



Acquisition Directorate



Acquisition Human Capital Strategic Plan



FY2014 to FY2018

Version 4



U.S. DEPARTMENT OF
**Homeland
Security**

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Message from the Assistant Commandant for Acquisition

Each day U.S. Coast Guard operators in the field use air, surface, and C4ISR assets to protect the environment, defend our nation's borders, interdict drug traffickers, facilitate commerce, preserve our marine resources, respond to security threats and save lives. These assets and other mission critical products and services are acquired and delivered by the men and women in the U.S. Coast Guard Acquisition Directorate (CG-9).

As an integral part of the Deputy Commandant for Mission Support (DCMS) enterprise, CG-9 must remain focused on efficiently and effectively delivering much needed capabilities to our operators in the field. Through commitment and expertise, our acquisition workforce makes mission-focused acquisition happen.

This Human Capital Strategic Plan (HCSP) maps out our vision and direction for maintaining and continually developing a world-class acquisition workforce. The plan outlines the challenges we face, details our strategies for addressing those challenges, and identifies the specific actions we will take to ensure that we have skilled professionals available to perform the Coast Guard's acquisition functions now and in the future.

The HCSP aligns our human capital planning and management objectives and actions with DHS strategic goals, USCG mission support goals and the CG-9 Acquisition Strategic Plan. Together these guide our ongoing efforts to sustain our acquisition capabilities and proficiency necessary to deliver to USCG operators the mission critical, life-saving assets they need to serve the public and protect our nation.



Bruce D. Baffer ROMC USCG

Rear Admiral Bruce D. Baffer

Chief Acquisition Officer

PART I:



Introduction and Background

Executive Summary

Stewardship, effectiveness and efficiency in the acquisition enterprise are highly dependent on the men and women who manage and oversee Acquisition, Construction, and Improvement (AC&I), Research, Development, Testing and Evaluation (RDT&E) and Operating Expenses (OE) funding allocated to the U.S. Coast Guard (USCG) annually for acquisition and procurement. Our acquisition workforce, comprised of military and civilian personnel with expertise in contract management, program management, financial management, systems engineering, RDT&E and logistics, is the engine that makes the delivery of mission critical assets to USCG operators in the field possible. It is incumbent upon us to ensure that we have a world-class team with both the capacity and the capability needed to execute our acquisition programs.

This Human Capital Strategic Plan (HCSP) presents the Acquisition Directorate's (CG-9) strategies for developing and maintaining a professional acquisition workforce that is highly experienced, fully certified, and properly motivated and empowered to execute our acquisition mission.

The HCSP defines the role of the Office of Acquisition Workforce Management and presents our human capital objectives. In doing so, the HCSP establishes the strategic foundation for the specific actions we will take to achieve our objectives, and identifies the performance metrics that we will track to monitor our progress.

In identifying challenges, determining strategies, and establishing performance metrics, we have adopted and applied the Office of Personnel Management's (OPM) Human Capital Assessment and Accountability Framework (HCAAF)¹. The HCAAF provides excellent guidance in the areas of: Strategic Alignment, Leadership and Knowledge Management, Results-Oriented Performance Culture, Talent Management, and Accountability.

The HCSP outlines the challenges we face, details our strategies for addressing those challenges, and identifies the specific actions we will take to ensure that we have skilled professionals available to perform the Coast Guard's acquisition functions now and in the future.

¹ Detailed information on the OPM HCAAF can be found at http://www.opm.gov/hcaaf_resource_center/index.asp



Role of the Office of Acquisition Workforce Management

The Office of Acquisition Workforce Management (CG-921) exists to ensure that the U.S. Coast Guard's Acquisition Directorate (CG-9) has the professional acquisition workforce it needs to acquire and deliver mission critical assets and technologies to USCG operating forces.

CG-921 serves as an internal resource to CG-9, providing human capital strategy guidance and implementation to support the planning, recruitment, development, and retention of the acquisition workforce by maintaining capability and expertise in several functional areas including:

- Human Capital Strategy Development and Execution
- Acquisition Workforce Planning and Analysis
- Succession Planning
- Performance Planning and Management
- Human Capital Information Management and Reporting
- Acquisition-related Training, Development, and Certification for the USCG Acquisition Enterprise

Combined, these functional areas allow CG-921 to support CG-9 leadership to understand our world of work and workforce needs, staff acquisition programs appropriately and capture and analyze critical human capital data to support workforce-related decision-making and strategic activities. As an example, training, certification and management of personnel holding Contracting-related Warrants (Contracting Officers, Contract Specialists, Contracting Officer's Representatives (CORs), Purchasing Agents) is overseen

The Office of Acquisition Workforce Management operates on the principle of engagement.

CG-921 proactively engages with CG-9 offices, program managers and senior leaders to provide high value human capital support.

and administered by the Office of Procurement Policy and Oversight (CG-913).

To support the Acquisition Directorate's mission, CG-921 resources are aligned to these functional areas and are guided by the following Key Functional Priorities:

- Hire, develop, and retain a talented, diverse and high-performing acquisition workforce
- Provide long-range workforce planning and succession planning for the acquisition workforce
- Administer acquisition-specific training and development
- Achieve and maintain compliance with acquisition-specific certification requirements
- Support CG-9's culture of performance

Through establishing our long-range strategic objectives, structuring around the core functions necessary to provide the right acquisition workforce, and focusing internal energy and efforts on a fundamental set of key priorities, CG-921 has created close alignment with the Acquisition Directorate's primary mission of acquiring and delivering assets to U.S. Coast Guard operational forces.

Acquisition Workforce Profile

The CG-9 core workforce includes Program Managers, Project Managers, Business and Financial Managers, Engineers, Logisticians, Test and Evaluation professionals, Contracting Officers, Procurement Analysts, Contract Specialists, Contracting Officers' Representatives (COR), and personnel providing direct support to these core team members. The CG-9 workforce is comprised of a diverse group of dedicated professionals including uniformed military personnel, career civil servants and contractor support personnel (See Figure 1). The combination of military and civilian staff provides several important and complementary benefits including: a deep understanding of the operational environment where the assets CG-9 delivers will be used, and, the continuity and longevity of personnel in critical positions that is possible through the civil service structure. Maintaining the proper balance between uniformed and civilian personnel has been, and will continue to be, an important focus area for the Acquisition Directorate.

Military Workforce

Traditionally military personnel are assigned to CG-9 for a 3-4 year tour. This rotation cycle is one element of the overall strategy to develop within the USCG officer corps a robust pool of certified and experienced acquisition professionals.

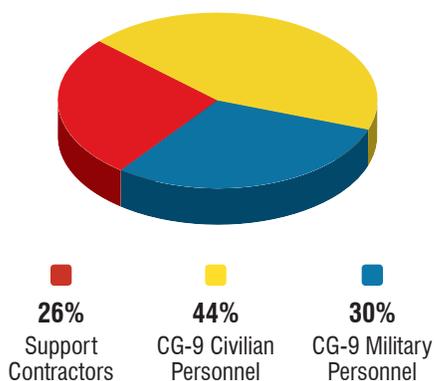
Civilian Workforce

CG-9 faces the same challenges confronting many Federal Government agencies and acquisition organizations. The Federal Acquisition Institute and the Government Accountability Office have reported on the shrinking pool of certified and experienced acquisition professionals across the Federal Government. These challenges are compounded by the large portion of the current federal workforce now entering retirement eligibility. As CG-9 strives to develop and maintain a fully certified acquisition workforce, CG-921 will closely monitor critical indicators including workforce diversity, employee turnover, and other key human capital measures. A summary of the current diversity profile of the USCG civilian acquisition workforce is presented on page 5.

