



## C4IT Service Center

[www.uscg.mil/c4itsc](http://www.uscg.mil/c4itsc)

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### Our Organization:

- ★ C3CEN
- ★ OSC
- ★ TISCOM
- ★ ALD
- ★ BOD
- ★ COCO
- ★ FSD
- ★ ESUs
- ★ ESDs
- ★ ESDDs
- ★ IAD
- ★ WFD



March 2013

## USCG IT C2 and CM Summit a Success!

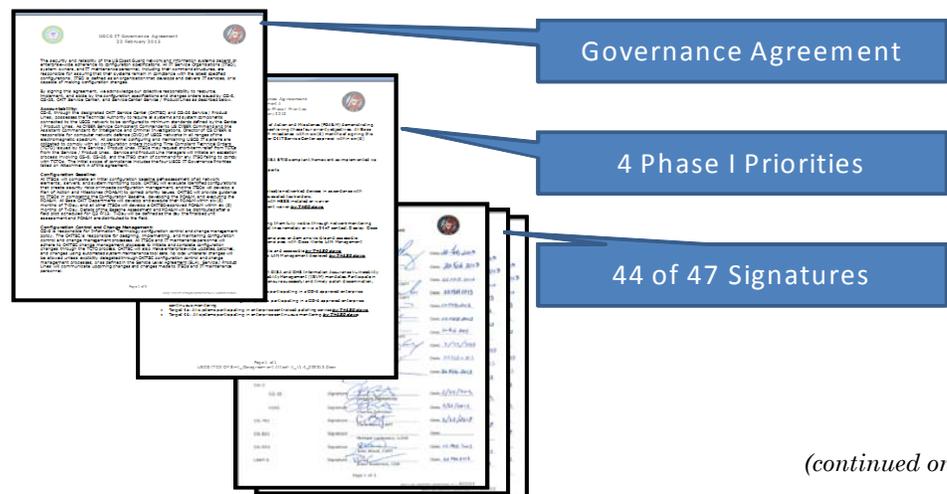
The USCG Information Technology (IT) Command and Control (C2) and Configuration Management (CM) Summit was held from 20 February to 22 February at OSC in Kearneysville, West Virginia. The goal of the Summit was to establish a unified plan to bring CG IT systems into full configuration compliance with mandatory Department of Defense (DoD)/Defense Information Systems Agency (DISA) and/or Department of Homeland Security (DHS) standards. The CIO of the Coast Guard, RADM Bob Day, and RDML Marshall Lytle, the Director of C4 Systems and CIO of USCYBERCOM were the keynote speakers. The Summit was chaired by CAPT John Macaluso, the C4ITSC Commander, and CAPT Jim Cash, the CGCYBERCOM Deputy. Over 70 representatives of USCG IT Service Organizations participated in the meeting.

Throughout the three day event, participants jointly developed a plan to fully establish the required configuration discipline, codify business processes to monitor

compliance, and achieve consensus on C2 procedures that facilitate rapid detection and mitigation of vulnerabilities. The resulting document outlining this agreement is the USCG IT C2 and CM Governance Agreement. The group also focused on the steps necessary to achieve the goals outlined in the Governance Agreement by using a POA&M to track all actions and milestones.

The Governance Agreement lays out the CIO's top four priorities aimed at complying with existing USCYBERCOM orders. The four priorities will also be used to refine USCG CM processes and C2 communications. The priorities are:

- Securing all network switch ports
- Installing Host Based Security Services (HBSS)
- Revealing all CGOne network enclaves and domains to network monitoring tools
- Installing all patches and participating in centralized monitoring and patching



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## USCG IT C2 and CM Summit a Success!

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To baseline the current state of the collective IT environment, the C4ITSC established a Unit Self Assessment that will be tailored for afloat, ashore, and intel units. CAMSLANT and the USCGC HARRIET LANE (WMEC 903) will be the pilot units for ashore and afloat assessments. Once the Unit Assessments are finalized (approximately 25 March), they will be distributed to the IT leaders across the USCG. Additionally, the assembled group agreed to the following milestones:

- 30 April: Unit Self Assessments completed

- 31 May: Unit specific POA&Ms to correct identified short falls
- 30 September: POA&M actions complete or waivers approved

The Summit was a success, and now that it is complete, the real work of implementing the Governance Agreement will begin taking place throughout the Coast Guard. Your assistance and support in these new endeavors will greatly contribute to the CG IT compliance effort and overall Coast Guard mission.

