

## COMMANDANT'S PERFORMANCE CHALLENGE (CPC)

### REQUIREMENT ALCOAST 517-05

#### What is the Commandant's Performance Challenge?

The Commandant's Performance Challenge provides entry-level Criteria for commands and staffs using the Commandant's Performance Excellence Criteria (CPEC). While the CPEC is best suited to mature management systems and requires cycles of review and improvement, the CPC focuses on foundational elements of a sound, integrated management system. The Coast Guard's CPC Criteria have been developed and refined based on the *Sterling Performance Excellence Challenge Criteria*, which is generously provided by the Florida Sterling Council.

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#### What is a CPC Workshop and what happens when we participate?

This **collaborative workshop** is a facilitated self-assessment that provides an entry-level process for using the CPEC. In addition, CPC Facilitators provide instruction and information on Coast Guard-wide performance management policies, practices, and tools. Participants will...

- Learn about the Criteria in the context of their own world of work;
  - Learn and experience a self-assessment process wherein command/staff management system *Strengths* and *Opportunities for Improvement* are identified;
  - Learn about Coast Guard requirements and methods to improve your command/staff management system;
  - Develop an action plan to sustain identified *Strengths* and address selected *Opportunities for Improvement*;
  - Identify and capture command/staff *Proven Practices* for use by others as well as Coast Guard *Systemic Issues* that impede performance; and
  - Provide feedback on the collaborative workshop process.
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#### What is in it for us?

A few of the benefits your command/staff will gain from the CPC Workshop:

- A collective look at how you operate your command/staff, balanced across the seven CPC Categories;
  - A facilitated discussion of your management system *Strengths* and *Opportunities for Improvement*;
  - A facilitated event that encourages strategic thinking and alignment with Coast Guard-wide management system expectations;
  - A broad, shared perspective by the leadership team (all participants);
  - A focused direction and action plan for positive change.
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#### CPC is a stepping stone to CQA

The Commandant's Quality Award is a rigorous, application-based process; this in-depth evaluation is most beneficial to commands/staffs with systematic, effective management systems. Cycles of CPC-level self-assessment and action should produce an ever-improving system. Mature-to-advanced processes and performance results at the CPC level may indicate readiness for CQA and the full Performance Excellence Criteria.

To be eligible for CQA, commands and staffs must have participated in the award process during the previous three award cycles. For those commands/staffs that do not meet the time requirement or have never participated in CQA, lead CPC Facilitators recommend command/staff eligibility to the Commandant (G-CPD).

A list of CQA-eligible commands/staffs is published each fall on CG Central/Communities/Command and Staff/Performance Management and the G-CPD webpage. See <http://cgweb.comdt.uscg.mil/g-cqm/index.htm>, click on "Performance Excellence".

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## COMMANDANT'S PERFORMANCE CHALLENGE

### 1 Leadership

### Process

The *Leadership* Category examines **HOW** your organization's **SENIOR LEADERS** guide and sustain your organization. Also examined are your organization's **GOVERNANCE** and **HOW** your organization addresses its ethical, legal, and community responsibilities.

**During your assessment, discuss and capture answers to the following questions:**

1. **HOW** do your **SENIOR LEADERS** set and communicate organizational **VISION** and **VALUES** to all employees? **HOW** do their personal actions reflect a commitment to the organization's values? 1.1a(1)
2. **HOW** do your **SENIOR LEADERS** promote an environment that fosters and requires legal and **ETHICAL BEHAVIOR**? 1.1a(2)
3. **HOW** do your **SENIOR LEADERS** create an environment of **PERFORMANCE** improvement, **INNOVATION**, and employee **LEARNING**, and participate in succession planning? 1.1a(3)
4. **HOW** do your **SENIOR LEADERS** communicate with, empower, and motivate employees to accomplish organizational objectives, improve **PERFORMANCE** and attain the vision? 1.1b(1)
5. **HOW** does your organization address management accountability, fiscal accountability, and independent internal and external audits? 1.2a(1)
6. **HOW** does your organization address any adverse impacts on society of your products, services, and operations, anticipate current and future public concerns, and prepare for these concerns in a proactive manner? 1.2b(1)
7. **HOW** does your organization actively identify, support, and strengthen **KEY** communities? 1.2c

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### 2 Strategic Planning

### Process

The *Strategic Planning* Category examines **HOW** your organization develops **STRATEGIC OBJECTIVES** and **ACTION PLANS**. Also examined are **HOW** your chosen **STRATEGIC OBJECTIVES** and **ACTION PLANS** are deployed and changed if circumstances require, and **HOW** progress is measured.