Other Government Agency and Contractor Support

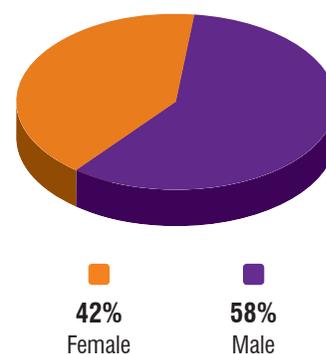
Support contractors provide assistance with non-inherently governmental functions in the areas of: project management, logistics, engineering, and business analysis. Properly utilizing contractors in support roles allows CG-9 to stay focused on core competency areas. Additionally, personnel from Other Government Agencies (OGA) with specialized skills and expertise are called upon to provide support through Interagency Agreements. In these cases, experts from the US Navy and other DoD organizations, federally funded research and development centers (FFRDCs), university-affiliated research centers, and the Defense Contract Management Agency/Defense Contract Audit Agency provide acquisition execution support, technical evaluation and advice, and independent review to USCG program personnel.

Figure 1 - CG-9 Total Workforce



Source- CG-921 Bi-weekly report

Figure 2 - Gender Diversity



Workforce Diversity

We recognize the importance diversity plays in doing business in the modern workplace. CG-9 will continue to strive to develop and maintain a diverse acquisition workforce (See Figures 2, 3, 4 and 5)² with the skills and competencies necessary for success in the global market.

A primary goal of the USCG Diversity Strategic Plan is to, “Hold leaders at all levels accountable to sustaining a workplace climate of equity, building an organization that leverages the Coast Guard’s diverse workforce, and fostering

² All CG-9 and Federal Civilian Workforce Diversity data provided by USCG Personnel Directorate (CG-1) July 2013

an environment where every individual has the opportunity to prosper and effectively advance their careers.”

CG-9 leaders are accountable for implementing USCG diversity policies at the individual, division, office, and directorate levels. CG-9 drives visibility of, and accountability for USCG diversity policy implementation by tracking and regularly reporting on the make-up of the acquisition workforce in comparison to the total federal civilian workforce.

We will continue to develop the acquisition team by hiring the best-qualified people, while also focusing recruiting efforts on developing diverse applicant pools with increased participation from Underrepresented Minority Groups (URMs).

Figure 3 - CG-9 Civilian Diversity by Ethnicity and Race

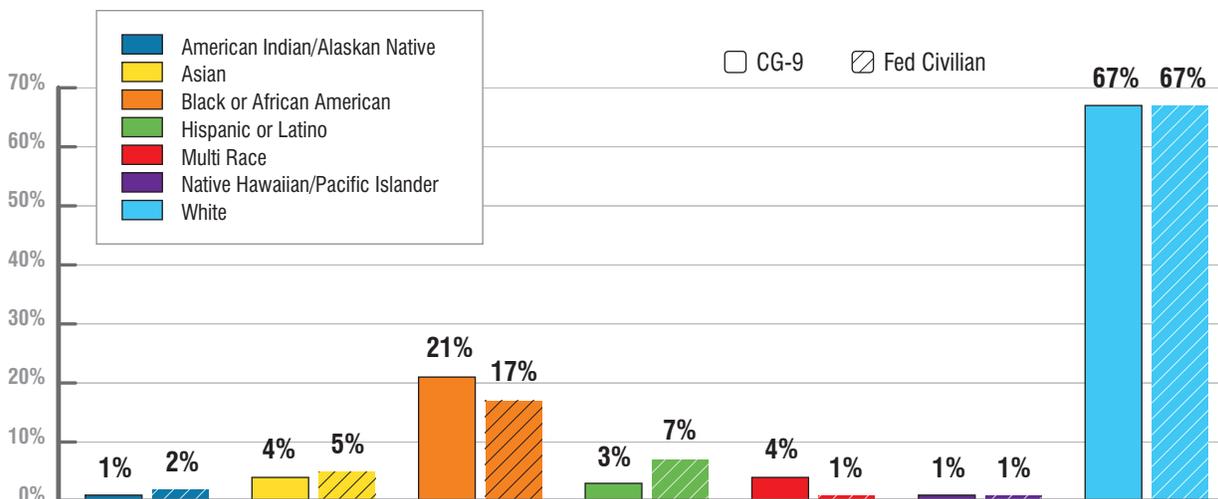


Figure 4 - Persons with Disabilities

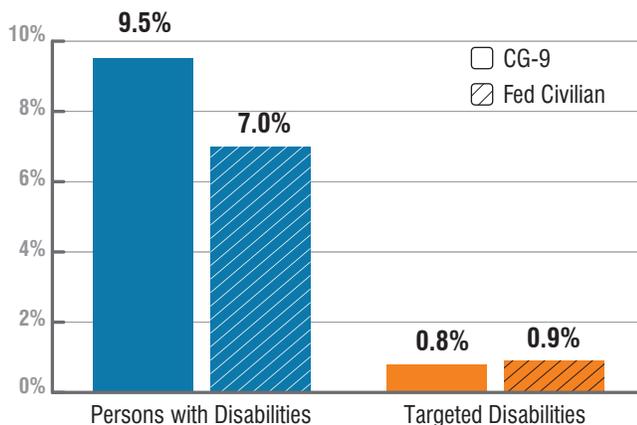
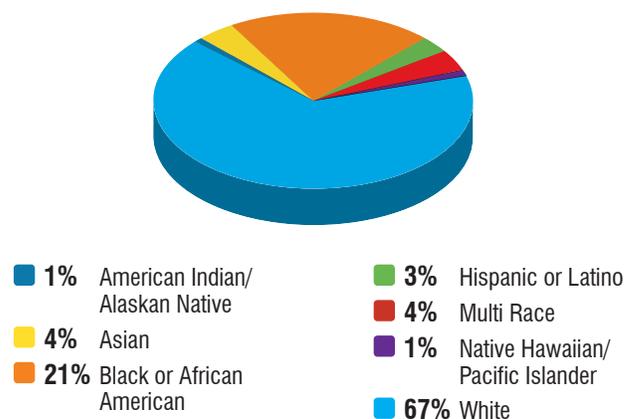
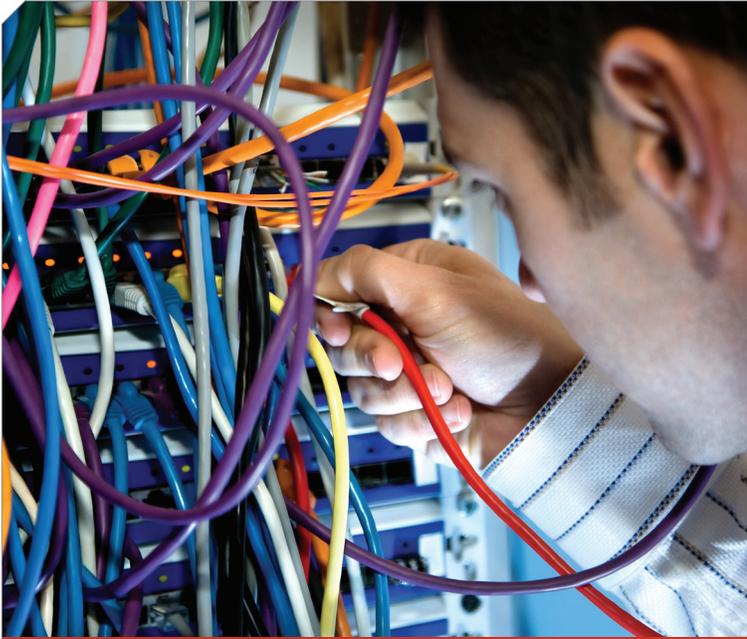


Figure 5 - Civilian Workforce Diversity





Human Capital Challenges

Like many federal agencies engaged in major systems acquisition, the USCG faces a number of human capital challenges. The Acquisition Directorate is committed to exploring and understanding the challenges we face so that we can further develop solutions to those challenges. By engaging third-party organizations with expertise in government acquisition, process improvement, policy analysis, and human capital planning, we create opportunities to increase our understanding and ability to mitigate challenges, and benefit from lessons learned and best practices from across the government.

