works and is worth replicating?" and "What does not, that needs attention?" To make this work, we must have open and honest discussions when we review our performance. We must encourage verbal feedback and encourage cross-division cooperation. Our performance discussions must lead with questions and not with answers, avoid blame, and push for better understanding of the conditions and causes of the performance results. By focusing on these objectives and measures, we will improve our performance and we will earn back the trust of our customers and our stakeholders."

David C. Stalfort  
 Captain, U. S. Coast Guard  
 Commanding Officer

### Staffing Updates

Program Support Specialist GS-9 NMC-3  
 Closing Date: November 29<sup>th</sup>

Legal Instruments Examiner GS-9, NMC-5,  
 Closing Date: November 29<sup>th</sup>

Marine Transportation Specialist, GS-13  
 NMC-5, Closing Date: December 10<sup>th</sup>

See USA Jobs <http://www.usajobs.gov/>  
 Search: Homeland Security, US Coast Guard

**NMC staffing 68% of full strength**



### *New Employees*

*Civilian*  
 Mr. Tim Sheffler, NMC-5,  
 Legal Instruments Examiner

Ms. Kim Smith, NMC-5,  
 Legal Instruments Examiner

*A warm welcome to NMC West Virginia*



## *Building Update*



As of 20 November, the installation of the data cable and AV is at full speed on the third deck. On the second deck, the cubicle partitions are approximately 50% complete. The furniture installers experienced a small set-back as they were shut down by the building inspector due to the lack of required permits. On the first deck, painting, wall-boarding and ceiling installation continues at a steady pace.

Mr. Brandt also reports that the installation of the phone system and the wiring of the external security cameras began last week and is progressing well. Three hundred new phone sets, several computer racks and various other Coast Guard provided gear adorn Mr. Villanueva's office awaiting distribution. All of the bathrooms are complete and the plumbing fixtures are being installed. The fitness center equipment is due to arrive soon with equipment installation due to start the first week in January 2008.

As for the exterior of the building, the skylight should be installed on November 26th, and we are still waiting to get the last two panes of the half moon window installed. The parking lot now has its base coat of asphalt and a top coat will follow soon.

As you can see, there remain many things that have to be done in order to occupy the new NMC Headquarters, but steady progress is visible and all indicators point to meeting all established deadlines. Enthusiasm builds as we approach the final days leading up to occupying the new building. I am sure everyone is eager to be in one building thereby making us a full and complete NMC TEAM ready to meet the demands of our customer base.

To view additional updates you may visit <http://www.gsa-projects.com/ProjectDetails.aspx?id=14>. For specific questions, please contact Mr. Brandt, Division Chief, NMC-3 (Program Support Division).



## **RECorner**

### ***REC T.E.A.M. Lesson Learned***

During the REC TEAM, a small “Lessons Learned” session was conducted. Out of this, some very good information was derived that will be included in future transition project plans. Just a few of these Lessons Learned included: mariners are moving applications to non-TRECs, support for broader time zone coverage, staffing impact on course oversight, communications for the big picture are good but details are sometimes fuzzy, and more. One of the issues brought forth directly impacts the NMC’s Core Purpose-Mission, our Core Values, and our desire to work toward a mariner’s perspective ensuring that our customers are delighted by the high level of customer service provided by NMC staff elements. The issue revolves around a mariner needing specific help and contacting the RECs for that help. Contrary to our stated direction, the RECs were not being supported as fully as they could be. To resolve this, the NMC has established business practices to ensure that:

1. When a mariner asks for help, that first Coast Guard contact is the owner of getting help.
2. REC personnel will have priority with evaluators in resolving a mariner’s question.

This business practice will eventually be extended to Industry such that an Academy representative with validated and verifiable Third Party Authorization will be able to support mariners in the same way.

Relative to our objective to improve customer service, I would like to thank the RECs for this feedback and the opportunity to improve many aspects of what we all do.

Thanks,  
CDR C. Swirbliss  
NMC-1