

6. DEFINITIONS.

- a. Business. *Business* refers to Core Missions, Mission Support, and Administrative responsibilities and activities performed by or on behalf of the Coast Guard.
- b. Business Intelligence (BI). *Business Intelligence* provides historical, current and predictive views of Coast Guard related data to support better decision-making in alignment with personnel, unit, organizational or enterprise goals.
- c. Coast Guard Business Intelligence (CGBI). *CGBI* is the authoritative enterprise BI system for the U.S. Coast Guard. The CGBI system consists of the Coast Guard’s holistic collection of skills, knowledge and processes that serve to define business requirements and collect relevant data to produce effective and actionable BI. This includes but is not limited to the Enterprise Data Warehouse (EDW) as well as any and all of the dynamic conglomeration of technologies that are currently or might potentially be used to implement enterprise-level BI throughout the Coast Guard.

7. BUSINESS INTELLIGENCE FRAMEWORK.

- a. The current CGBI system implementation forms the effective and efficient backbone of the BI framework. Promulgation of a formalized Framework will facilitate continued improvement in both governance and capability in order to achieve full BI maturity. A fundamental tenet of effective BI is to meet the organization’s need for centralized access to multi-source data, information and analysis. Coast Guard Business Intelligence is continually evolving. Data and information critical to enterprise needs must be integrated within the Framework to ensure that a complete set of relevant data is being used to produce the best decision support for decision makers. The fundamental architecture of the Framework is depicted in Figure 1.

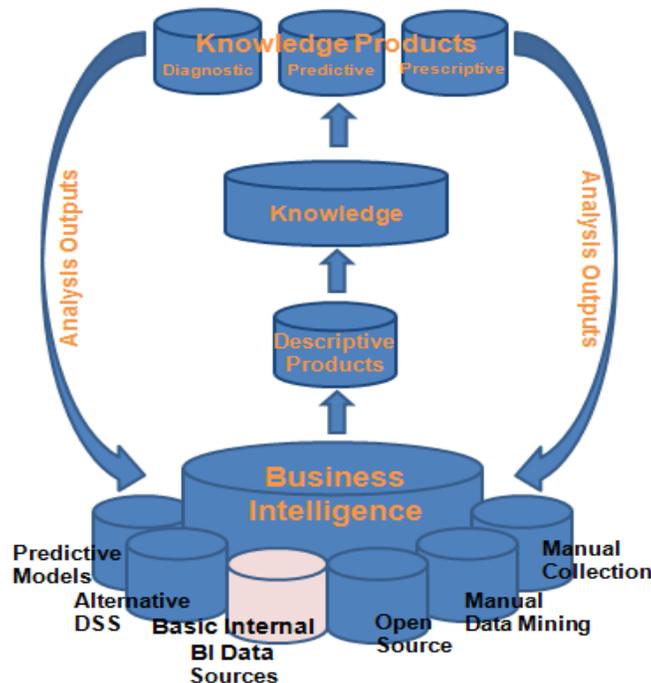


Figure 1: Coast Guard Business Intelligence Framework

- b. Effective Framework implementation requires a system that provides access to required information and clear context for organizational knowledge. The intelligence creation cycle is interactive and iterative, and phases occur simultaneously. The business intelligence creation cycle follows the cyclical process of the military and intelligence community (IC). This process provides guidance for establishing authoritative answers to traditional reporting requirements and advanced analytics processes.



Figure 2: Business Intelligence Process of Creation and Use

- (1) Requirements. Information must be specified as authoritative, trusted or open source (contextual) data, and might come from internal or external resources, Reference (a). These requirements are expressed as information needs that, either directly or indirectly, serve the reporting requirements and decision support needs of the USCG.
- (2) Planning/Tasking. Goals and strategy drive decision support and reporting requirements, each of which determines data collection and measures needs. The CGBI Program Office, Commandant (CG-0952) facilitates development of business measures in alignment with organizational goals, and oversee data aggregation in the Coast Guard's Enterprise Data Warehouse (EDW) to support systematic measurement.
- (3) Collection. Collection is the gathering and compilation of raw data and information from internal authoritative information sources augmented by external authoritative and trusted sources, as depicted in Figure 1, in order to fulfill reporting requirements and decision support needs of the USCG.
- (4) Processing/Exploitation. Processing and exploitation transforms raw data into information. The processing and exploitation of data and isolated information incorporates measures, performance standards, and contextual data for further

analysis. Information and data from previous cycles augments and improves data and information that is recently collected.

