

INTRO TO THE UNIT PERFORMANCE FACTORS

The Unit Performance Factors identify the unit's world of work – missions, customers, processes, etc. The unit UPF will be similar to units of a similar type but will vary a bit according to mission balance, regional differences, future AOR challenges, ect., etc.. The following is a job aid to assist in completing the UPF Form step by step from number 1 through 9. Contact the local Organizational Performance Consultants if you have questions or comments at 504-671-2178, -2179 or D8DQ@esunola.uscg.mil

11 STEPS TO COMPLETING THE UPF FORM

By design, the UPF Item Letters do not follow a structured flow to assist units in completed the form. Use the 9 steps below as a guideline. Requesting a One Day UPF Workshop can speed up the collaborative process of the unit's senior staff; email your workshop inquiries and/or request to D8DQ@esunola.uscg.mil.

1-3. General Information (Items C-E)

Begin by filling out the straightforward items: **Unit Name, Work Force, Subordinate Commands, and Total Budget.**

4. Missions (Item A)

For **Unit Missions**, list those particular items that your unit is responsible for. This will be a small number of items, probably less than six.

Example (Operational Units): Marine Environmental Protection, Port Security, Aids to Navigation, Law Enforcement, Search and Rescue.

Example (Support Units): a specific named training(s), maintenance and repair, etc.

5. Key Customers (Item F)

Link customers and their requirements to your Unit Missions. Consider addressing **Services/Products You Provide** first. What are the output(s) for each process: e.g. a license issued, a COI, an intel report? These are the **Services/Products You Provide**. Who receives your output? Those individuals/organizations are your **Key Customers**. What criteria do they use to judge the quality of your output? Those criteria are their **requirements**. Can we meet with them? Do they directly benefit from our service/product? Can they specifically define requirements? Can they provide us with direct feedback? *Other individuals, groups or organizations may care about how you perform your missions, but if they are not the direct recipients of your Key Process outputs, they are stakeholders, not customers.*

6. Key Mission Processes (Item G)

Refer to **Missions** in Item A when completing the **Key Mission Processes** section. Look at the list of missions and identify the outputs associated with each mission--searches, rescues, spill containment, aids maintained and licenses issued. Next, identify the processes that produce these things: search planning, rescue operations, spill response, vessel inspection, LE boardings, and intel collections. These become the **Key Processes** and have a direct and immediate impact on mission performance.

7. Key Support Processes (Item H)

The **Key Support Processes** are essential for the unit to have the capability to operate. They are no less important than your Key Mission Processes but are different in that they "support" the people or mission processes within the unit. Examples include training, maintenance, procurement. (Customers of these processes are usually internal unit personnel.)

8. **Key Suppliers** (Item J)

Review Items G & H, the Key Mission and Support Processes. What are the inputs (people, information, funds, materials, assets) needed to initiate these processes and keep them running to completion? The sources of these inputs are the **Key Suppliers**. The criteria used to determine whether or not they the supplier is successful at providing the their inputs becomes the **requirements**.

9. **Key Outcomes** (Item B)

If the unit performs Missions (Item A) successfully operating your Key Processes (Item G), certain desirable things result – percent of investigations completed as an Operational Unit example or the number of maintained cutters as a possible Support Unit example. These items are the unit’s mission results and/or **Key Outcomes**.

Examples (Operational Units): number of lives saved, percent of investigations completed, ratio of operational to non-operational vessels, etc..

Examples (Support Units): number of maintained cutters, percent of qualified specialized training staff (with training “as” the mission), etc..

10. **Critical Success Factors** (Item I)

The **Critical Success Factors** are that which is critical in executing the mission (Item A.). What are the items that consistently concern you? What must be addressed for the organization to be effective? These items are your **Critical Success Factors** and are internal to the unit. Examples: well-trained personnel, receiving timely information, good relations with local agencies, etc.

11. **Strategic Challenges** (Item K)

What things are present in the local environment and/or your part of the Coast Guard that affect decision-making for the unit or staff? Examples of **Strategic Challenges** are: heightened environmental awareness in the local area, new assets coming on line, presence of a powerful political figure, community concerns, etc..