**During your assessment, discuss and capture answers to the following questions:**

1. **HOW** does your organization conduct its strategic planning **PROCESS**? 2.1a(1)
2. **HOW** does your strategic planning **PROCESS** address technology, competitors and/or similar providers, financial risks, strengths, weaknesses, disasters, and emergencies? 2.1a(2)
3. **WHAT** are your organization's short- and long-term **STRATEGIC OBJECTIVES** and the timetable for accomplishing them? 2.1b(1)
4. **HOW** does your organization develop and deploy **ACTION PLANS** to achieve short- and long-term **STRATEGIC OBJECTIVES**? 2.2a(1)
5. **WHAT** are your **KEY MEASURES** or **INDICATORS** for tracking progress on your **ACTION PLANS**? 2.2a(5)

## COMMANDANT'S PERFORMANCE CHALLENGE

### 3 Customer and Stakeholder Focus

### Process

The *CUSTOMER and STAKEHOLDER Focus* Category examines **HOW** your organization determines the requirements, expectations, and preferences of **CUSTOMERS** and **STAKEHOLDERS**. Also examined is **HOW** your organization builds relationships with **CUSTOMERS** and **STAKEHOLDERS** and determines the **KEY** factors that lead to **CUSTOMER** and **STAKEHOLDER** satisfaction, loyalty and retention, increased services and programs, and to organizational **SUSTAINABILITY**.

**During your assessment, discuss and capture answers to the following questions:**

1. **HOW** does your organization identify **CUSTOMERS**, **CUSTOMER** groups, and **STAKEHOLDERS**? 3.1a(1)
2. **HOW** does your organization determine **KEY CUSTOMER** and **STAKEHOLDER** requirements and changing expectations and use this information to better satisfy their needs? 3.1a(2)
3. **HOW** does your organization build relationships with **CUSTOMERS** and **STAKEHOLDERS** to meet and exceed their expectations? 3.2a(1)
4. **HOW** does your organization enable **CUSTOMERS** and **STAKEHOLDERS** to seek information, conduct business, or complain? 3.2a(2)
5. **HOW** does your organization determine **KEY CUSTOMER** and **STAKEHOLDER** contact requirements (such as, interaction standards) and how are these requirements deployed to all employees? 3.2a(2)
6. **HOW** does your organization manage **CUSTOMER** and **STAKEHOLDER** complaints? 3.2a(3)
7. **HOW** does your organization determine **CUSTOMER** and **STAKEHOLDER** satisfaction and dissatisfaction and use the information for improvement? 3.2b(1)

*Note: Although employees may be considered internal customers by an organization, the processes that drive their work, training, satisfaction, etc. will be addressed in Category 5.*

## COMMANDANT'S PERFORMANCE CHALLENGE

### 4 Measurement, Analysis, and Knowledge Management

### Process

The *Measurement, Analysis, and Knowledge Management* Category examines **HOW** your organization selects, gathers, analyzes, manages, and improves its data, information, and **KNOWLEDGE ASSETS**. Also examined is **HOW** your organization reviews its **PERFORMANCE**.

**During your assessment, discuss and capture answers to the following questions:**

1. **HOW** does your organization select, collect, and use data and information for tracking overall organizational **PERFORMANCE**? What are your **KEY** organizational **MEASURES**? 4.1a(1)
2. **HOW** does your organization select and use **KEY** comparative and competitive data and information to support operational and strategic decision-making? 4.1a(2)
3. **HOW** does your organization analyze and review organizational **PERFORMANCE** to set priorities for improvement? 4.1b(1)
4. **HOW** does your organization ensure the continued availability of data and information and hardware and software systems in the event of an emergency? 4.2a(3)
5. **HOW** does your organization manage knowledge to collect, share, and transfer employee knowledge, and to identify and share internal best practices? 4.2b
6. **HOW** does your organization ensure the integrity, reliability, accuracy, timeliness, security and confidentiality of data and information? 4.2b(2)

## COMMANDANT'S PERFORMANCE CHALLENGE

### 5 Human Resource Focus

### Process

The *Human Resource Focus* Category examines **HOW** your organization's **WORK SYSTEMS** and your employee **LEARNING** and motivation enable all **SEGMENTS** of employees to develop and utilize their full potential in **ALIGNMENT** with your organization's overall objectives, strategy, and **ACTION PLANS**. Also examined are your organization's efforts to build and maintain a work environment and employee support climate conducive to **PERFORMANCE EXCELLENCE** and to personal and organizational growth.

