



Acquisition
Directorate

STRATEGIC PLAN

Blueprint for Sustained Excellence

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I. Message from the Chief Acquisition Officer

As the Coast Guard's Chief Acquisition Officer, I have the opportunity to work alongside some amazing professionals – the members of the acquisition workforce – in delivering assets and capabilities to our customers in the field. In my time with CG-9, we have continued to build on the solid progress achieved since the formation of the Acquisition Directorate in 2007. Our mission, vision and goals remain in place and unchanged. Our job is to deliver the capabilities necessary to meet all of the Coast Guard's diverse missions. The CG-9 Strategic Plan defines the course and heading for the Coast Guard's acquisition enterprise. It is our guiding strategic document and should be a ready-reference tool for every program, office, team and person in the Acquisition Directorate. This edition is a "refresh" reflecting minor updates to the spring 2014 edition. Later this year we will begin working on a more comprehensive revision intended to carry the acquisition enterprise through 2018.



The strategy defined in this *Plan* aligns well with the three tenets of my Philosophy for Success—Character, Competency and Care. Our people are central to the success of this *Plan*. With that in mind, every one of us must maintain highest levels of integrity, pursue the most current competency training, and take care of ourselves, our families and our shipmates. Following these guiding principles will establish a successful framework to achieve our mission and vision.

This *Plan* focuses on monitoring progress through the use of performance measures. By assigning quantitative targets to each measure, we will track how our collective efforts contribute to mission success and realizing the CG-9 vision. These measures are based upon past performance to ensure we set reasonable baselines while reaching toward targets for increased efficiencies.

We implemented an online Performance Dashboard to visualize and report our progress. Offices upload current performance data, which is displayed on interactive charts and reports for each measure. CG-9's executive and senior leaders use this Dashboard weekly to support decision making to improve our operations. Additionally, I intend to review one metric weekly in greater detail focusing on the data and trend for that performance measure. Even small improvement at the performance measure level will lead to great strides toward our objectives and goals.

I encourage you to reference these goals and objectives frequently. You are the key to our continued acquisition success!

Mission Execution Begins Here!

A handwritten signature in blue ink, which appears to read 'J. Vojvodich'. The signature is stylized and fluid.

Joseph M. Vojvodich, Rear Admiral, United States Coast Guard
Assistant Commandant for Acquisition and Chief Acquisition Officer

II. About This Plan

This *Strategic Plan* presents the U.S. Coast Guard (USCG) Acquisition Directorate's (CG-9) goals and objectives to sustain excellence within the acquisition enterprise. Goals are tied to specific objectives and performance measures that will enable the Acquisition Directorate to monitor its progress. Performance measures are key indicators to ensure successful execution of Coast Guard recapitalization priorities.

This *Plan* builds on the solid foundation established by the *Blueprint for Acquisition Reform*, continues the transition from action tracking to performance management and aligns with higher level Coast Guard and Department of Homeland Security priorities. It provides top-level strategic direction for the Coast Guard's acquisition workforce. Offices, divisions, programs, projects, teams and individual employees will use the goals, objectives and performance measures in this *Plan* to define their own initiatives and develop annual performance plans in support of the CG-9 mission. In this way, the *Plan* serves as a Directorate management tool to unify workforce efforts and support efficient delivery of Coast Guard mission capabilities.

CG-9 is committed to sustained excellence through effective and transparent performance measures, linked to real mission outcomes. The Directorate will continue to assess the quality of its performance measures to ensure effective alignment with efficient business processes and provide the basis for Directorate-wide strategic planning and management controls.

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Additional information about the Coast Guard Acquisition Directorate can be found at www.uscg.mil/acquisition.

III. Evolution of the Acquisition Directorate Strategic Plan

In 2005, the Government Accountability Office published its *Framework for Assessing the Acquisition Function*, which defines standard elements to support a qualitative assessment of the strengths and weaknesses of the acquisition function at federal agencies. In 2006, as the Coast Guard began work to consolidate its acquisition organizations, we aligned our strategy with the *Framework's* four cornerstones of a successful acquisition function: 1) organizational alignment and leadership; 2) policies and processes; 3) human capital; and, 4) information management and stewardship. These four cornerstones work together to form architectural supports necessary for successful acquisition program execution and remain the foundational tenets of the Acquisition Directorate.



REFORM
CONTINUOUS
IMPROVEMENT
SUSTAINING
EXCELLENCE

The challenge of becoming a model mid-sized federal acquisition organization demanded an output-centric mechanism for accomplishing and tracking defined tasks. The Coast Guard's first acquisition strategic plan, the *Blueprint for Acquisition Reform*, did that by leveraging the GAO's *Framework* to identify and track tasks necessary to achieve its vision of a consolidated, responsible and successful acquisition organization. Those tasks were derived from the *Framework's* critical success factors and were designed to build the right acquisition structure—properly organized with efficient and effective policies, processes and procedures.

As the Coast Guard completed tasks defined in the *Blueprint for Acquisition Reform*, it updated its acquisition strategic plan to build on the successful foundation defined by the *GAO Framework*.