We have engaged a number of private and government organizations to conduct assessments and offer guidance in these areas. They include the Defense Acquisition University (DAU) the Government Accountability Office (GAO) and the US Air Force, among others. We are actively seeking knowledge and expertise from these organizations as we identify and respond to the challenges we face in continually developing and improving our acquisition workforce and capability, and are implementing many of their recommendations.

The Department of Defense (DOD) and the DAU have identified a “crisis” in the federal acquisition workforce that puts the ability to acquire necessary new technologies and systems in potential jeopardy. This acquisition workforce crisis applies to both the quantity of available acquisition professionals, and the experience and expertise of the total federal acquisition workforce. These acquisition workforce challenges do not represent the only challenges we face, but they are the challenges that we view as most immediate, and those that present the greatest threats to acquisition mission success. They fall into three categories:

1. Recruitment, development, and retention of qualified acquisition personnel
2. Human capital information management
3. Human capital management policy guidance, procedures and practices

CG-9 human capital challenges fall into three categories

1. Recruitment, development, and retention of qualified acquisition personnel

2. Human capital information management

3. Human capital management policy guidance, procedures and practices

Challenge 1- Recruitment, Development, and Retention of Qualified Acquisition Personnel

Hiring, training and keeping acquisition professionals is a fundamental challenge across the Federal Government. Several key factors contribute to this significant challenge, and are discussed below.

Civilian Acquisition Workforce Shortage

A number of trends in the federal civilian workforce contribute to the crisis described by the DOD and the DAU, including the large pool of baby boomer employees who are now eligible for retirement³. This represents the potential loss of a significant amount of institutional knowledge and experience. Until recently, the DOD had downsized both its civilian and uniformed acquisition corps significantly. As a significant producer of acquisition professionals, the DOD downsizing had a ripple effect across the Federal Government that can still be felt today, making certified and experienced acquisition professionals in short supply. Budget constraints amplify the overall shortage of qualified personnel by increasing competition for scarce expertise.

The impact of the overall shortage of qualified acquisition professionals across the federal civilian workforce is evidenced by the CG-9 civilian vacancy rate (Figure 6), and could potentially be compounded by significant retirement eligibility (Figure 7). We use all available resources and hiring flexibilities to fill vacant positions and work to mitigate the impact of highly experienced team members retiring.

Workload and Workforce

Inadequate staffing levels for contracting professionals represents a significant challenge to execution of USCG acquisition programs. Contracting professionals in civilian job series 1102 are in particularly short supply. Competition for them results in high turnover rates and extended vacancy periods.

The DHS and USCG contracting workload have grown over the last decade, in both quantity and complexity. In response to these increases the DHS 1102 workforce has more than doubled, while the USCG 1102 workforce has remained relatively unchanged (Figure 8).

³ The Federal Acquisition Institute reports that between 2009 and 2018 more than half of the total federal civilian acquisition workforce will be eligible to retire. Federal Acquisition Institute (2009) FY2008 Annual Report on the Federal Acquisition Workforce. Available online at <http://www.fai.gov/sturep.asp>

Figure 6 - CG-9 Civilian Vacancy

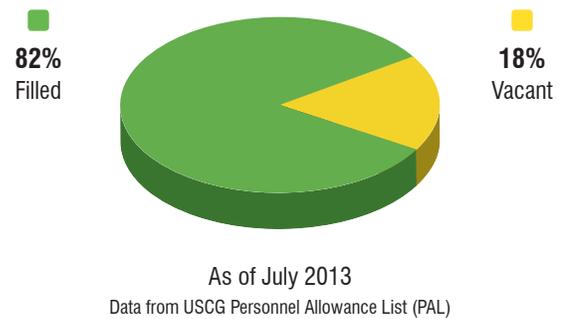


Figure 7 - Civilian Retirement Eligibility

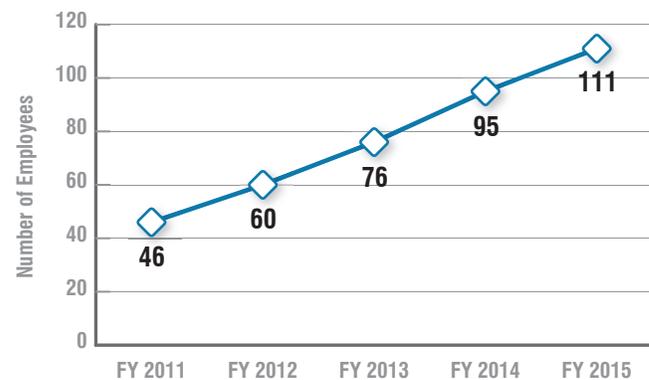
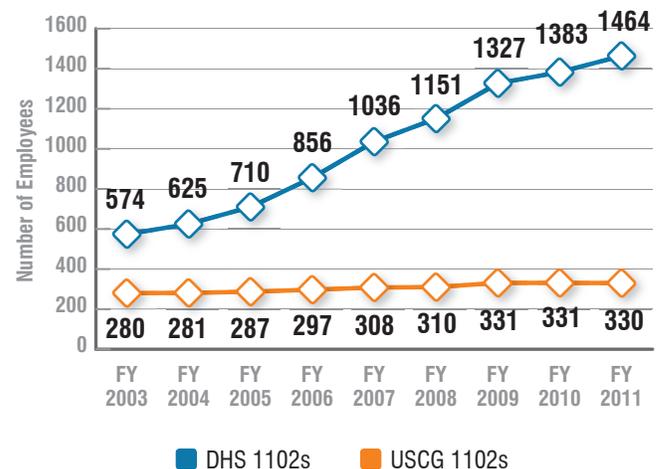


Figure 8 - 1102 Workforce Growth



Data Source for figures 7 and 8: CG-1

CG-9 is actively leveraging two specific programs to help address the 1102 workforce challenge:

Contracting Career Opportunity Program (CCOP)

The Contracting Career Opportunity Program (CCOP) offers outstanding professional development and career broadening opportunities for active duty personnel, who have decided to retire from active duty and are interested in becoming contracting professionals following their military career. The program is designed to provide participants with the formal training and work experience necessary to earn Federal Acquisition Institute Contracting Certification (FAC-C) Level I and Level II to prepare them for potential transition to the Coast Guard's civilian contracting workforce. Developing retiring Coast Guard members into civilian contracting professionals is one way to address potential contracting professional shortfalls. In addition, DHS is creating a "Bridge Program" for civilian purchasers (GS 1105/6 series) that is modeled after a version of the CCOP. Upon successful completion of the CCOP, participants can transition to Contract Specialists.