## The FY14 Budget Cycle Begins

With the FY13 Budget still completely in the air, sequestration cuts looming, and Congressional Debt Ceiling battles ongoing, the Budget must go on! The Asset Logistics Division's (ALD) Budget Planning Team is hard at work planning the FY14 Budget cycle that will officially start April 1, 2013.

As part of a constant evolutionary process to improve, the C4ITSC BOD Process and Metrics Branch completed a Post Budget Board Lessons Learned Study on the FY13 Budget Process. The study sought input from all levels of the organization on suggestions for improvement on the Budget Board process. A wealth of information and perspectives were provided that are serving as a roadmap

for changes being implemented throughout FY14 and 15.

The recommendations chosen for immediate implementation include standardizing Service Level Agreements, improving budget communications, increasing the transparency of the prioritization process, increasing the time available for ALD review and subsequent budget request



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## C3CEN's Help Desk Moves Over to the CSD

The C4IT Service Center's initiative to centralize all help desks within the Service Center continues as C3CEN's Help Desk (previously known as the SMEF [System Management & Engineering Facility] Desk) was transitioned to the Centralized Service Desk (CSD) beginning 1 March.

The CSD plans to continue the SMEF Desk tradition of pro-

viding excellent support at every level for the systems supported by C3CEN, as well as improving communications, simplifying problem solving, and improving reporting and analysis.

For users of the Coast Guard's Command, Control and Communications Engineering Center (C3CEN) systems, like WatchKeeper and SeaWatch, they will need to call the CSD central number at 1-855-CGFIXIT (1-855-243-4948) option 2, starting on March 1. They will now get 24/7 support

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### The FY14 Budget Cycle Begins

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updates, and finally, advanced publishing of the planned process to conduct the Budget Boards.

One specific improvement for FY14, under communications, is new focused briefings on the process and tool at different levels of the organization: Senior Leadership, Product Line/Core Technology Managers and Project Officers, and a specific process review meeting with the voting members of the Budget Boards. Together, these more 'discussion' based sessions will improve upon the existing written guidance.

Additionally, since ALD and OSC are in the final stages of defining the requirements for the new Budget and Spend Plan Tool, the FY14 Budget Tool will be nearly identical to the FY13 tool. ALD is hopeful that

the new Tool will be funded shortly so development can begin, with planned availability for FY14 Spend Plans starting in September. Keep a look out for additional details in future Centerfield Newsletters!



### C3CEN's Help Desk Moves Over to the CSD

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from the ET Watch in St. Louis, as well as a single point of contact for casualty escalation and coordination of support.

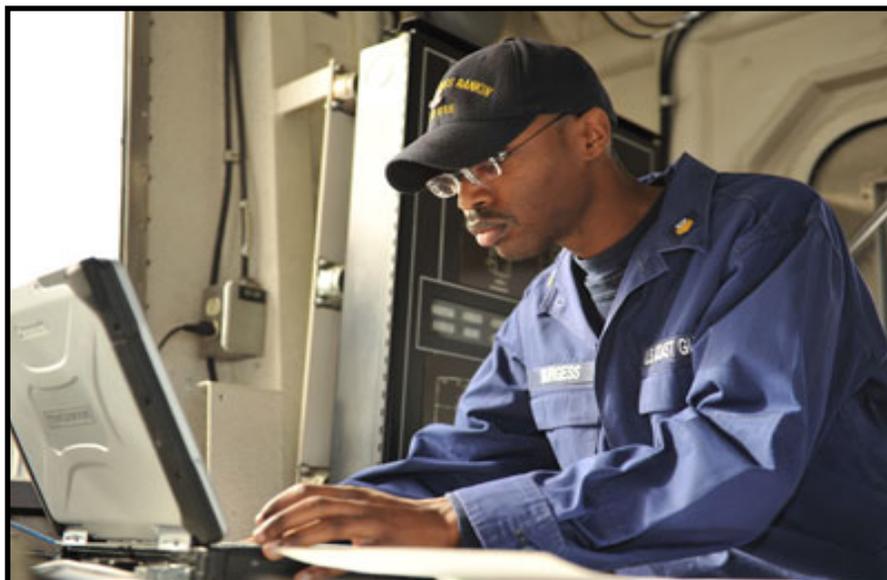
The C4IT SC will also be transitioning ET support into the

CGFIXIT ticketing tool by the end of 2013. CGFIXIT will then be tracking every Coast Guard IT and ET asset, enabling trouble tickets to be pre-populated with information about a specific device.