**During your assessment, discuss and capture answers to the following questions:**

1. **HOW** does your organization organize and manage work and jobs to promote cooperation, individual initiative, **EMPOWERMENT**, and **INNOVATION** to achieve your **ACTION PLANS**? 5.1a(1)
2. **HOW** does your employee **PERFORMANCE** management system support high-performance work and contribute to the achievement of your **ACTION PLANS**? 5.1b
3. **HOW** does your organization recruit, hire, and retain employees to meet current and future needs of your organization? 5.1c(2)
4. **HOW** does the organization accomplish **EFFECTIVE** succession planning for leadership and management positions? 5.1c(3)
5. **HOW** do employee education and training contribute to the achievement of your **ACTION PLANS**? 5.2a(1)
6. **HOW** does your organization evaluate the effectiveness of education and training, taking into account individual and organizational **PERFORMANCE**? 5.2a(6)
7. **HOW** does your organization motivate employees to develop and utilize their full potential? 5.2b
8. **HOW** does your organization improve workplace health, safety, security, and ergonomics? **WHAT** are your **MEASURES** for each of these workplace factors? 5.3a(1)
9. **HOW** does the organization ensure workplace preparedness for disasters or emergencies? 5.3a(2)
10. **HOW** does your organization determine employee satisfaction and dissatisfaction? **HOW** is this information used to improve the work environment? 5.3b

## COMMANDANT'S PERFORMANCE CHALLENGE

### 6 Process Management

### Process

The *PROCESS Management* Category examines the **KEY** aspects of your organization's **PROCESS** management; including **KEY** product, service, and organizational **PROCESSES** for creating **CUSTOMER** and organizational **VALUE** and **KEY** support **PROCESSES**. This Category encompasses all **KEY PROCESSES** and all work units.

**During your assessment, discuss and capture answers to the following questions:**

1. **HOW** does your organization determine **KEY** product, service, and support **PROCESSES** that create or add **VALUE** for **CUSTOMERS** and **STAKEHOLDERS**? 6.1a(1), 6.2a(1)
2. **WHAT** are those **KEY** product, service, and support **PROCESSES**? 6.1a(1), 6.2a(1)
3. **HOW** does your organization design product, service, and support **PROCESSES** to meet current and changing **CUSTOMER, STAKEHOLDER, and MISSION** requirements? 6.1a(3), 6.2a(3)
4. **WHAT MEASURES** or **INDICATORS** does your organization use to monitor, control, and identify improvement opportunities in **KEY** product, service, and support **PROCESSES**? 6.1a(4), 6.2a(4)
5. **HOW** does your organization improve **KEY** product, service, and support **PROCESSES** to achieve better **PERFORMANCE** and to keep them current with organizational needs and directions? 6.1a(6), 6.2a(6)
6. **HOW** does your organization ensure adequate financial resources to support those **KEY** product, service, and support **PROCESSES**? 6.2b(1)
7. **HOW** does your organization ensure continuity of operations in the event of an emergency? 6.2b(2)

## COMMANDANT'S PERFORMANCE CHALLENGE

### 7 Performance Results

### Results

The **PERFORMANCE RESULTS** Category examines your organization's **PERFORMANCE** and improvement in **KEY** areas—product and service outcomes, **CUSTOMER** satisfaction, financial and budgetary **PERFORMANCE**, human resource **RESULTS**, operational **PERFORMANCE**, and leadership and social responsibility. **PERFORMANCE LEVELS** are examined relative to those of competitors or best-in-class benchmarks.

**Provide data and information to answer the following questions. SEGMENT your RESULTS, as appropriate.**

**What are your organization's current LEVELS and TRENDS for KEY MEASURES or INDICATORS of:**

1. Product and service **PERFORMANCE** that are important to your **CUSTOMERS and STAKEHOLDERS**; (Category 3)
2. **CUSTOMER** and **STAKEHOLDER** satisfaction and dissatisfaction; (Category 3)
3. Financial and Budgetary **PERFORMANCE**; (Several Categories)
4. **WORK SYSTEMS PERFORMANCE** and effectiveness; employee **LEARNING** and development; and employee well-being, satisfaction, and dissatisfaction; (Category 5)
5. Operational **PERFORMANCE** of your **KEY** product, service, and support processes; (Categories 4 & 6)
6. Leadership and Social Responsibility including:
  - Accomplishment of your **STRATEGIC OBJECTIVES** and **ACTION PLANS**; (Category 2)
  - Fiscal accountability; (Category 1)
  - Regulatory, legal, and **ETHICAL** compliance; (Category 1)
  - Organizational citizenship in support of your **KEY** communities. (Category 1)