



ELCINST 5224.2E
MAR 18 2004

ENGINEERING LOGISTICS CENTER INSTRUCTION 5224.2E

Subj: ENGINEERING LOGISTICS CENTER STRATEGIC PLAN

1. PURPOSE. This instruction promulgates the Engineering Logistics Center (ELC) FY2003 - 2008 Strategic Plan.
2. ACTION. All employees are to become familiar with the contents of this instruction.
3. DIRECTIVES AFFECTED. ELCINST 5224.2D is hereby cancelled and superseded.
4. DISCUSSION
 - a. The purpose of the Strategic Plan is to help provide our employees with a common understanding of where the Command is headed by describing our mission and vision, as well as the command goals. It also describes those values and guiding principles that the Command ascribes to as it conducts its daily business and makes strategic decisions. These are the values by which we, as individuals and a Command, are expected to conduct ourselves. The guiding principles will direct our interactions and business decisions for today and our strategic decisions for tomorrow. The Strategic Plan is the starting point for all ELC planning, including business plan development for Divisions and Branches. Division and Branch Plans include initiatives, owners, due dates, and tie to measures of performance and Command Strategic Goals.
 - b. The framework of the Strategic Plan is built upon the criteria of the Commandant's Quality Award (CQA) program. The CQA program, administered by the Coast Guard's Leadership and Quality Institute, is based on the highly successful Malcolm Baldrige National Quality Award. The CQA Award itself is presented annually to high-performing Coast Guard units. The CQA criteria focuses on seven major categories; Leadership, Strategic Planning, Customer Focus, Information and Analysis, Human Resource Management and Development, Process Control, and Business Results. The criteria serve as the mechanism to put the ELC's Vision, Mission, Values, and Goals into action.
 - c. The Leadership, Strategic Planning and Customer Focus categories combine to set the basic direction and plan of action for the Command. The Human Resource Management and Development and Process Control categories are aligned with the Command's Vision, Mission, Values, and Strategic Plan in order to get the results that our customers require. The Information and Analysis category ensures that information is collected, analyzed and used throughout the

command to track performance and adjust processes and human resources, as needed. The Business Results category is our performance report card, identifying what the Command has actually achieved.

- d. The ELC is continually collecting data throughout the year to use in its annual strategic planning session, which occurred this year in May 2003.
 - e. The ESC utilized many inputs while developing Enclosure (1).
 - (1) Results from the 2002 Commandant's Quality Award Assessment of the ELC.
 - (2) The ELC Unit Self-Assessment.
 - (3) Strategic plans from G-S, G-SEN, MLCLANT and MLCPAC.
 - (4) The Equal Opportunity Review from 2003.
 - (5) Strengths, Weaknesses, Opportunities and Threats (SWOT) identified by all-hands during the May 2003 SWOT sessions.
 - (6) The ELC's 2002-2007 strategic plan.
 - f. Within the Strategic Plan, the ESC has identified the 'Command Top Five' to help focus our efforts. Each area of the top five is composed of multiple objectives. Some of these objectives were identified as critical. Critical objectives appear in bold print. Several objectives from the ELC's previous strategic plan have been completed and/or otherwise deleted. These objectives are identified in the current plan as "Completed" and can be cross-referenced in Enclosure (2).
5. MAINTENANCE. The Productivity Management Office 00(1) will maintain this instruction.

K. P. JARVIS
Commanding Officer

- Encl. (1) [ELC FY 2003 – 2008 Strategic Plan](#)
(2) [Completed, Deleted or Duplicate Strategic Items from FY 2002](#)