Acquisition Professional Career Program (APCP)

The DHS Acquisition Professional Career Program (APCP) provides a pipeline of qualified applicants for certain acquisition positions. Employees are selected into the three-year program at the entry-level and upon successful completion of the program, participants are converted to full time employees and permanently placed at a DHS component organization where a vacancy for which they are qualified exists. In support of our near-term staffing needs and our long-term acquisition capability development goals, CG-9 participates in the APCP to the maximum extent practical.

Widening Complexity-Expertise Gap

The decrease in the general availability of qualified acquisition professionals comes at a time when the scope and complexity of USCG acquisitions is increasing. In 2002, the Coast Guard initiated the largest asset recapitalization in its history. These efforts include replacing air, surface, and C4I assets that must operate with a level of integration that is without precedent in the service. These sophisticated acquisition programs, driven by expanding mission needs, require significant technological and acquisition expertise which is increasingly harder to obtain in either the federal, civilian or military workforce.

Acquisition Career Path for Military Personnel

In addition to the shortage of acquisition personnel across the entire federal civilian workforce, CG-9 faces challenges stemming from the mixed uniform-civilian acquisition workforce. Unlike the DOD services, the Coast Guard does not have a formal military acquisition career path. As a result, uniformed officers typically rotate in for a 3–4 year tour in acquisition, and then rotate out to other operational or support assignments around the Coast Guard. From an acquisition perspective, leveraging the varied experiences of uniformed personnel depends in large part on: 1) the ability to accurately track certification levels of uniformed personnel across the entire service and 2) the ability to rotate the most qualified personnel into acquisition assignments. CG-921 coordinates with military detailers to optimize the assignment process to the fullest extent possible. Appendix A contains detailed information on key acquisition career areas.

CG-9 is always seeking to attract high performing USCG operators. Making advanced training and educational opportunities such as postgraduate programs and senior service schools available is one way in which we can make CG-9 a meaningful career progression step for military personnel.

Challenge 2- Human Capital Information Management

The Acquisition Directorate (CG-9) depends on current and accurate human capital data to effectively manage the acquisition workforce. The existing patchwork of DHS and USCG human capital information systems does not provide the data to effectively manage the existing workforce, nor to conduct workforce planning for the future. More robust systems are needed to support fact-based decision-making by senior leadership, as well as at the acquisition project execution level.

Acquisition Workload Data

Challenges relating to accurate acquisition workload data exist across the Federal Government. Approaches and systems for quantifying and tracking the entirety of the acquisition process are in the early stages of maturity. CG-9 utilizes the Sustainment/Acquisition Composite Model (SACOM), which provides basic data for estimating current and future acquisition workload. These data can be helpful in conducting long-range planning and making projections about future staffing. More robust systems and processes for quantifying acquisition workload are needed, and will be developed as DHS acquisition processes continue to be refined and more data are collected over time.

Training and Certification Data and Systems

Information systems that track certification levels of individuals across the Coast Guard are not yet able to fully support assignment and staffing decisions. Current USCG personnel data systems used by military assignment officers capture acquisition certification data (outside of the Acquisition Directorate). CG-9 is working with assignment officers to fully utilize and leverage these data in the assignment process. Improving the processes and systems for tracking acquisition certification will help to ensure that the most qualified personnel end up in the right positions.

DHS currently uses the Federal Acquisition Institute Training Application System (FAITAS) for allocating and managing training seats, making training seat reservations for students, and recording student input and output from classes. In addition FAITAS manages all DHS certifications including the applicant's initial request and final approval. FAITAS also manages the continuous learning for individual DHS certifications.

Challenge 3- Human Capital Management Policy Guidance, Procedures and Practices

Performance Planning and Evaluation Systems

DHS continues to refine the department-wide Performance Management System (DHS/PMS) which is currently used by supervisors only. All remaining USCG civilian personnel will continue to be evaluated using the Coast Guard Excellence, Achievement & Recognition System (EARS). While it is not a requirement under EARS, it is strongly encouraged to capture goals and organizational objectives in the performance planning process. The Department and Coast Guard leadership see goal alignment and accountability as key components of an effective planning and evaluation process. Extending the goal alignment functionality of DHS/PMS to include all acquisition personnel will greatly improve alignment of individual employee activity to CG-9's strategic goals. To continually enhance performance planning and evaluation CG-9 works closely with the DHS Chief Human Capital Officer organization (CHCO) and monitors related guidance from the Office of Federal Procurement Policy (OFPP) and other relevant sources.

Effective Use of Support Contractors

Support contractors can provide a variety of critical programmatic and administrative support, but their utilization must be carefully balanced with the importance of maintaining the integrity of those functions that are inherently governmental. CG-9 has developed internal guidance on inherently governmental functions and continually updates and aligns this guidance with government-wide policy on what is and is not inherently governmental. In addition to inherently governmental functions, CG-9 personnel must be aware of and comply with policies related to balanced workforce, personal services and organizational conflicts of interest in order to effectively and appropriately utilize support contractors.

Overcoming Challenges

The Acquisition Directorate is committed to working to overcome the challenges inherent in the current environment, and developing long-term acquisition expertise in the Coast Guard. We will systematically identify the barriers to building and maintaining the acquisition workforce we need, and develop innovative solutions to achieve acquisition workforce excellence.

Acquisition Workforce Strategic Objectives

To address these and other challenges in building and managing the acquisition workforce, we have set objectives that describe the targeted future state in a variety of areas. We have also identified the strategies that will be employed to achieve those objectives, as well as the indicators of progress and milestones that we will monitor and manage along the way. These are presented in Part II of the HCSP. Finally, we have identified the specific actions that will get us to the future state we desire. Our strategic human capital objectives and related initiatives are outlined in Part III of this Human Capital Strategic Plan. Supporting actions, progress indicators and milestones are detailed in Appendix B.

Strategic Integration of Human Capital Planning

A critical element to developing and maintaining strategic alignment is the integration of the human capital function with the acquisition planning and execution function. This integration supports aligning human capital planning and management activities with strategic acquisition objectives and with the budget planning process.

The HCSP, and the Human Capital management strategies contained in it, directly support the Acquisition Directorate's mission by identifying and describing the strategic objectives of the Office of Acquisition Workforce Management that are critical to ensuring that we have the certified and accredited workforce we need to execute acquisition programs. Also, the HCSP is directly linked to the ongoing implementation of the Acquisition Directorate's Strategic Plan through its focus on the recruitment, development, and retention of a skilled acquisition workforce, now and in the future. Strategies and objectives described in our HCSP, particularly actions related to acquisition workforce management policies and processes, are fundamentally based on the plan for improving the way CG-9 does its acquisition business. Further, the HCSP is aligned with the action-oriented USCG culture as it outlines the specific strategies, upon which tactical actions are taken, to ensure that we have the right workforce at the right time to execute successfully.

A skilled and experienced professional acquisition workforce is crucial to achieving CG-9's acquisition execution goals. CG-921's strategic objectives (Table 1) are oriented towards building and maintaining a world-class acquisition workforce and supporting the Acquisition Directorate in achieving its goals. CG-921's strategic objectives concentrate on setting the strategy, implementing the strategy, and evaluating both the implementation efforts, and the strategies themselves. CG-921's strategic objectives are aligned with CG-9 acquisition goals and DCMS strategic human capital objectives.