Having such detailed information at a technician's fingertips improves the quality of outcomes and reduces the duration of phone calls. CGFIXIT's automated workflows not only route tickets to the technician with the appropriate expertise but also ensure that tickets continue to receive attention until they are resolved. Consequently, tickets close faster, driving down costs while improving employees' productivity by getting

them back to work sooner.

The CSD leverages the latest technology, tools and industry best practices to improve service and support to an expanding group of end users, and starting 1 March to those who support Coast Guard electronics.



# SeaWatch – Delivering the Goods



In the labs of the Coast Guard's Command, Control and Communications Engineering Center (C3CEN), there is a group of dedicated individuals committed to preparing the Cutter fleet for the next evolution in Command and Control (C2) afloat, through the introduction of SeaWatch.

SeaWatch is the Coast Guard's enhanced afloat C2 system that integrates navigation and tactical sensors, communications, and optical surveillance systems to provide superior situational awareness of the operational environment. Installs are currently happening on all new Fast Response Cutters (FRCs) and the system is in the process of being back-fitted to all other in-service cutters. SeaWatch replaces the Shipboard Command & Control System (SCCS), an outdated system that is increasingly difficult to support and maintain.

"SCCS gave us a great run in terms of service life and capability," says SeaWatch Project Manager LCDR Darrin Kawamoto, "but it is time for us to take the next step in fielding a more capable system that is poised for future growth and more easily supported. SeaWatch answers that call."

Development of SeaWatch relied heavily upon using proven, off-the-shelf technology, with C3CEN acting as the system integrator throughout the development. This allowed the SeaWatch team to leverage existing technology to the maximum extent, all while keeping development costs manageable. With new hardware and a distributed architecture, the system has less down time and provides greater reliability compared to SCCS.

SeaWatch combines the three main operational display areas on ship - navigation, C2, and sensors - in an integrated fashion. Navigation is

provided by Coast Guard-Electronic Chart Display & Information System (CG-ECDIS), which presents real-time electronic route planning, monitoring and positioning capabilities. C2 functionality is delivered by the Department of Defense's (DOD) Global Command & Control System - Joint (GCCS-J), which allows the cutter to share operational information in real-time with supporting operational units or command centers. Rounding out the SeaWatch suite of capabilities is the Computer Automatic Radar Plotting Aid (C-ARPA) which allows users to control the AN/SPS-73 surface search radar remotely from a client workstation. Individually, each of these subsystems provides significant improvements beyond the existing SCCS capabilities. Most importantly, however, it is the integration of these elements into a single unified picture from which all facets of shipboard operations can be viewed and evaluated. By fusing input from all shipboard sensors and tactical plots, the entire crew spends less time reconciling three unique inputs and can better focus on achieving the mission objectives. Bottom line: SeaWatch increases mission focus.

"SeaWatch provides a great product 'here and now' that will continue to get better," believes CDR Kevin Carroll, C3CEN's C2 Systems Core Technology Manager.

Many of the SeaWatch team are themselves Active Duty or former Coast Guard and they have taken great pride in having an "operator focus" in developing a system that they themselves would want at sea.



# Electronic Flight Bag

*Submitted by LT Aaron Green, TISCOM-422*

Staying at the tip of the spear in regard to technological advances and tools should be a goal of any large organization. Within the Coast Guard, we have found several ways to leverage technology to complete our missions faster, safer, and with less resources. Completing the mission is a primary goal for all of us, utilizing the latest IT tools and technologies over the enterprise is one of our jobs here at TISCOM.

The Electronic Flight Bag (EFB) is just one of the several projects that is being tested and deployed to the fleet here at TISCOM. Mobility is red hot within our organization and the EFB is one of the latest tools that the aviation community is using. TISCOM has partnered with several highly motivated and technically savvy leaders to bring these tools out of testing and into production.

