

# Partners in Coast Guard Excellence



USCG - Excellence

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## Organizational Performance Consultants (OPCs)—*here for you!*

In 1994, the [Quality] Performance Consultant Program was started to help integrate TQM principles into CG work.

**Today**, the OPCs are an internal resource to support commands & staffs (units) in their efforts to align with USCG management policies and practices and to assist with performance assessment, planning, and improvement.

**Save scarce time and funds by engaging OPCs** for assistance—it's easy. Compare asking a shipmate for help to formal and often

lengthy contracting for external consultants. Did you know that OPCs cost units little-to-nothing? The Program funds OPC travel and most materials. Even better, OPCs know our culture and current initiatives and issues.

**A great value:** compare USCG costs to commercial consultants:

- Average cost of MOBIS contract Senior Consultant = \$152/hour (labor costs—current contract)
- Average cost of OPC = \$54/hour (labor costs—FY12 SPC).

There are 30 OPCs ready to serve



—they are based in Alameda, Boston, Cleveland, Honolulu, Kodiak, Miami, New Orleans, Portsmouth, Seattle, & Washington DC.

**OPCs — here for you!**

## What type of support and services can OPCs provide?

OPCs provide support, advice, and leadership in many areas: CGBI use; USCG Organizational Assessment Survey (OAS) support, analysis and action plans; Innovation Program engagement; Hamilton Award processes; Baldrige-based assessment & improvement; unit

leadership development; CO's conference planning and facilitation; SOPP and OPAR processes; strategic planning; measures development; customized training & events to improve unit climate, communications, and practices; process improvement; problem

solving; and initiatives important to local leaders—simply contact an OPC and let them know what you need!



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## A Sampling of OPC Services Delivered in 2011



- ◆ **>40 Strategic Planning processes** with units ranging from Area and District Staffs, ESUs, Air Stations, Logistics Centers, Sectors, HQ staffs & directorates, to the Leadership Advisory Council (LAC)
- ◆ **>40 Organizational Assessment Survey (OAS) reviews**, focus groups, action plans, & follow-on activities at all levels of the Service
- ◆ **>50 leadership development events**, from assessment, to training, to custom interventions
- ◆ **>40 instances of process mapping and improvement, problem solving, and survey development**
- ◆ Numerous **event planning and facilitation** services for CO's conferences, summits, etc.
- ◆ Numerous & constant work to support **measures development & reporting**, such as OPAR.

*And that's basically what we did last year!*

## Some Recent Cool Outcomes

*[The OPCs] were exceptional, they helped us step back and take a look at ways we can make meaningful improvements.*



Call or write an OPC to schedule a meeting or to discuss your needs. No time to find us on Portal? Send an email to [improve@uscg.mil](mailto:improve@uscg.mil).

**Serious about Excellence** - District Cmdr leads culture of excellence with Miami-based OPC help. CGD7 drafted a formal plan with mission, vision, values, strategies, objectives, and issues, then researched and analyzed D7 OAS and CPC results to identify improvements. D7 then created its 5-star recognition program that rewards units making deliberate progress from basic to advanced organizational maturity. To help, AIRSTA Miami converted an unused facility into a Center of Excellence for training & meetings—OPC supported!

**Innovative Climate** - CGD1's formal Innovation Program locally rewards innovation, promotes ideas, and lowers organizational hurdles. Boston-area OPCs worked behind the scenes to remove barriers, get seed funds, and elevate promising projects. Recently, engaging the CG's Innovation Program, new capabilities were acquired to stream live video offshore into a network for decision

makers & watchstanders to view and evaluate real-time scenarios. The OPCs worked with STA Southwest Harbor to support multi-year energy conservation projects using solar panels, wind turbines, wood pellets, tidal motion, and energy monitoring—Maine's Governor recognized these as models for future development.

**Managing Change** - Kodiak-based OPCs visited Valdez, AK to conduct an "OAS-Lite" climate assessment in conjunction with Myers-Briggs Type Indicator (MBTI) training. OAS-Lite is a short version of the biennial CG-wide OAS; this helps units assess & improve during OAS off years. To validate survey results & identify actionable issues, OPCs interviewed the crew in groups. The unit now sees it is in the midst of widespread organizational & administrative change; OPCs will support using Change Mgmt practices to reduce related workplace stress. The MBTI session revealed valuable insights into the

strengths of various personality types and how each can play an important role in achieving unit goals.

**Improve Workplace Climate** - DC-based OPCs helped an Assistant Comdt conduct a climate assessment & focus groups; they analyzed data to identify themes, drafted a report & briefed the Admiral. OPCs next facilitated an Office Chief discussion to develop action plans and are now working with offices and sub-offices to improve.

**Targeted Teambuilding** - DC-based OPCs designed and conducted sessions for a Civilian Human Resources training meeting with the entire Office, including geographically distributed members. OPCs aligned w/senior leaders to design energizers & relevant teambuilding activities, which led to a great full-group discussion on collaboration vs competition. The last day, OPCs worked individually with branches to develop improvement plans for the coming year.

### What OPC Customers are saying....

The OPC Program is part of the Office of Performance Management (CG-0954); in Oct 2011, the Program conducted a 2-week Customer Survey. Each OPC site sent a link to key customers.