Table 1- Acquisition Workforce Strategic Objectives

CG-921 Human Capital Strategic Objectives

1. Identify current and future workforce requirements for critical acquisition positions
2. Minimize vacancy across the acquisition workforce
3. Maximize employee retention within CG-9
4. Improve CG-9 workforce diversity
5. Increase the level of CG-9 workforce certifications
6. Sustain a training and learning environment that drives performance
7. Standardize CG-9 human capital policies
8. Implement succession management strategy to ensure continuity of leadership
9. Invest in technology to improve human capital management
10. Build a culture of performance that links individual, team and unit performance to organizational goals

PART II:

Measuring Performance



Human Capital Assessment and Accountability Framework

The Office of Personnel Management developed the Human Capital Assessment and Accountability Framework (HCAAF) to help agencies leverage Human Capital to:

- Effectively achieve the results and outcomes the agency wants
- Deliver high quality products and services to citizens, customers, and partners
- Be responsive and adaptive to changing needs and environments

The HCAAF provides a robust framework for both the planning and the assessment of the human capital management function.

HCAAF focuses on five specific elements or, “Systems” of Human Capital management. These are:

1. Strategic Alignment
2. Leadership and Knowledge Management
3. Results-Oriented Performance Culture
4. Talent Management
5. Accountability

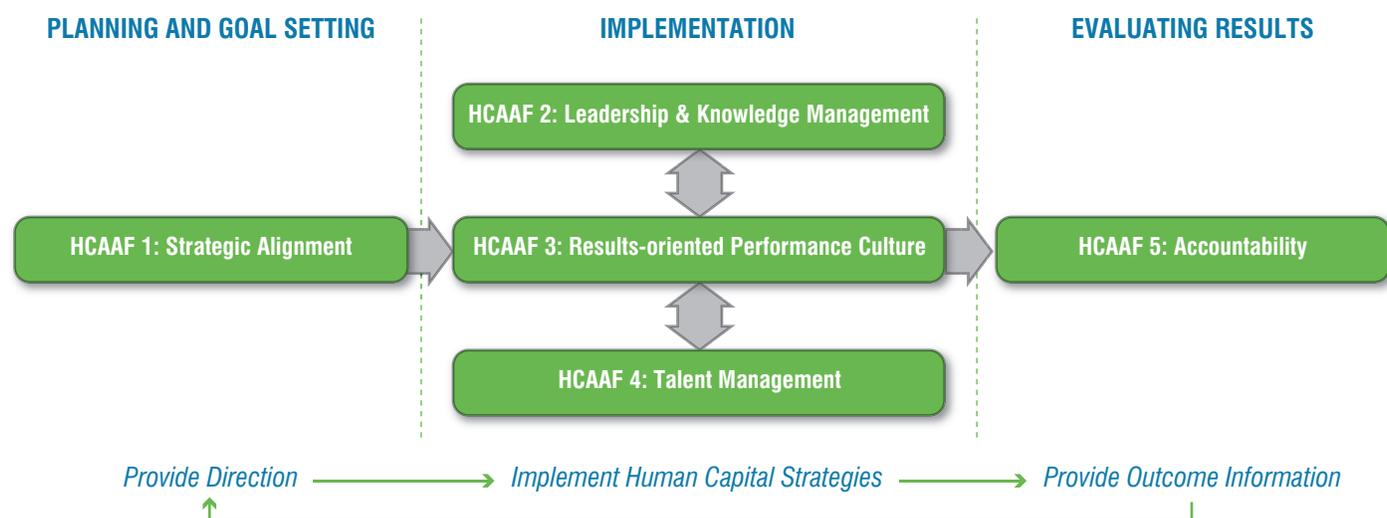
The USCG Office of Acquisition Workforce Management (CG-921) uses these five interrelated human capital management systems as a structure to guide CG-9 strategies and performance objectives relating to the recruitment, development, and retention of the USCG acquisition workforce. Figure 9 shows the way in which the five HCAAF Systems relate to, and complement one another.

Creating Alignment Through HCAAF

HCAAF assists CG-9 in maintaining strategic alignment between DHS and USCG mission outcome objectives and acquisition goals, and also in creating and maintaining close alignment between Acquisition Directorate goals and the human capital procedures and practices used to hire, develop, and retain the acquisition workforce.

Aligning goals in the dynamic environment in which we operate requires multidirectional communication and coordination that is timely and responsive. Each year the Chief Acquisition Officer sets annual goals for CG-9. CG-921 responds to these updated acquisition goals by examining existing human capital strategies and making determinations as to how these strategies should be adjusted to ensure we are supporting the Acquisition Directorate to the fullest extent possible. Because the CG-9 acquisition goals are driven directly by USCG organizational and operational goals, CG-921 strategic objectives for human capital management are inherently aligned with the Agency and the Department (Figure 10).

Figure 9 - HCAAF



Data Source: Office of Personnel Management

In addition to supporting CG-9 annual goals our human capital management strategies must support long-term, multi-year objectives for recruitment, development, and retention of the acquisition workforce. Balance between short- and long-term needs is critical in order to maintain the right workforce to accomplish our acquisition missions.

Establishing and maintaining this balance and alignment of goals is accomplished through a continuous process of planning, implementing, evaluating, and refining the human capital management strategies, policies, procedures, practices, and performance metrics we use to recruit, develop, and retain the acquisition workforce.

Human capital strategies to achieve Acquisition Directorate goals are developed collaboratively with CG-9 leadership. Those strategies are then implemented through human capital policies, procedures, and practices for recruiting, developing, and retaining the workforce. Outcome targets are established through human capital performance measures, and actual performance outcomes are evaluated against targeted goals and objectives. Based on the achieved outcomes, refinements to strategies, policies, practices, and procedures are made to continually improve the way we develop and manage the acquisition workforce. This continual assessment and improvement process is depicted in Figure 11.

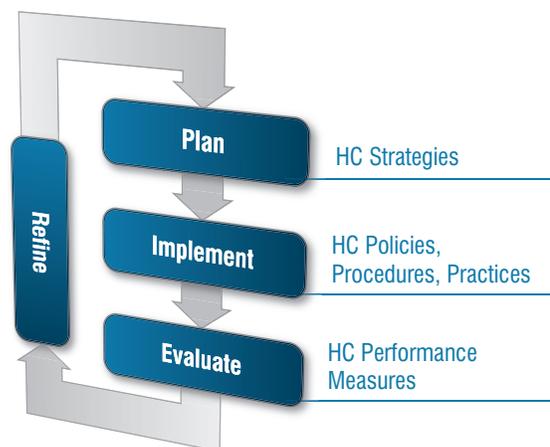


Our performance measurement strategy is predicated on the idea of leveraging a small number of meaningful metrics.

Figure 10 - Goal Alignment



Figure 11 - Continual Assessment and Improvement Process



Performance monitoring, measuring and reporting are important elements of CG-9's human capital management strategy. By identifying the high-value performance indicators and giving them proper visibility, we are able to continually assess where we are and have the ability to make mid-course corrections. Our performance measurement strategy is predicated on the idea of leveraging a small number of meaningful metrics and giving them visibility through regular reporting and socialization to drive improvement. The human capital metrics and indicators CG-9 uses include:

Workforce Stability Measures

A set of general workforce measures which are used in many government agencies have been found to be helpful as indicators of overall human capital management performance. These are tracked and reported on regularly, and include:

- Turnover rate- analyzed and reported on a bi-weekly basis
- Vacancy rate- analyzed and reported on a bi-weekly basis
- Average vacancy duration
- Employee satisfaction- Assessed through:
 - Annual and biennial employee survey data including the Defense Equal Opportunity Climate Survey (DEOCS) and the OPM Organizational Assessment Survey (OAS)
 - Semiannual analysis of employee exit survey data

Workforce Expertise and Effectiveness Metrics

The level of expertise and perceived expertise of the acquisition workforce is regularly assessed through:

