

SERVICE  
TO NATION

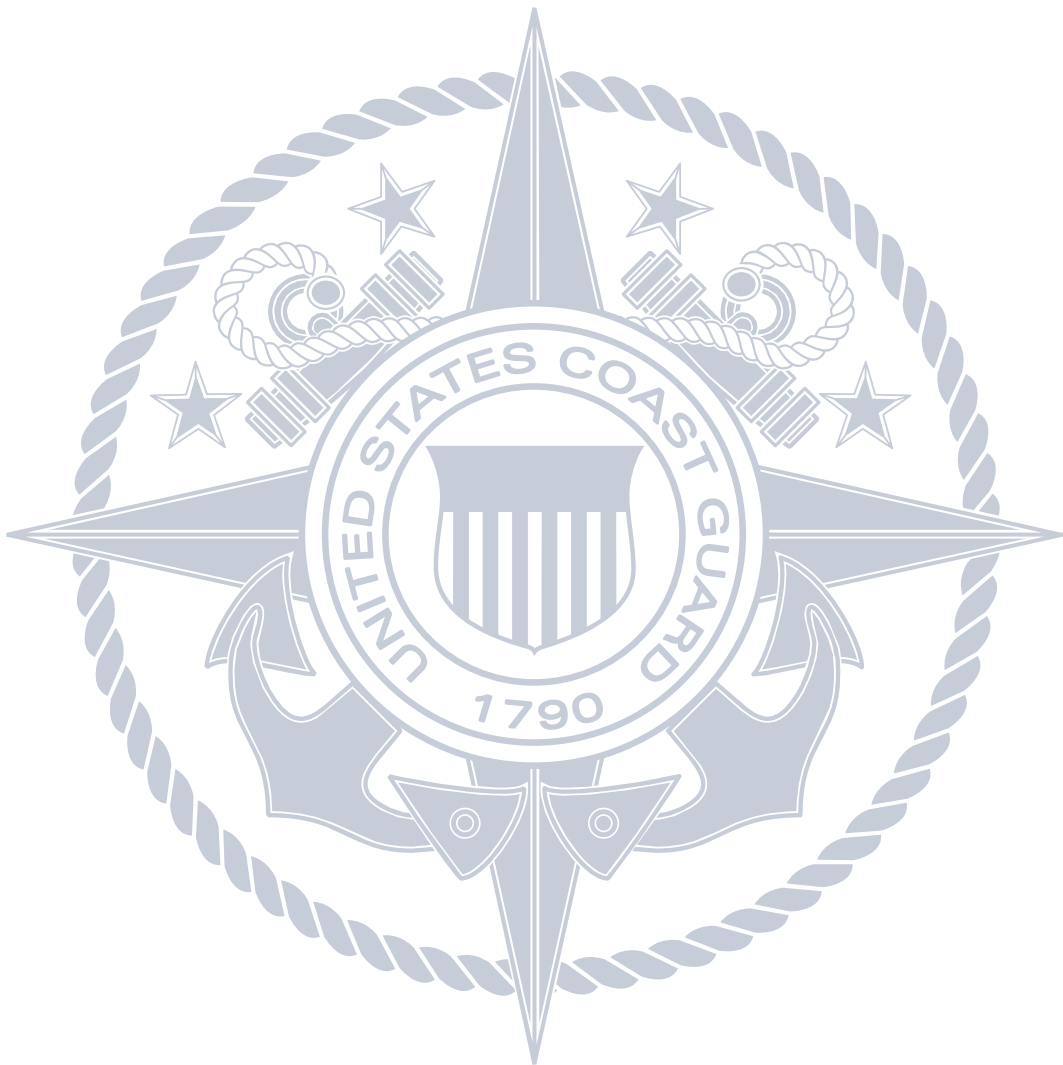
DUTY  
TO PEOPLE

COMMITMENT  
TO EXCELLENCE



COMMANDANT'S  
DIRECTION  
2014





## About this Document

The Commandant's Direction guides the Coast Guard during the tenure of each Commandant. This document is founded on our Core Values of Honor, Respect, and Devotion to Duty, and guided by the principles of Service to Nation, Duty to People, and Commitment to Excellence. Each principle reinforces the others and they collectively inform strategic, operational, and resource decision-making throughout the Coast Guard. In the following pages, each principle is described to explain its meaning, relevance, and applicability to all members of the Coast Guard Family – Active Duty, Reserve, Civilian, Auxiliary, and families alike. Priorities are identified to focus our efforts in meeting anticipated challenges and risks.



