

Strategic Priorities

1. Focus on Fundamentals
2. Focus on Continual Program Improvement
3. Focus on System Modernization & Investments
4. Focus on Stakeholder Relationships & Communications

Meaning...

1. Focus on Fundamentals

Improve Communication Practices
Build on our Standards-based System
Emphasize Policy, Procedures, Practices Training
Continually Monitor and Gauge Quality

2. Focus on Continual Program Improvement

Strengthen Mariner Credentialing Program
Enhance Coordination on CG Sector Issues
Increase Internal Auditing

3. Focus on System Modernization & Investments

Emphasize Innovation and Maximize Efficiency
Analyze Process Capability and Capacity
Reduce Process Waste

4. Focus on Stakeholder Relationships & Communications

Broaden Outreach and Visibility
Leverage Information Sharing
Emphasize Internal Stakeholder Relationships

Priorities Align Commitment to Goals

STRATEGIC GOALS

GOAL 1 Exceed Mariner Product and Service Expectations

Objectives

- Deliver Quality Products and Services On Time
- Exceed Industry Standards for Customer Service
- Streamline Application Process
- Broaden Application of ISO 9001 Standards

GOAL 2 Strengthen Credentialing Program Presence with MTS Partners

Objectives

- Increase NMC & REC Stakeholder Engagement
- Strengthen Course Oversight & Auditing Functions
- Improve Credentialing Awareness with Local OCMIs
- Support Military-to-Mariner Initiatives

GOAL 3 Leverage Innovation and IT

Objectives

- Revalidate Information System Requirements
- Enhance Electronic Application Solutions
- Focus on Web-based Examinations for Mariners
- Explore Electronic Record Keeping

GOAL 4 Improve Credentialing Program Responsiveness

Objectives

- Improve Local Pilotage & Limited Routes Process
- Expand Operational Performance & Analytics Reports
- Broaden Customer Feedback Capability
- Maintain High Employee Commitment & Competence

U. S. COAST GUARD NATIONAL MARITIME CENTER Executive Strategy

In Brief

2020



"Serving the Nation's Mariners"

From the Command

The 2020 Executive Strategy is built upon who we are and our support of America's Marine Transportation System (MTS).

For over a decade, since the establishment of the National Maritime Center (NMC) in West Virginia and subsequent centralization of the mariner credentialing program from various Coast Guard districts and sub-units, we continue to strive for excellence across our various business lines and operations.

With over 350 team members located in 21 geographic locations, we share a common purpose of delivering dedicated customer support and the highest level of customer satisfaction. This unity of purpose is what mariners and stakeholders should expect when conducting business at any Regional Examination Center or the National Maritime Center home office in Martinsburg, WV.

As we look to the future, we seek to continually strengthen the relationships with our customers and stakeholders. We are dedicated to enhancing communications and outreach to the public. We remain focused on streamlining the application process to help reduce credential and medical certificate delivery time. We will continually seek technological support to enhance our core business processes. We continue to reinvest in our workforce to maintain proficiency and mission readiness.

Lastly, we will be forward looking as we plan for the challenges in the decade to come.

Semper Paratus



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

THE MISSION

Introduction -

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.¹

Mission statement

The mission of the National Maritime Center is to issue credentials to fully qualified mariners in the most effective and efficient manner possible.

The NMC **business lines** include issuing professional mariner credentials, issuing mariner medical certificates, approving mariner courses, managing mariner examination questions, maintaining mariner records, issuing WW-II era DD-214s, and providing mariner information via call center, chat, and email.

¹ MTS as described in CG Pub 1, February 2014

THE VISION

As a world class credentialing program, our diverse staff of highly competent and devoted professionals ensures a safe, secure, economically viable, and environmentally sound Marine Transportation System manned by fully qualified U.S. mariners. We accomplish this vision with leading edge technology, strengthened by continuous improvement and stakeholder partnerships.

OUR CORE VALUES

Mariner-focused

Honor

Honor the mariner and their experience
Be accountable to our maritime partners
Sustain mariner education and training

Respect

Respect our maritime stakeholders' time
Protect mariners' personal information
Maintain open lines of communication with our partners

Devotion to Duty

Strive to meet mariners' needs
Value the mariner's suggestions for continuous improvement
Ensure compliance with applicable regulations

Employee-focused

Honor

Value integrity as our standard
Demonstrate uncompromising ethical conduct & moral behavior
Be loyal and accountable to the public trust

Respect

Respect and promote each other for who we are
Value the diversity of our team
Foster leadership, inclusion and *Esprit de Corps*

Devotion to Duty

Be professional to those we serve
Value a commitment to continuous improvement
Ensure compliance with applicable regulations