- Certification Levels
- Customer satisfaction survey response data

Figure 12 - Turnover Rate Metric (Example)

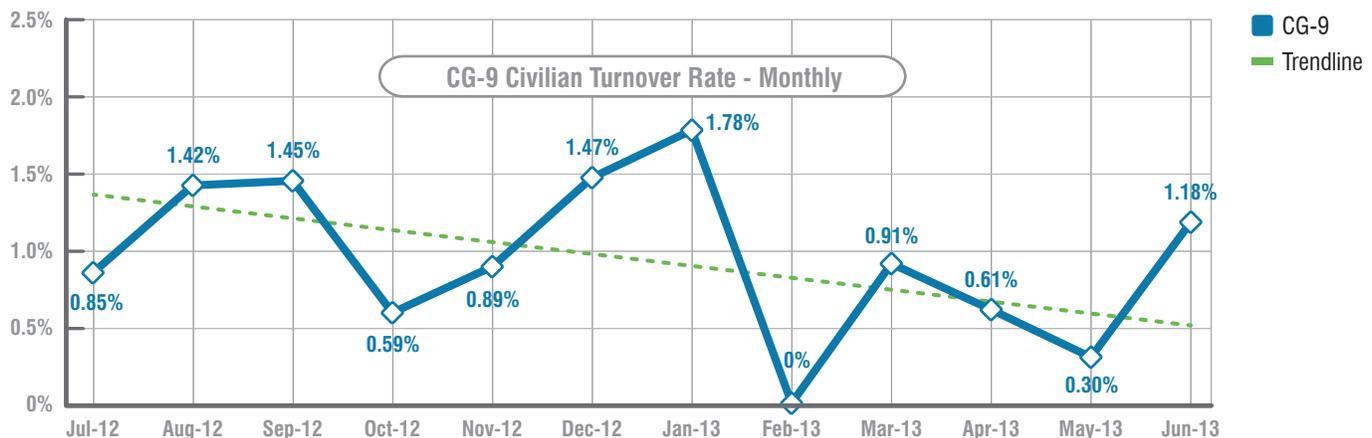
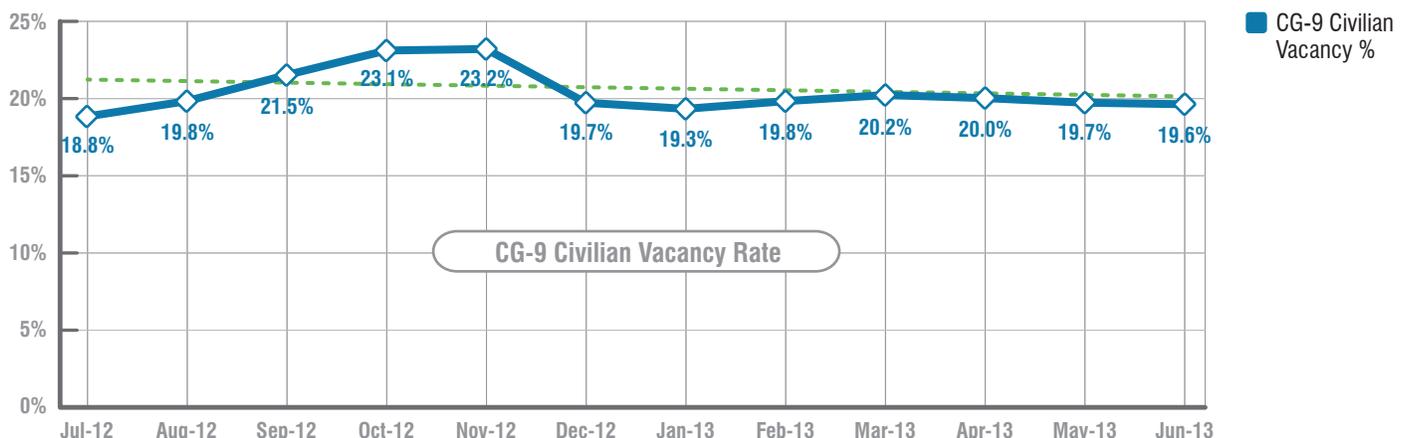


Figure 13 - Vacancy Rate Metric (Example)



PART III:



Human Capital Management Strategies



Our human capital management strategy and actions support the DCMS Human Capital Strategy and CG-9 acquisition goals.

The Office of Acquisition Workforce Management (CG-921) develops the human capital strategy in conjunction with Acquisition Directorate (CG-9) leadership to ensure that we have the workforce we need to effectively and efficiently execute the acquisition programs that deliver mission critical assets and systems to U.S. Coast Guard operators in the field. This collaborative approach ensures that the human capital strategy driving recruitment, development and retention activities is closely aligned with DHS, USCG, DCMS and CG-9 goals and objectives.

As an element of the DCMS organization the acquisition workforce is fundamentally providing mission support services to USCG operators. CG-9 strives to align human capital management strategies with the Deputy Commandant for Mission Support Human Capital Strategy (DCMS HCS). DCMS HCS focuses on five areas of human capital management:

1. Competency Requirements
2. Recruiting and Retention
3. Professional Development
4. Workforce Planning
5. Performance Measurement

These five areas of human capital management are used as the framework for organizing CG-9's human capital management strategies and activities.

Coordination and alignment between the human capital management function and CG-9's acquisition mission has helped to establish a true partnership among DCMS, CG-9 and CG-921, oriented towards improving overall acquisition capability.

Detailed implementation plans including initiatives, actions, measures and milestones are shown in Appendix B. CG-9's human capital management strategies and actions support both the DCMS Human Capital Strategy and CG-9 acquisition goals and are shown in Appendix C.

CG-921's human capital management strategic objectives and recent accomplishments are presented on the following pages.

Competency Requirements

Identifying acquisition workforce competency needs and expanding capability

Building capacity in the acquisition workforce means understanding the core competencies necessary to do acquisition business. Core competencies include: contract management, program management, business and financial management, logistics and engineering. CG-921 continuously evaluates the collective core competencies of the CG-9 workforce.

Strategic Objectives

- Increase the level of CG-9 workforce certifications
- Invest in technology to improve human capital management
- Implement succession management strategy to ensure continuity of leadership
- Identify current and future workforce requirements for critical acquisition positions

Accomplishments

- Maintained 100% compliance with DHS PM certification requirements for major investment programs
- Continued to track acquisition certifications and competencies developed for military and civilian personnel
- Utilized sharepoint capability to update desired acquisition career fields and certification levels for CG-9 positions
- Developed a comprehensive acquisition workforce intranet site for CG-9 employees and supervisors
- Conducted a formal succession planning and competency-modeling pilot
- Utilized the Sustainment/Acquisition Composite Model (S/ACOM) developed by the U.S. Air Force to validate and inform acquisition project staffing requirements
- Developed and facilitated a multi-phased survey designed to review all CG AC&I funded positions and over 1100 non-AC&I positions to evaluate the effective allocation of AC&I personnel resources

Alignment to the HCAAF

Strategic Alignment:

- Competency analysis and succession planning activities create and maintain alignment with USCG mission needs

Leadership and Knowledge Management:

- Identifies and addresses current and future (potential) gaps in acquisition workforce competency

Results-oriented Performance Culture:

- Promotes a high-performing workforce through proper staffing and certification levels

Talent Management:

- Professional development opportunities and reducing competency gaps within acquisition project teams creates stability in the workforce through reduced turnover and improved ability to attract skilled team members

Accountability:

- Monitors and evaluates organizational competencies and identifies gaps

Recruiting and Retention

Building and maintaining a competent and diverse workforce that can achieve CG-9 acquisition goals

A stable acquisition workforce is the key to effective execution. CG-921 works to minimize vacancy and ensure that acquisition programs and support organizations are fully staffed. This is accomplished by leveraging available hiring flexibilities, incentive programs and internship programs, and by continually assessing employee satisfaction and implementing improvements where possible.

