**Coast Guard National Maritime Center**

**National Executive Strategy**

**In Brief**

**2013 - 2017**

**Strategic Priorities**

1. Focus on Fundamentals
   - Emphasize Improving Communication Practices
   - Emphasize Our Standards-based Systems
   - Emphasize Policy, Procedures, Practices Training
   - Continually Monitor and Gauge Quality

2. Focus on Continual Program Improvement
   - Serve as Key Partner with D.C. Policymakers
   - Exercise OCMI Authority to Assist CG Sectors
   - Emphasize Reducing Mariner Appeals

3. Focus on System Modernization & Investments
   - Emphasize Reducing Process Waste
   - Emphasize Innovation and Improving Efficiency
   - Analyze Shifting Process Capability and Capacity

4. Focus on Stakeholder Relationships & Communications
   - Emphasize Broadening Outreach and Visibility
   - Emphasize Information Sharing
   - Emphasize Internal Stakeholder Health

---

**Meaning...**

1. Focus on Fundamentals
   - Emphasize Improving Communication Practices
   - Emphasize Our Standards-based Systems
   - Emphasize Policy, Procedures, Practices Training
   - Continually Monitor and Gauge Quality

2. Focus on Continual Program Improvement
   - Serve as Key Partner with D.C. Policymakers
   - Exercise OCMI Authority to Assist CG Sectors
   - Emphasize Reducing Mariner Appeals

3. Focus on System Modernization & Investments
   - Emphasize Reducing Process Waste
   - Emphasize Innovation and Improving Efficiency
   - Analyze Shifting Process Capability and Capacity

4. Focus on Stakeholder Relationships & Communications
   - Emphasize Broadening Outreach and Visibility
   - Emphasize Information Sharing
   - Emphasize Internal Stakeholder Health

---

**Strategic Goals**

**Goal 1**

**Exceed Mariner Product and Service Expectations**

- Objectives
  - Maintain Net Processing Time Below 30 Days
  - Exceed Industry Standards for Customer Service
  - Broaden Application of ISO 9000 Standards

**Goal 2**

**Broaden Credentialing Program Presence in the Field**

- Objectives
  - Increase REC Outreach Locally and Nationally
  - Enable Complete Course Auditing Functions by RECs
  - Enable Complete Application In-processing by RECs

**Goal 3**

**Successfully Implement STCW Federal Regulations**

**Goal 4**

**Deliver Credentialing Information Technology Solutions**

- Objectives
  - Fully Apply CG System Development Lifecycle Process
  - Expand Development of Intranet and Extranet Solutions
  - Explore Innovation for Electronic Testing

**Goal 5**

**Improve Credentialing Program Responsiveness**

- Objectives
  - Implement Local Pilotage Rules and Local Routes Process
  - Expand Performance Reporting and Feedback

---

"One Mission, One Team, One Voice"
The NMC performs the statutory mission of credentialing qualified U.S. mariners who are compliant with domestic or international standards set forth in Title 46, U.S. Code and Title 46, Code of Federal Regulations. Our focus is on the Person dimension of the Marine Transportation System (MTS) which serves as the first of four MTS dimensions: Mariners, Vessels, Waterways, and Ports.

As the sole mariner credentialing entity for the nation, the NMC performs all work with an absolute focus on exceeding customer expectations. We are committed to developing and implementing strategies that guarantee delivery of high-quality products and responsive service to mariners and stakeholders of the U.S. merchant mariner credentialing program.

As we near the ninth year after the Coast Guard’s successful centralization of the mariner credentialing program, the National Maritime Center (NMC) has rapidly evolved into a much different institution than when the licensing mission was fragmented among various Coast Guard districts and Coast Guard units.

With over 350 employees from both government and contractor sources located in 21 geographic locations, we share a common purpose, which drives our focus as One Mission, One Team, One Voice. This unity of purpose is what mariners and our stakeholders should expect when conducting business at any Regional Examination Center or when seeking information from the Martinsburg, WV, home office.

As we near the ninth year after the Coast Guard’s successful centralization of the mariner credentialing program, the National Maritime Center (NMC) has rapidly evolved into a much different institution than when the licensing mission was fragmented among various Coast Guard districts and Coast Guard units.

With over 350 employees from both government and contractor sources located in 21 geographic locations, we share a common purpose, which drives our focus as One Mission, One Team, One Voice. This unity of purpose is what mariners and our stakeholders should expect when conducting business at any Regional Examination Center or when seeking information from the Martinsburg, WV, home office.

The 2013 – 2017 NMC National Executive Strategy is founded on who we are and what we do best — serving the U.S. merchant mariners and the credentialing stakeholders of the Marine Transportation System.

I am proud of what we have accomplished in our short history, and know we can anticipate many more opportunities for success, some on the near horizon. Whether improving services, increasing outreach efforts, investing in major information technology (IT) enhancements, or implementing major regulatory changes such as Standards of Training, Certification, and Watchkeeping for Seafarers (STCW), our One Team and One Voice are up to the challenge.

I hope you join me while implementing this dynamic and enduring strategy so that together, we will overcome any challenges that lie ahead and continue to succeed in our mission.

Semper Paratus

KIRSTEN R. MARTIN
Captain, U.S. Coast Guard