## COMMANDANT OF THE UNITED STATES COAST GUARD

WASHINGTON, DC

### To the Men and Women of the Coast Guard,

It is my great honor and privilege to serve you and the American people as the 25th Commandant of the Coast Guard. Over the past 37 years, I have had the opportunity to witness your courage, dedication, and professionalism in action across all of our missions. Today, our Coast Guard is stronger, more effective, and more relevant than ever before. Together, we will meet the increasingly complex challenges of the future.



Three guiding principles frame my direction for the Service over the next four years:

### Service to Nation

We will serve our Nation through the selfless performance of our missions.

### Duty to People

We will honor our duty to protect those we serve and those who serve with us.

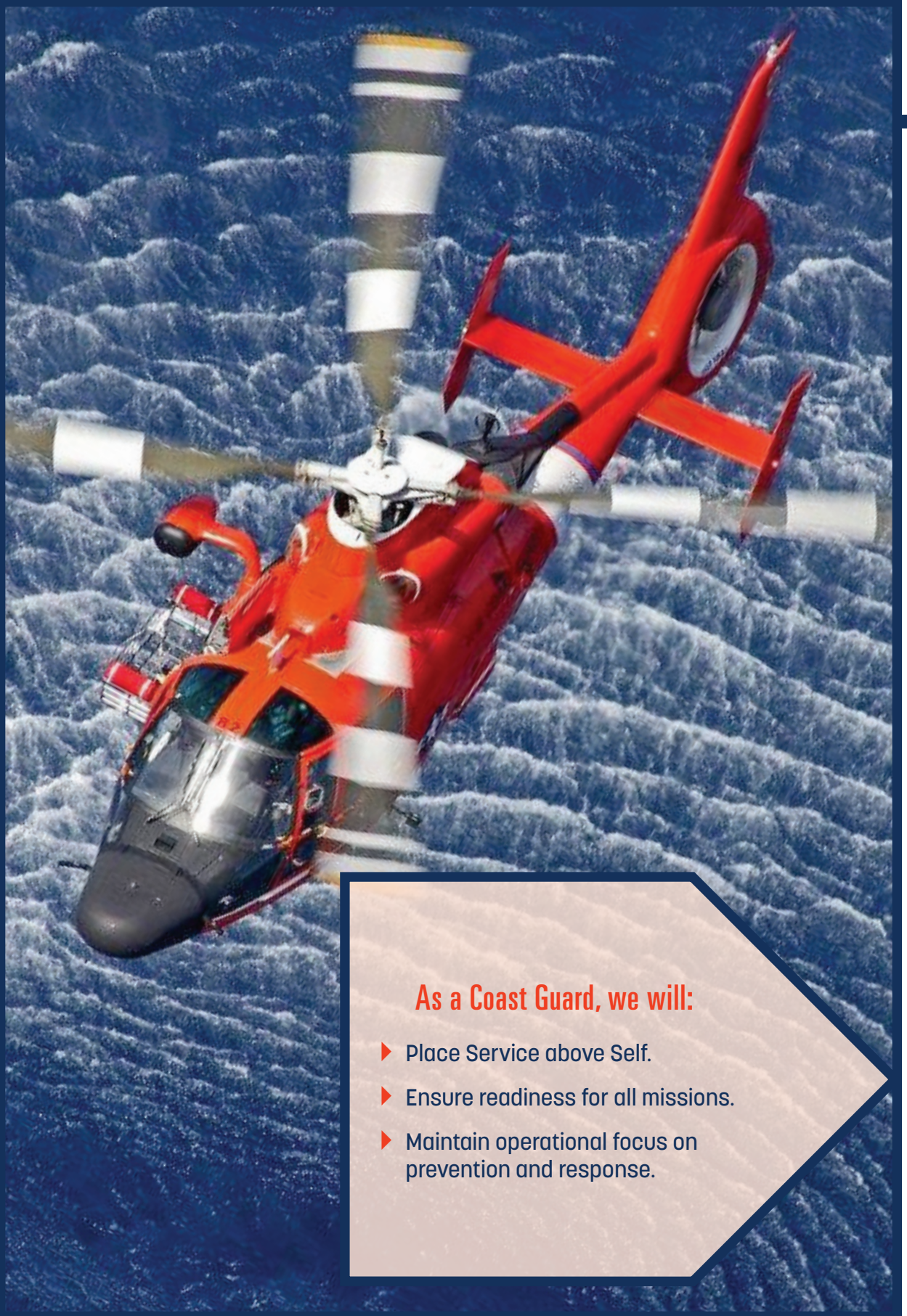
### Commitment to Excellence

We will commit ourselves to excellence by supporting and executing our operations in a proficient and professional manner.

