

Coast Guard Unit Performance Tables

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“Putting people first means ensuring that the Federal Government provides the highest quality service possible to the American people. Public officials must embark upon a revolution within the Federal Government to change the way it does business. This will require continual reform of the executive branch’s management practices and operations to provide service to the public that matches or exceeds the best service available in the private sector.”

*President Bill Clinton
1997 President’s Quality Award Program*

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Introduction

Purpose

This document outlines generic performance requirements for most Coast Guard units. These requirements are directly related to the Strategic and Performance Goals of the Coast Guard's Performance Plan (Appendix A).

The information in the tables is based on analysis of 77 Commandant's Quality Award (CQA) applications for 1996 and 1997 and interviews of personnel currently or previously assigned to units addressed in this document.

How the Document is Organized

The performance requirements are categorized by unit type. For each unit type, the tables list mission, customers, outputs, and other characteristics associated with each of the unit's key processes. One-of-a-kind units such as FINCEN, Yard, Institute, etc., are not included. However, these units will benefit from familiarity with these tables since they are suppliers to the units discussed.

The processes in the tables comprise the major mission requirements for the given unit type. The processes listed in these tables are the "macro" – or key -- processes essential to the missions. Many sub-processes are contained within these key processes. For example, "flying" an aircraft is a key process for an Air Station which comprises several sub-processes such as taking off, landing, navigating, hovering, etc.

Scope of Performance Requirements

The requirements are generally the same for all units of the same type even though in actuality specifics sometimes vary from unit to unit within the same type. Factors which impact this variation are: unit size, the mix of and emphasis on particular missions, the number and type of organic (self-contained) resources, geographic area and various economical, political and environmental factors. Therefore, to use the tables to best advantage, units should customize them with information specific to their particular circumstances.

Support Processes

Support processes for both operational and support units are listed in Tables 17 and 18. Support processes are processes internal to a unit; they serve the unit's internal customers, not its external customers. Both operational and support units have both operational and support processes. A support unit's operational processes deliver outputs to Coast Guard units. Not all support functions are found at every unit (e.g., galleys and clinics). Therefore, they were grouped in two categories:

- **Common support processes:** internal support processes common to most units (Table 17).
 - **Special support processes:** internal support processes found at some units due to their location and special circumstances (Table 18)
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Bridging the Gaps

Table 1 is a guide to interpreting the information contained in the unit tables. It also contains definitions of each column and questions for units to ask about their performance in the areas addressed in the tables.

Tables 4 through 20 will help units focus on areas for improvement and close the gaps mentioned in the previous sections. These tables encompass approximately 78% of the total work of the Coast Guard's work force.

Coast Guard Performance Plan

The Strategic and Performance Goals in the Tables are referred to by the goals' alpha-numeric identifiers, e.g., S1, N2, etc..

Appendix A contains extracts from the Coast Guard's FY 2000 Performance Plan. This plan will be submitted in 1999 as part of the President's FY 2000 budget.

About Measurement

The items listed in the measurement column are only suggestions. Units should consider these when deciding what to track. Don't measure just for the sake of measurement – measure for the sake of making important improvements. Additionally, some measurement may be required for other organizations' reporting purposes.

It's also important to understand that a Coast Guard-wide, quantitative performance standard is intended for servicewide use and may not be appropriate for comparison on just one sortie, or at daily, weekly or even annual intervals at one unit. The key is to measure important things that vary over time at your unit and be able to use your understanding of the variation to make meaningful improvements.

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