Strategic Objectives

- Implement succession management strategy to ensure continuity of leadership
- Minimize vacancy rate across the acquisition workforce
- Maximize employee retention within CG-9
- Improve CG-9 diversity

Accomplishments

- Developed and published Civilian Acquisition Career Guide
- Submitted LCP to utilize reemployed annuitant authority and expand Direct Hire Authority through 2015, to ensure parity with the DoD
- Hired 39 new employees since 2010 using direct hire authority
- On boarded 32 junior acquisition professionals using the Coast Guard's CEO program since 2002
- 101 APCP interns have completed or are currently completing one year rotation at CG (70 APCP, 31 APCP-X)
- Since 2011 the USCG has permanently placed 17 APCP (1102) participants and 7 APCP-X participants
- On boarded 10 total participants from the Career Contracting Opportunity Program (CCOP) to work in Acquisition Directorate since 2009
- Held Focus Groups to address areas of concern highlighted in OAS survey
- Conducted employee entrance, exit and follow up surveys on emergent issues, as appropriate

Alignment to the HCAAF

Strategic Alignment:

- Promotes alignment of workforce recruiting and development activities across the acquisition directorate

Leadership and Knowledge Management:

- Improves stability and continuity of the acquisition workforce through succession planning

Results-oriented Performance Culture:

- Provides data-driven insight into the results of initiatives in the areas of recruiting, retention and employee satisfaction

Talent Management:

- Improves recruiting and retention and creates a leadership and expertise pipeline

Accountability:

- Uses a data-driven approach to manage, monitor, evaluate and continuously improve recruiting and talent management policies, programs and activities

Professional Development

Building and sustaining a competent, diverse and adaptable workforce through learning and professional development opportunities

By investing in our workforce we increase our collective capability to execute acquisition programs. CG-9 makes a variety of internal and external professional development opportunities available.

Strategic Objectives

- Sustain a training and learning environment that drives performance
- Increase the level of CG-9 workforce certifications

Accomplishments

- Provided continuous development opportunities for our current leaders
- Expanded our partnership with Naval Postgraduate school for acquisition training and professional development to help build "bench strength"
- Instrumental in development of a mentoring group targeting CG women in Science, Technology, Engineering and Mathematics (STEM) career fields
- Spearheaded the development of a mentoring group to provide Project Managers (PMs) with networking opportunities and to serve as a resource to help develop and mentor aspiring PMs
- Coordinated various training opportunities to focus on workforce retention such as panel presentation on Diversity: Women in Innovation at the 2011 CG Innovation Expo
- Plan and conduct Professional Development Series on a variety of relevant acquisition topics, including, but not limited to:
 - Contracting
 - Procurement Law
 - Fiscal Law
 - Program management best practices
 - Cost estimating and analysis
 - Agile methodologies

Alignment to the HCAAF:

Strategic Alignment:

- Investment in developing the acquisition workforce increases capacity and stability, resulting in greater ability to acquire and deliver mission-critical assets

Leadership and Knowledge Management:

- Promotes continual learning and creates continuity of leadership

Results-oriented Performance Culture:

- Promotes a high-performing workforce through advanced training and certification

Talent Management:

- Improves employee retention and creates a leadership and expertise pipeline

Accountability:

- Professional development policies, programs and activities proactively improve and fortify workforce competency

Workforce Planning

Developing and implementing effective processes, techniques and tools to support workforce planning

Understanding the type and amount of current and future work (demand) is critical in ensuring that we have the workforce we need (supply) with the skills necessary to successfully execute acquisition programs. CG-921 engages in a number of workforce planning activities to evaluate workforce needs and identify gaps and surpluses in core competency areas.

Strategic Objectives

- Invest in technology to improve human capital management
- Implement succession management strategy to ensure continuity of leadership
- Minimize vacancy rate across the acquisition workforce
- Standardize CG-9 human capital policies

Accomplishments

- Continued to track workforce metrics and trends in the human capital information system
- Developed a strategy for analyzing the metrics for retirement eligibles
- Developed various Organization Modification Requests (e.g., CG-912 restructure, Asset Project Office move to CG-93)
- Incorporated out-year staffing requests into the budget planning process
- Conducted validation, adjudication and documentation for over 900 AC&I positions which provided CG leadership with accurate insight into the current utilization of the AC&I workforce CG-wide
- Executed 25 reprogramming actions in accordance with the CG-93 staffing plan to better align positions with program needs
- Supported the development and implementation of a prioritized hiring process
- Developed military assignment command concerns to ensure CG-9 military personnel requirements addressed

Alignment to the HCAAF:

Strategic Alignment:

- Ongoing measurement, planning and analysis of the acquisition workforce ensures the size and skill set needed to acquire and deliver mission-critical assets to USCG operators

Leadership and Knowledge Management:

- Automated systems capture organizational knowledge that improves outcomes and supports continual development of the acquisition workforce

Results-oriented Performance Culture:

- Promotes high-performance by minimizing organizational-level competency gaps

Talent Management:

- Reduces competency gaps in core acquisition areas

Accountability:

- Supports performance by monitoring competency gaps and surpluses and implementing changes as necessary

Performance Management

Implementing performance management best practices to enhance and reward results-oriented performance

Linking organizational goals to individual activities and outputs is fundamental to an effective performance management program. CG-921 supports performance management in the acquisition directorate through training activities and rewards and recognition programs.

Strategic Objective

- Build a culture of performance that links individual, team, and unit performance to organizational goals

Accomplishments

- Guidance provided to supervisors to link individual employee performance goals to CG-9 strategic goals and objectives
- Continued to administer a system to reward high performing employees
- Deployed the Defense Equal Opportunity Climate Survey to all CG-9 personnel and facilitated efforts to address areas identified for improvement
- Provided goal writing training for CG-91 supervisors
- Provided performance management training for CG-93 supervisors

Alignment to the HCAAF:

Strategic Alignment:

- Linked performance measures create and maintain alignment between USCG mission needs and the daily activities of the acquisition workforce

Leadership and Knowledge Management:

- Performance measures promote organizational and individual learning and improvement

Results-oriented Performance Culture:

- Performance management systems and rewards and recognition practices promote high-performance

Talent Management:

- Performance management creates increased clarity for employees, resulting in greater ability to retain talented and motivated employees

Accountability:

- Monitors and evaluates the results of human capital management activities through workforce metrics (e.g. Vacancy, turnover rate)

The Way Ahead

By focusing our human capital management activities and resources on Competency Requirements, Recruiting and Retention, Professional Development, Workforce Planning and Performance Measurement, the Acquisition Directorate (CG-9) is taking important steps to continually improve overall acquisition capability. The HCAAF systems, in their entirety, support us in identifying potential barriers and challenges to excellence in acquisition, and responding to them through a strategic combination of short, medium, and long-range actions and initiatives to continually improve the acquisition workforce.