You have my trust, confidence, and admiration. I charge each of you - from our senior leaders to our newest graduates of Cape May - to apply these principles to your own unique role in the Coast Guard. Together, we will ensure our Service is always ready for the challenges ahead. Semper Paratus!

A handwritten signature in blue ink that reads "Paul F. Zukunft".

**Admiral Paul F. Zukunft**  
Commandant



### **As a Coast Guard, we will:**

- ▶ Place Service above Self.
- ▶ Ensure readiness for all missions.
- ▶ Maintain operational focus on prevention and response.



# Service to Nation

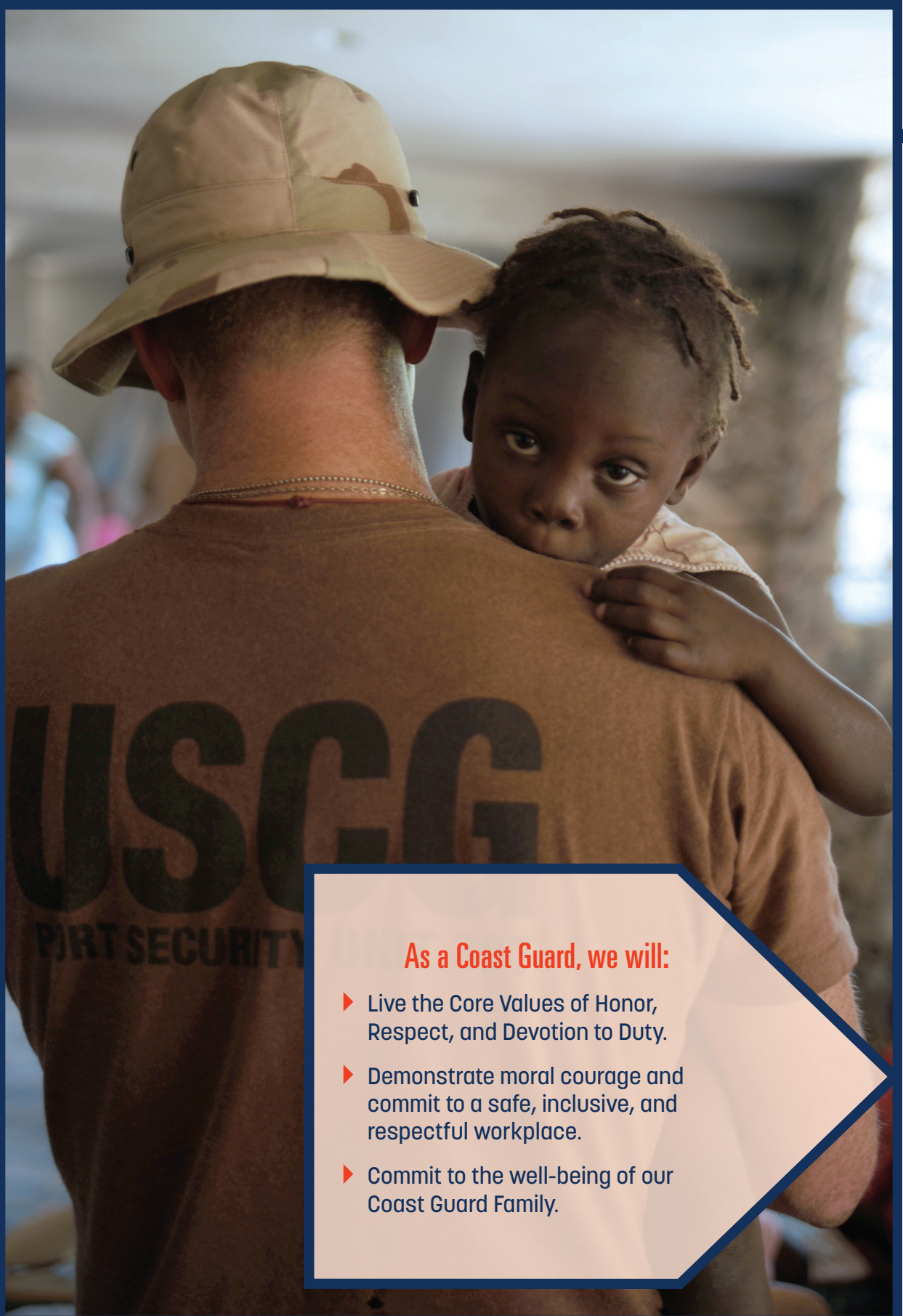
We serve a cause greater than ourselves. This cause is the common thread which binds us to the Nation and to the communities in which we live. The American public places special trust in the Coast Guard to accomplish our missions. We must honor that trust with professionalism and dedicated service.