- (5) Analysis. Analysis is the application of methodical, critical thinking techniques applied to contextual data and information. Analysis generates organizational knowledge that supports decision-making and reporting requirements.
- (6) Production. The production dimension refers to the transformation of analysis into tangible business intelligence products, e.g., scorecards, OLAP (on-line analytical processing) cubes, reports, alerts, dashboards and other informational outputs. BI avoids stovepipes and provides the governance structure and tools necessary for the dissemination of analysis products to the enterprise organization.
- (7) Dissemination. Dissemination is the effective deployment of business intelligence products to support USCG users and decision-makers. Commandant (CG-0952) maintains authority and control over the knowledge dissemination process, but works closely with sponsors, users, the technical authorities to provide the best methods and formats for dissemination.
- (8) User. A user is any person or entity that benefits from business intelligence in terms of satisfying reporting requirements and meeting decision support needs.
- (9) Evaluation. Continuous evaluation of the effectiveness and efficiency of each process in the Framework, and iterative review of knowledge products, is an integral part of business intelligence maturation.

8. ROLES AND RESPONSIBILITIES.

- a. USCG Strategy Authority. The USCG Strategy Authority is Commandant (CG-095). The USCG Strategy Authority has cognizance over the strategic direction and structure of the Framework. Commandant (CG-095) shall work collaboratively with all Directorates to develop appropriate and specific requirements for business intelligence collection and integration. The Strategy Authority provides direction to the Enterprise Business Intelligence Sponsor for the administration of the Framework. The Strategy Authority may delegate the prioritization and management of capabilities within the Framework in order to ensure its continual alignment with the greater priorities of the Coast Guard enterprise.
- b. USCG Business Intelligence Sponsor. The Enterprise BI Sponsor is Commandant (CG-0952). The BI Sponsor is responsible for the alignment, integration, tasking, governance, and determination of appropriate collection sources in the service of analysis, processing, and dissemination of credible and dependable business intelligence for the enterprise. The BI Sponsor shall provide governance policy over the CGBI system as defined in this Instruction and will work with the Technical Authority to both appropriately augment the capabilities of CGBI and leverage existing information systems and other sources to meet mission analysis and reporting requirements needs.
- c. USCG Technical Authority. The Technical Authority for C4IT Systems is the Assistant Commandant for C4IT and Chief Information Officer (CIO), Commandant (CG-6),

Reference (b). The Technical Authority is responsible for establishing, monitoring, and approving technical standards, guidelines, and best practices for overall C4IT system design, development, and sustainment. In the creation and sustainment of the Framework, the Technical Authority shall work collaboratively to achieve those capabilities determined necessary by the BI Sponsor, Commandant (CG-0952) to identify the USCG business intelligence requirements.

9. DISCLAIMER. This document is intended to provide operational requirements for Coast Guard personnel and is not intended to nor does it impose legally-binding requirements on any party outside the Coast Guard.
10. RECORDS MANAGEMENT CONSIDERATIONS. This Manual has been thoroughly reviewed during the directives clearance process, and it has been determined there are no further records scheduling requirements, in accordance with Federal Records Act, 44 U.S.C. 3101 et seq., NARA requirements, and Information and Life Cycle Management Manual, COMDTINST M5212.12 (series). This policy does not create significant or substantial change to existing records management requirements.
11. ENVIRONMENTAL ASPECT AND IMPACT CONSIDERATIONS. The development of this directive and the general policies contained within it have been thoroughly reviewed by the originating office and are categorically excluded under current USCG categorical exclusion (CE) (1) from further environmental analysis, in accordance with Section 2.B.2. and Figure 2-1 of the National Environmental Policy Act Implementing Procedures and Policy for Considering Environmental Impacts, COMDTINST M16475.1 (series).
12. FORMS/REPORTS. None.

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