**5 Strategic Goals**

**Goal 1:** Exceed Mariner Product and Service Expectations

- Objectives
  - Maintain Net Processing Time Below 30 Days
  - Exceed Industry Standards for Customer Service
  - Broaden Application of ISO 9000 Standards

**Goal 2:** Broaden Credentialing Program Presence in the Field

- Objectives
  - Increase REC Outreach Locally and Nationally
  - Enable Complete Course Auditing Functions by RECs
  - Enable Complete Application In-processing by RECs

**Goal 3:** Successfully Implement STCW Federal Regulations

**Goal 4:** Deliver Credentialing Information Technology Solutions

- Objectives
  - Fully Apply CG System Development Lifecycle Process
  - Implement MMLD Medical Certification Process
  - Expand Development of Intranet and EFRANet Solutions
  - Explore Innovation for Electronic Testing

**Goal 5:** Improve Credentialing Program Responsiveness

- Objectives
  - Implement Local Pilotage Rules and Local Routes Process
  - Expand Performance Reporting and Feedback Measures
From the Command

As we enter the fifth year beyond the Coast Guard’s successful centralization of the mariner credentialing program, the National Maritime Center (NMC) has rapidly evolved into a much different institution than when the licensing mission was fragmented among various Coast Guard districts and Coast Guard units.

With over 325 employees from both government and contractor sources located in 21 geographic locations, we share a common purpose, which drives our focus as One Mission, One Team, One Voice. This unity of purpose is what mariners and our stakeholders should expect when conducting business at any Regional Examination Center or when seeking information from the Martinsburg, WV home office.

The 2013 – 2017 NMC National Executive Strategy is founded on who we are and what we do best — serving the U.S. merchant mariners and the credentialing stakeholders of the Marine Transportation System.

I am proud of what we have accomplished in our short history, and know we can anticipate many more opportunities for success, some on the near horizon. Whether improving services, increasing outreach efforts, investing in major information technology (IT) enhancements, or implementing major regulatory changes such as the upcoming Standards of Training, Certification, and Watchkeeping for Seafarers (STCW), our One Team and One Voice are up to the challenge.

I hope you join me in implementing this dynamic and enduring strategy so that together, we will overcome any challenges that lie ahead and continue to succeed in our mission.

Semper Paratus

JEFFREY P. NOVOTNY
Captain, U.S. Coast Guard

The Mission

The NMC performs the statutory mission of credentialing qualified U.S. mariners who are compliant with domestic or international standards set forth in Title 46, U.S. Code and Title 46, Code of Federal Regulations. Our focus is on the Person dimension of the Marine Transportation System (MTS) which serves as the first of four MTS dimensions: Mariners, Vessels, Waterways, and Ports.

As the sole mariner credentialing entity for the nation, the NMC performs all work with an absolute focus on exceeding customer expectations. We are committed to developing and implementing strategies that guarantee delivery of high-quality products and responsive service to mariners and stakeholders of the U.S. merchant mariner credentialing program.

NMC Core Values

Mariner-focused

Honor
Honor the mariner and their experience

Respect
Respect mariners’ times get it right the first time
Protect mariners’ personal information

Devotion to Duty
Strive to meet mariners’ needs
Value mariners’ suggestions for continuous improvement
Ensure compliance with applicable regulations

Employee-focused

Honor
Value integrity as our standard
Demonstrate uncompromising ethical conduct & moral behavior
Be loyal and accountable to the public trust

Respect
Respect each other for who we are
Value the diversity of our team

Devotion to Duty
Be professional to those we serve
Value continuous improvement
Ensure compliance with applicable regulations

NMC Vision Statement

We will continually improve the world-class credentialing program, leading to a safe, secure, environmentally sound Marine Transportation System manned by fully compliant U.S. mariners. Our staff of highly competent professionals strives to accomplish this vision with leading-edge technology, strengthened by stakeholder partnerships.

Vivid Description

The cornerstone of this vision will be a Merchant Mariner Secure Electronic Application System that provides a single point of entry for the maritime industry in support of the merchant mariner credentialing process. The system will enable mariners to electronically submit information to the NMC to issue, upgrade, or renew their credentials. This information will be instantly transmitted to an electronic workflow system at the NMC, where it will be processed. The NMC will receive data from the mariner, instead of paper files, making possible parallel processing through security, medical, and professional qualification evaluations. Further, the electronic system will be capable of receiving mariner data, such as sea service, training, course completion, and physical exam results from other organizations, which will facilitate the evaluation process. Mariners will also be able to use this system to access and complete their professional examinations. Credentials will be issued faster, and the level of customer service will exceed mariner expectations.