Subsequent versions of the acquisition strategic plan, renamed the *Blueprint for Continuous Improvement*, evolved from that output-centric approach toward measuring performance across the acquisition organization. The tasks it included were designed to strengthen relationships across the acquisition enterprise and formalize roles, responsibilities and processes.

This version continues that evolution and solidifies an outcome-centric approach to measuring acquisition performance. It describes the top-level goals of the acquisition directorate and defines key objectives, performance measures and targets designed to track progress toward each goal. Building on progress from earlier periods of reform and continuous improvement, the *Acquisition Directorate Strategic Plan* focuses on sustaining acquisition excellence.

Like each version before it, version 6.1 maintains close alignment to the cornerstones described in the *GAO Framework*. Its goals, objectives and performance measures are linked to the *Framework* cornerstones and enable outcome-based measurement of the Coast Guard's acquisition function.

IV. Overarching Strategy: Vision, Mission & Goals

CG-9's Vision, Mission and Goals described below represent the overarching strategic direction for the Acquisition Directorate and its workforce. The vision statement looks forward and defines the organization's long-term future—where CG-9 is going. The mission statement is a separate declaration, which focuses on the present and conveys why CG-9 exists—what it does now. Goals developed by CG-9 identify specific results the Directorate will strive to accomplish to meet its current mission and move closer to achieving its future vision. These goals define the strategic results that CG-9 will accomplish, and are supported by objectives and performance measures, which are defined in the next section.

VISION

The Coast Guard will be a model of acquisition excellence in government.

MISSION

Efficiently and effectively deliver the capabilities needed to execute the full range of Coast Guard missions.

GOALS

1. Unify efforts throughout CG-9 to achieve mission execution.
2. Sustain workforce excellence to enable mission execution over the long term.
3. Deliver essential capabilities within established cost, schedule and performance parameters.

V. Executing the Strategy: Linking Goals to Objectives & Performance Measures

This section describes the high-level objectives to support each of CG-9’s goals. Objectives are tied to each goal, with associated performance measures designed to move the directorate toward its vision as a model of government acquisition excellence.

Goal 1: Unify efforts throughout CG-9 to achieve mission execution

Mission execution starts here! More than just a tagline, that statement captures the essence of the Acquisition Directorate’s mission and the importance of this goal. To effectively deliver Coast Guard mission capabilities, all of CG-9 must be aligned and fully engaged—employing effective partnerships throughout the acquisition enterprise. Leadership, communication, collaboration and knowledge management proficiencies help ensure that recapitalization investment decisions achieve best value for the taxpayer and efficiently deliver mission-critical assets and capabilities to the field.

Objective 1.1 – Improve information sharing and collaboration among CG-91/92/93 staffs

At the heart of unifying efforts, improving collaboration and information sharing across CG-9 is essential to our continued mission success. Now that CG-9 has consolidated at the St. Elizabeths facility, the Directorate will continue to work to break down cultural barriers between organizations, eliminate separated information stovepipes and reinforce a one-team approach to every mission challenge. To support the improvement of information sharing and collaboration across CG-9, an Information Sharing Maturity Model (ISMM) analysis was conducted Fall 2015. CG-9’s overall result rating is 73%. The most updated ISMM data analysis will be conducted and completed in the Fall 2016. The workforce can do more to enhance information sharing by ensuring compliance with and use of the tools available. A number of common areas could help improve overall results:

- Office-level lessons learned databases
- Strategic and tactical process documentation
- Publication of knowledge management guidance
- Better defined communication channels and materials

Objective 1.1 Performance Measure	Performance Target
Regularly assess and measure the extent of information sharing within CG-9 and implement improvement initiatives.	Sustain positive trends in regular survey responses

Objective 1.2: Deploy consistent knowledge management tools and documented, repeatable processes

Effective knowledge management—the systematic processes by which knowledge needed for the organization to succeed is created, captured, shared and leveraged—is crucial to CG-9’s success. Knowledge management workflows facilitate better decision making; builds a learning culture that shares knowledge across the enterprise; and stimulates innovation and efficiency. The Directorate will unify efforts through standardization of team sites and by measuring increased usage of CG Portal through communication of the number of offices supported and updates to or creation of CG Portal Team Sites. To date, 50% of CG-9 Program Offices have requested support through the CG-Portal Support Team. Due to CG Portal SharePoint 2010 and 2013 compatibility issues, the feature for tool analytics is unavailable, including log-on hits.

Objective 1.2 Performance Measures	Performance Target
Knowledge requirements in key business processes are documented, standardized and integrated into a standard knowledge management and workflow framework	> 75% of CG-9 Offices supported by end of Q4 FY16 for integration into the standard CG-9 Portal framework.
Compliance with CG-9 policy for capturing and recording lessons learned	70% compliance, reported at each annual review and acquisition decision event

Goal 2: Sustain workforce excellence

Recruiting, developing and retaining CG-9’s workforce of highly-professional and credentialed personnel enable the directorate’s current success. Sustaining that capacity and improving the capabilities of this diverse, agile and highly-qualified workforce is essential to sustain the Coast Guard as a model across the federal government. Investing in the Coast Guard’s greatest acquisition asset—its people—will enable continued successful management and execution of crucial acquisition programs.

