



## From the Command

As we near the ninth year after 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 350 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 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 while 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**



**KIRSTEN R. MARTIN**  
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 <sup>1</sup>

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.

<sup>1</sup> MTS as defined in CG Pub 1, May 2009

## NMC VISION

As a world class credentialing program, our staff of highly competent and devoted professionals ensures a safe, secure, economically viable, and environmentally sound Marine Transportation System manned by fully qualified U.S. mariners. We accomplish this vision with leading edge technology, strengthened by continuous improvement and stakeholder partnerships.

## NMC CORE VALUES

### **Mariner-focused**

#### **Honor**

- Honor the mariner and their experience
- Be accountable to our maritime partners
- Sustain mariner education and training

#### **Respect**

- Respect our maritime stakeholders' time
- Protect mariners' personal information
- Maintain open lines of communication with our partners

#### **Devotion to Duty**

- Strive to meet mariners' needs
- Value the mariner's 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
- Foster leadership and *Esprit de Corps*

#### **Devotion to Duty**

- Be professional to those we serve
- Value a commitment to continuous improvement
- Ensure compliance with applicable regulations