The maritime operating environment is increasingly complex and ever changing, and the Coast Guard's value to the Nation has never been greater. Our service to the American public is an essential safeguard against persistent maritime risks and emerging threats. As a leader in the global maritime community we will continue to build and leverage partnerships to ensure safe, secure, and environmentally responsible maritime activities. Together, we will focus on prevention and response while fostering the resilience essential to safeguard America's prosperity and security.

We will place service above self as we advance our Nation's interests at home, at sea, and abroad. Today and into the future we will keep the Nation secure and its maritime gateways connected to the world.

## My Priorities

- ▶ Align Coast Guard strategies with DHS priorities to advance national interests.
- ▶ Continue to invest in the 21st century Coast Guard.
- ▶ Enhance partnerships with stakeholders in the maritime community.
- ▶ Foster intelligence capabilities and promote cyber security in the maritime domain.



**As a Coast Guard, we will:**

- ▶ Live the Core Values of Honor, Respect, and Devotion to Duty.
- ▶ Demonstrate moral courage and commit to a safe, inclusive, and respectful workplace.
- ▶ Commit to the well-being of our Coast Guard Family.



# Duty to People

Duty to people is about leadership. We are dedicated to the citizens we serve and those who serve beside us. Our professional and talented workforce embodies this dedication, continues our legacy of humanitarian service, and lives our Core Values of Honor, Respect, and Devotion to Duty.

The Coast Guard's strength resides in its people and the different perspectives and talents they bring to the Service. We will attract, develop, and retain the most talented maritime professionals in the world to maximize our value to the American public. We must respect those we serve and those who serve with us by maximizing diversity and inclusion to achieve the highest level of mission excellence.

The well-being of our people is critical to the success of our Service. The Coast Guard relies on cutters, boats, and aircraft to operate in the maritime environment, but it is our people who deliver truly unique capabilities to the Nation. We are committed to upholding values which advance a professional working environment today and cultivate the workforce of tomorrow.

## My Priorities

- ▶ Commit to driving sexual assault from our ranks.
- ▶ Align recruiting , career progression, and workforce structure to meet future requirements.
- ▶ Implement initiatives to ensure a workforce that reflects the same diverse thought, experience, and talent found in the richness of American society.
- ▶ Cultivate the well-being and professional development of our people.



**As a Coast Guard, we will:**

- ▶ Pursue excellence in mission execution and support.
- ▶ Foster an organization capable of continuous innovation and learning.
- ▶ Be responsible stewards of the Nation's resources.



# Commitment to Excellence

Excellence is our standard. The American public knows that when the Coast Guard is called into action, we will respond courageously and effectively. To do this, we must strive to achieve the highest standards of readiness and proficiency. This is our responsibility – not only to the public – but to each other. We don't know when we will encounter the next natural disaster or national crisis, or when a search and rescue case will suddenly turn life threatening, but we must remain true to our Service's motto – *Semper Paratus* - and be Always Ready.

Excellence in mission support is essential to our operational success. As Coast Guard mission demand increases, we will always emphasize the safety of our people. We will ensure operations are carefully planned to maximize effectiveness and minimize risk. Our focus must also optimize efficiencies and stewardship of resources. However, efficiency goes beyond good stewardship of public funds. It requires the Coast Guard as a whole to foster innovation and partnerships across the public and private sectors.

In all of our endeavors, we will continue to serve the Nation with humility, and with the teamwork, on-scene initiative, and bias for action that are part of our enduring legacy.

## My Priorities

- ▶ Advance our commitment to a more proficient workforce.
- ▶ Ensure efficiency across all Coast Guard activities through effective planning and sound risk management.
- ▶ Modernize our financial management system.
- ▶ Enhance unity of effort through operational planning, logistical support, and execution with DHS, DoD, and other partners.





**Service to Nation**  
**Duty to People**  
**Commitment to Excellence**  
***Semper Paratus***



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