Aviation Training Command (ATC), Aviation Logistic Center (ALC), Air Station Elizabeth City, CG-711/761, CG-41, CG-651, and OSC have all teamed to make this vision a reality. Negotiating the Defense Information System Agency (DISA) and Federal Information Processing Standard (FIPS) mobility platform requirements has been challenging, yet rewarding, as the team fully develops the finished mobility product to meet the demanding needs of our operators.

Some of the current and future capabilities are the ability to house Coast Guard documents in a secure storage locker on a mobile device, plan flights, view aviation publications, obtain additional situational awareness of navigation data and weather, and gain access to

CGONE over a secure connection via a common access card. Connecting to the CGONE will one day enable users to access web based programs like ALMIS and MISLE.

Coast Guard mobile technology is becoming an intricate part of our operational stance. Increasing the capabilities for these tools is an ongoing combined effort with a common focus on getting affordable and useful tools to the fleet in a timely manner. It cannot be overstated that this is a combined effort and working together is what will make this project a success.

The goal is to make Process Guides common knowledge, easy to find, and frequently referenced. Do the “Overview sheet” and “Collateral

Duties” page make the Process Guides more useable? Are you better equipped to find information about your job and/or your unit? Submit your comments to C4IT\_SC-FSD-PG (D11-DG-C4ITSC-FSD-PG@uscg.mil).

***C4ITSC's vision is only possible if you participate.*** Use the Process Guides, discuss them with your peers, and provide feedback. It makes a difference.



## Greetings from the C4IT SC Command Chief



**SKC Phadra Hooker**  
C4IT SC Command Chief

"I have truly enjoyed meeting and speaking with folks from across the C4IT Service Center and I'm always inspired by the amazing things you're all accomplishing despite the challenges we experience as a geographically dispersed workforce. That said, I would like to share an article I read in the fall edition of "The Leadership News" magazine which provides insight into "distance leadership" and discusses ways to make it work. Enjoy the article and keep up the great work!"

### **Distance Leadership: Making it Work**

*By LCDR Sarah Unthank and LT Lushan Hannah,  
HSWL Service Center*

As our workforce continues to adapt to the needs of the service, more commands are utilizing distance or detached relationships with their personnel in order to effectively provide services over a vast area of responsibility while maintaining a centralized administrative presence. This requires a unique blend of techniques and traits in order to overcome the challenges presented in a distance work relationship. Both the worker and supervisor must create a work environment that sustains the detached relationship.

Successful detached workers create role clarity by recognizing top priorities and pointing themselves in that direction; giving the worker permission to "attach" to the job. Self-sufficiency is key to the detached workers' success; giving them the ability to maintain their workload with minimal outside aid. This demonstrates confidence in the workers ability, worth to the organization, and allows their creativity and problem solving skills to thrive. Self-sufficiency means that the detached worker operates as a self-starter who performs work that they are proud of. In addition, they work with minimal oversight from their supervisors, doing what they know must be done instead of waiting to be told what to do. Essential to this is the ability to use their core resources, having ample access and using their resources wisely. They must use concentric followership skills effectively: out of good communication comes good relationships and out of good relationships comes trust --- trust gained by delivering on promises consistently. This is essential because their supervisors aren't there to see day-to-day activities, so the detached worker's judgment must be relied upon to dutifully carry out the mission with minimal instruction and without constant oversight.

Effectively managing staff from a distance is a constant balancing act; providing enough direction to clearly set programmatic objectives and priorities, but allowing staff the autonomy to effectively drive the implementation of their programs is crucial in the success of the mission. Providing quality leadership requires the supervisor to be accessible and responsive to the detached worker. Unlike traditional supervisor/staff relationships, there is little face to face contact so effective communication and flexibility in leadership style is the critical factor in ensuring this form of distance leadership works. Ensuring responsiveness and availability from the supervisors fosters the detached worker's ability to receive prompt feedback, assistance and guidance and gives them the confidence that they have the resources they need to be successful.