The results tell us that most OPC customers value the services the OPCs provide:

- **94%** of customers rate **OPC Service Delivery** as *Met to Greatly exceeded my expectations*

[See the chart below]

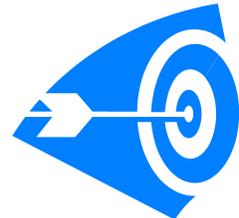
- **95%** rate **OPC Service Effectiveness** as *Met to Greatly exceeded my expectations*

- **91%** rate the **Return on Investment** as *Met to Greatly exceeded my expectations*

The survey also gave us areas for improvement—and we are happily working on those ideas. For example, *this newsletter* to get the word out & a simple method to get feedback as services are delivered is on its way.

*"I've been very happy with the OPC program services I've used both at [the District] and in HQ. I intend to ensure that the OPCs assigned [here] remain fully employed helping our units reach their full potential."*

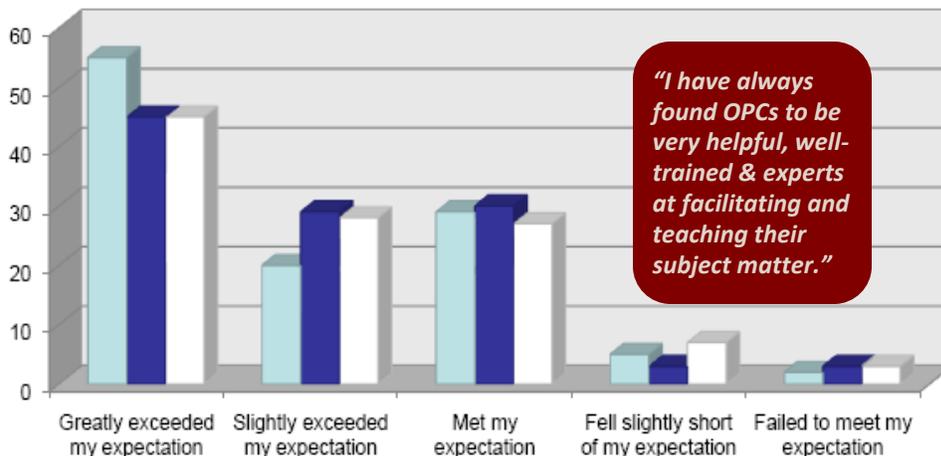
Current District Commander



### OPC Services Customers used most within the past 5 years....

- |   |   |
|---|---|
| 1. Planning (Strategic, Action, SWOT, other)  | 8. Assessment: Leadership (includes ULDP)                     |
| 2. Commandant's Performance Challenge (CPC) Workshop [facilitated self-assessment]            | 9. Coordinating/Presenting LDC Courses                        |
| 3. Organizational Assessment Survey (OAS) Support   | 10. Measurement, Analysis, & Knowledge Mgmt                   |
| 4. Strategic Plan Development   | 11. Process Management and Improvement                        |
| 5. Meyers Briggs Type Indicator (MBTI) Workshop   | 12. Customer Focus  |
| 6. Baldrige/Comdt's Performance Excellence Criteria (CPEC), Performance Factors Profile (PFP) | 13. Leadership (Coaching, Team Building, Conflict Management) |
| 7. Team Skills (team building)  | 14. Change Management   |
|   | 15. Analysis (mixed methods and quantitative)                 |

### How would you rate the value of the services the OPC(s) provided you and your unit/staff?



*"I can't thank you enough for all you and your team did to make our training session a success."*

Cindy Nelson-Possinger  
Ch, Office of Civilian Personnel

- Service Delivery
- Service Effectiveness
- Return on Investment

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The OPC's are spread throughout the Coast Guard under an East and West Detachment & a Washington DC team.

The chain of command is:

Performance Excellence Division (CG-09541)  
Office of Performance Management (CG-0954)  
Strategic Management and Doctrine Directorate (CG-095)  
Office of the Vice Commandant (CG-09)

For more info, see the Performance Excellence Portal Place or contact [Danny.B.Prosser@uscg.mil](mailto:Danny.B.Prosser@uscg.mil) (Program Manager) or [Charles.A.Turner@uscg.mil](mailto:Charles.A.Turner@uscg.mil) (West Detachment Chief) or [George.M.Yacus@uscg.mil](mailto:George.M.Yacus@uscg.mil) (East Detachment Chief) or [Christen.M.Wehrenberg@uscg.mil](mailto:Christen.M.Wehrenberg@uscg.mil) (CG-09541)

Find us on CGPortal at:

<https://collab.uscg.mil/lotus/myquicker/performance-excellence>

## Did You Know? The USCG is a corporate member of the American Productivity & Quality Center



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2. Once you submit your registration, a confirmation email will be sent to your USCG email address.
3. Click on the link provided in the confirmation email to activate your account and proceed to log-in.

For additional info, contact our APQC Member Relations Manager: Call or e-mail Brandy Stephenson at 713-685-7216 or [bstephenson@apqc.org](mailto:bstephenson@apqc.org) for more membership info/help.

The Office of Performance Management (CG-0954) manages the USCG's membership.