Objective 2.1 – Support proficiency and ongoing professional development—including workforce certifications

Proper workforce training and certification helps ensure that CG-9 maintains proficiency in today’s complex acquisition and business management environment. Through accountability reporting measures, CG-9 will continue to ensure staff is sufficiently trained and certified to successfully manage daily work requirements. Similar to the importance of training and certification, continuous professional development helps CG-9’s workforce build on its expertise and experience to meet tomorrow’s challenges. The Directorate is committed to supporting the professional development needs of every staff member.

Objective 2.1 Performance Measures	Performance Target
Improved dissemination of training and education opportunities	Workforce-wide communication within five (5) business days of CG announcement of application open period
Percent of supervisors who have completed 360-degree performance assessments	>90%
Percent of staff certified at the desired acquisition certification level, with an 18 or 24-month recertification as required by position.	>80%

Objective 2.2 – Maintain and improve workforce stability

Workforce stability fosters unity and efficiency through higher levels of organizational knowledge and consistent business relationships. CG-9 will work to minimize disruption in the workforce by encouraging low civilian turnover and vacancy rates.

Objective 2.2 Performance Measures	Performance Target
Civilian turnover rate	≤7%
Exit survey participation	≥60%

Goal 3: Deliver essential capabilities within established cost, schedule and performance parameters

Delivering needed capabilities to Coast Guard operators is at the very core of CG-9’s mission. Proven acquisition practices and policies are essential to that successful delivery of effective assets, systems and services. Those practices and processes must be consistent and documented in such a way that future acquisition professionals can build on CG-9’s current success. CG-9’s acquisition policies should clearly define acquisition roles and responsibilities, reflect best practices and lessons learned, and adapt to changes within the service, Department of Homeland Security and federal government. Maintaining appropriate levels of oversight is critical to ensure compliance with acquisition policy while providing acquisition professionals the ability to make smart and effective decisions and trade-offs.

Objective 3.1 – Deliver capabilities in accordance with Acquisition Program Baselines (APB)

Each previous objective is designed to strengthen CG-9’s ability to continue delivering needed assets and capabilities within cost, schedule and performance parameters. To ensure transparency throughout the acquisition process, and to enable informed decision-making, CG-9 will regularly report and assess each project’s adherence to APB requirements.

Objective 3.1 Performance Measures	Performance Target
Percent of projects within Acquisition Program Baseline costs	≥90%
Percent of projects within Acquisition Program Baseline performance specifications	≥90%
Percent of projects within Acquisition Program Baseline schedule	≥90%

Objective 3.2 – Ensure consistent, repeatable and timely acquisition policies, processes and document management

Consistent and repeatable acquisition policies, processes and document management reduce rework and result in efficient performance. Timely completion of acquisition document requirements enables successful achievement of objectives. Further, by systematically documenting, testing, evaluating and improving its internal control processes, the directorate maintains reasonable assurance that it will meet its business objectives. Executive Leadership will review the Strategic Plan performance dashboard weekly.

Objective 3.2 Performance Measures	Performance Target
Acquisition project documents drafted and cleared through Coast Guard channels	<8 weeks concurrent clearance; <6 weeks sequential clearance
Comply with federal financial policy and processes	≤5% deviation
Cycle time to approve financial documents	>75% on first pass
Procurement Action Lead Time (PALT) performance; measured beginning at PR package acceptance through contract award	90% of CG-912 contracts awarded with less than 15% deviation from published PALT.
Effective CG-9 Internal Control program	Controls pass at ≥95%
Quality CG-912 contracts/USCG Bid Protest Effectiveness Rating	≤30% effectiveness rating

VI. Summary

The work of CG-9 is vitally important to the security of the United States and the successful execution of the Coast Guard's missions. Assets, systems, capabilities and services delivered by the Directorate's professional workforce enable and enhance mission execution every day. The work is complex and challenging. It demands well-trained, dedicated professionals with a passion for supporting the Coast Guard's missions. But more than anything else, it requires unity of effort across all domains, functions and teams.

This Acquisition Directorate *Strategic Plan* provides the top-level direction and structure to enhance that unified approach to acquisition success. The goals, objectives and performance measures it describes will guide the Coast Guard's acquisition enterprise toward sustaining mission excellence and achieving its vision to be a model of acquisition excellence in government. As such, those goals, objectives and performance measures are relevant to every element of the acquisition workforce. Each of us contribute to this *Plan's* success, and our daily efforts will help CG-9 achieve its strategic goals.

Measuring the Acquisition Directorate's performance against each target in this *Plan* will enable effective decision making and is crucial to ensuring CG-9 achieves its goals. Each performance measure will be monitored and regularly reported. Senior and executive leaders will review this information during regular planning meetings, where it will inform decisions regarding additional actions or resources necessary to meet each goal. Additionally, this information will be accessible to the entire CG-9 workforce via the Acquisition Directorate's CG Portal intranet environment.