Although managing from a distance is challenging, it can be effective when both the staff and the managers are committed to making it work. Detached workers are given the opportunity to work independently and hone their self leadership skills; their ownership of the pro-

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# Greetings from the C4IT SC Command Chief

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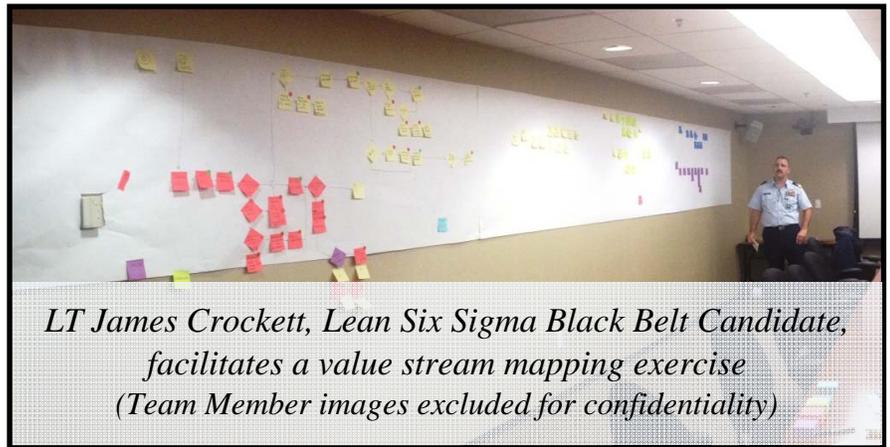
grams reinforces the sense of accountability to and responsibility for their area. Managers develop the skills to be flexible in their management style and oversight, adjusting their role and interactions based on the strengths and weaknesses of each staff member. This style of management fosters innovation and technical skill as detached personnel work through complex issues and derives solutions for a vast array of issues. Creating this symbiosis between the detached worker and the manager is essential to an effective distance leadership program.

### Leadership Competencies Addressed:

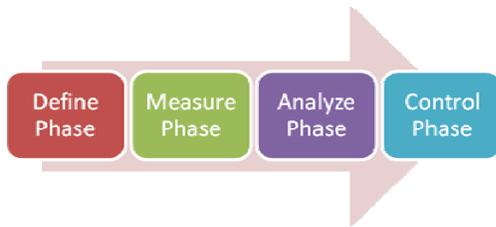
- *Accountability and Responsibility*
- *Followership*
- *Influencing Others*
- *Technology Management*
- *Respect for Others*
- *Diversity Management*

## Continual Process Improvement

The June 2012 edition of “Center Field” featured an article about BOD-PMB’s Continual Process Improvement (CPI) program. As part of the Service Center’s Continual Service Improvement program, CPI services are available to provide confidential assistance to organizations to improve their processes or simply attain a better understanding of how their processes work. Since the program’s inception, BOD-PMB has acted upon requests of all sizes for assistance with metrics and process improvement, from how to provide better metrics for decision makers to large-scope process improvement projects utilizing the full DMAIC (Define-Measure-Analyze-Improve-Control) lifecycle of the Lean Six Sigma methodology. One such project is currently in the Measure phase.



*LT James Crockett, Lean Six Sigma Black Belt Candidate, facilitates a value stream mapping exercise (Team Member images excluded for confidentiality)*



In the Define phase, a core working group of technical experts developed a project charter and problem statement that specifically defined the problem and established the project scope. The Project Sponsor (process owner) then identified a team of subject matter experts who have visibility and influence across the entire process. A BOD-PMB Lean Six Sigma Black Belt Candidate

then facilitated this team’s creation of an initial scoping document called a SIPOC (Suppliers, Inputs, Process, Outputs, and Customers) that identified the big-picture process steps, what resources feed them, the process outputs, and primary customers. They created an initial project timeline to ensure timely completion of all deliverables and a communication action plan to ensure all stakeholders were kept duly informed.

Moving into the Measure phase, the team completed a fifty-foot-long value stream map over a two-day period (section of map pictured in this article). The value stream map is a detailed process diagram that identifies all the steps in a process that the team then labels as “Value-Added” or “Non-Value-Added.” Value stream mapping and analysis help the team attain a consensus, full-picture understanding of the actual process, and distinguish the activities that the customer cares about. It is the baseline

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# Continual Process Improvement

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Measure-phase tool that teams use to eventually create an improved process that is as close as possible to an ideal state within constraints identified in the previous phases.

In CPI terminology, a process step adds value if it meets all three of the following conditions:

- The customer wants it (and is willing to pay for it)
- It changes or modifies the product or service
- It is done right the first time

A process step deemed “Non-Value Added” does not indicate that the step is not required or that the person performing it is unnecessary. It simply indicates that the process step does not meet the three criteria above and it focuses ideas for process changes on those that align with the customer’s perception of value.

After mapping the value stream, the team will examine the current state process and gather data to understand where inefficiencies, variations, and choke points exist and how they affect overall performance. Once accurate and relevant data has been collected and validated, the team will enter the Analyze phase to devise ways to eliminate or mitigate those problems. The process improvement solutions that are conceptualized in the Analyze Phase are vetted and implemented in the Improve

Phase, creating the new, “future-state” process.

Once the new process is in place, the team will enter the Control Phase, designing and implementing sustainment systems that lock in the new process and avoid backsliding to the old process. When the controls are in place and the Sponsor has institutionalized the new process, the team’s work is done for this iteration. As part of the greater Continual Service Improvement phase of the Information Technology Infrastructure Library (ITIL v3) service lifecycle, CPI is also an iterative discipline. The improved process will be reviewed periodically to account for new policies, better technologies, and changes in organizational structure to keep the process as effective and efficient as possible.

Even a fairly large-scale CPI project can be completed within six months and many projects take less. For more information about BOD-PMB’s CPI program, e-mail [C4ITSMBCPI@uscg.mil](mailto:C4ITSMBCPI@uscg.mil). To request the BOD-PMB to consult with you on a CPI project idea, go to <https://cgportal2.uscg.mil/units/c4itsc/CPIP/SitePages/CPI%20Support%20Application.aspx> and follow the included instructions.



## OSC's Project Josh

A highlight of our childhood memory is that magical time of year when Santa descended from the North Pole and delivered presents from our Christmas wish list. But, there are many children whose parents are not economically positioned to be able to give their son or daughter such a memory.

Since 2006, OSC’s Connie Champion has headed up the Operation Systems Center’s (OSC) Angle Tree program in which OSC employees fill the gap for economically disadvantaged parents of students from North Jefferson Elementary (NJE) so their kids can have that special Christmas memory.

This year, OSC provided presents for 65 NJE students

whose tags adorned the OSC Christmas tree. But this year, Team OSC went another step with their TEAM JOSH project.

OSC learned that 11-year-old Josh, with cerebral palsy, was not able to easily mobilize in his large wheelchair. Within minutes of putting out a call to OSC employees, Connie had 50 emails from volunteers ready to help. OSC collected funds to provide Joshua with a power chair that school officials said allowed Josh to play with the other kids on the playground for the very first time.

Josh, his family, and NJE representatives were OSC’s

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# OSC's Project Josh

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guests at a recent Town Hall meeting where OSC Commanding Officer Captain Janet Stevens recognized him, gave him a high-five, presented him with a Coast Guard ball cap, and awarded him the very first OSC Team Spirit Award.



62% of NJE's student population live below the poverty level. 25% are raised by a single parent, with 15% raised by a grandparent or "other" person. A significant number indicate they are living with abuse issues. The school reports that there are actually some children in attendance who are homeless.



OSC has partnered with NJE through the Coast Guard's Partners In Education (PIE) program since 2006. In that time, OSC has redesigned the school's web site, provided excess computer hardware and software, volunteered



uncountable hours in West Virginia's "Read-Aloud" program, and mentored/tutored students. OSC implemented a Star Student award for a student at NJE for "exemplifying the U.S. Coast Guard's Core Values of Honor, Respect, and Devotion to Duty."





## *Semper Paratus*

### Center Field

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*We're on CG Portal:  
"C4IT Service Center"*



### Newsletter Information

Please submit articles, pictures and story ideas to the editor to be considered for future issues. Your feedback is appreciated!

We are especially interested in:

- ★ Important individual contributions.
- ★ Unit accomplishments.
- ★ Unit missions.
- ★ Community involvement.
- ★ Explanations of people-oriented programs.
- ★ Leadership
- ★ Equal opportunity and human relations.

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