The DCMS Human Capital Strategy provides a powerful framework for CG-9 to conduct strategic workforce planning and analysis, design and implement human capital management strategies, and measure the outcomes of human capital initiatives, programs, procedures, and policy guidance so that we can continually assess and improve the way we do acquisition workforce planning and management business. The accountability, created through measurement and analysis of outcomes, supports ongoing strategic planning activities that lead to effective execution of our most important human capital management objective—to recruit, hire, develop, and retain a world-class acquisition workforce.



The accountability created through measurement and analysis of outcomes, supports ongoing strategic planning activities that lead to effective execution of our most important human capital management objective—to recruit, hire, develop, and retain a world-class acquisition workforce.

APPENDIX

Appendix A- CG-9 Acquisition Career Fields

Acquisition Career Field	Description
Contracting Officer Representative	<ul style="list-style-type: none"> Contracting Officer Representatives (CORs) perform critical acquisition and technical functions. Contracting Officers rely on CORs to ensure that contracts are managed properly to meet mission needs.
Contracting (FAC-C)	<ul style="list-style-type: none"> This policy applies to all DHS contracting activities and the Federal Acquisition Certification in Contracting (FAC-C) Program applies to all executive agencies except those subject to DAWIA. Members of the acquisition workforce issued Contracting Officer warrants must be certified at an appropriate level to support their warrant authority.
Cost Estimating	<ul style="list-style-type: none"> A Cost Estimator analyzes and/or estimates the cost of an acquisition program using the Cost Estimating Baseline Document (CEBD) and cost data collected using approved techniques from various sources to calculate life cycle costs. Support the development of one or more of the following cost analysis; Life Cycle Cost Estimates (LCCs), Independent Cost Estimates (ICE), Independent Government Cost Estimates (IGCEs). Documents cost estimate sources, determines methods, controls, and projections using a variety of techniques including modeling, parametric analysis, engineering estimates, learning curve, risk analysis, and cost estimating relationships. Can work independently, but more likely to work as a team made up of other cost analysts, logisticians, technicians, and engineers.
Facilities Engineering	<ul style="list-style-type: none"> Conducts actions that support one or more facet of facilities engineering - planning; design; construction; environmental management; base operations, support, and housing; real estate; and real property maintenance. <ul style="list-style-type: none"> May serve as an IPT member, representing a specific FE functional area. Organizes, conducts, and/or monitors one or more facet of facilities engineering - planning; design; construction; environmental management; base operations, support, and housing; real estate; and real property maintenance. May serve as an IPT leader for a specific project, representing a specific FE functional area or supervising multiple disciplines. Leads, manages, and/or executes one or more facet of facilities engineering - planning; design; construction; environmental management; base operations, support, and housing; real estate; and real property maintenance May lead multiple IPT's for specific projects or perform FE program management
Information Technology	<ul style="list-style-type: none"> Identifies and describes the following: IT program management approaches; emerging IT acquisition strategies; best practices; IT-related performance measures and quality management; acquisition planning, solicitation, and administration; information assurance; test and evaluation processes; verification and validation processes; and fielding and sustaining IT systems. <ul style="list-style-type: none"> Applies the following: IT program management approaches; emerging IT acquisition strategies; best practices; IT-related performance measures and quality management; acquisition planning, solicitation, and administration; information assurance; test and evaluation processes; verification and validation processes; and fielding and sustaining IT systems. Interprets, evaluates, and/or develops: IT program management approaches; emerging IT acquisition strategies; best practices; IT-related performance measures and quality management; acquisition planning, solicitation, and administration; information assurance; test and evaluation processes; verification and validation processes; and fielding and sustaining IT systems.
Life Cycle Logistics	<ul style="list-style-type: none"> Life Cycle Logistics (LCL) Management is the planning, development, implementation, and management of a comprehensive, affordable, and effective systems support strategy. Life Cycle Logistics encompasses the entire system's life cycle including acquisition (design, develop and deploy), sustainment (operations and support), and disposal.

Acquisition Career Field	Description
Production, Quality and Manufacturing	<ul style="list-style-type: none"> ▪ Builds quality characteristics (i.e., performance, cost, durability, safety, ease of use, reliability, maintainability, availability, ease of disposal, simplicity of design, and configuration management) into the designs of the products and services <p>Ensures consistency of requirements as they flow down to the component level and ensures quality characteristics are integrated into products</p>
Business Financial Management	<ul style="list-style-type: none"> ▪ A Business Financial Manager participates in one or more of the following aspects of an acquisition program: planning, directing, monitoring, organizing/controlling of financial resources to include formulation of budget to requirements, program financial analysis/evaluation, execution, accounting, reporting, internal controls, financial systems, demand forecasting/revenue management, appropriations-related Congressional issues/reporting, working capital funds, reimbursable agreements, grant oversight, bank cards, asset forfeiture funds, land/other donations, insurance adjustments/payments, and other related functions.
Program Manager	<ul style="list-style-type: none"> ▪ Acquisition Program Managers are responsible for managing all cost, schedule and performance facets of acquisition programs. Programs are directed and funded acquisitions that provide new, improved, or continuing systems or services in response to agency approved needs. The DHS PM certification process insures agency PMs have the requisite education, training and experience requirements needed to manage program risks at the appropriate level.
Requirements Management	<ul style="list-style-type: none"> ▪ Lead coordinated process of gathering and documenting operational and business requirements from stakeholder groups. <p>Monitor program to ensure it is leading to acquired goods, products and services that ultimately meet specified requirements.</p> <p>Facilitate discussions where requirements are negotiated with cost and schedule considerations.</p>

Acquisition career field descriptions based on information from Homeland Security Acquisition Institute and Defense Acquisition University.

Appendix B- Action Plan

Human Capital Strategies, Initiatives, Actions, Measures and Milestones

DCMS HUMAN CAPITAL STRATEGY GOAL SUPPORTED- Goal 1: Competency Requirements

CG-921 Strategic Objective	Measure / Metric	Initiative	Outcome
1. Identify current and future workforce requirements for critical acquisition positions	Percentage of critical acquisition positions with targeted DHS/CG certification level established	Standardize acquisition certification requirements to align with CG-9 core positions	All applicable CG-9 positions are defined and have a targeted Department of Homeland Security (DHS) or Coast Guard career field and certification level
	Percentage of projects that completed the Sustainment/Acquisition Composite Model (S/ACOM) developed by the U.S. Air Force	Continue to assess acquisition project staffing requirements	Staffing requirements for acquisition projects established

DCMS HUMAN CAPITAL STRATEGY GOAL SUPPORTED- Goal 2: Recruiting and Retention

CG-921 Strategic Objective	Measure / Metric	Initiative	Outcome
2. Minimize vacancy across the acquisition workforce	Vacancy rate	Optimize Acquisition Directorate recruitment and retention by enhancing awareness and incorporation of federal hiring best practices	Federal hiring best practices identified and documented; hiring managers' quick reference guide and fact sheet developed and disseminated to CG-9 hiring managers
		Implement Office of Personnel Management (OPM) hiring reforms	Acquisition hiring process streamlined; completion of OPM reforms within CG-9 documented as outlined in the Memorandum for the Heads of Executive Departments and Agencies; Subject: Improving the Federal Recruitment and Hiring Process; Section 1(b) & (c)
	Turnover rate	Identify drivers of employee turnover	Employee entrance survey process enhanced by instituting a 60-day follow up survey and formal exit survey to identify areas for improvement
		Enhance benefits offered to CG-9 employees (e.g. Student Loan Repayment program)	Continue to implement Coast Guard's student loan repayment program within CG-9
		Formalize and implement robust new employee welcome and check-in procedures for all incoming CG-9 employees	Welcome and check-in procedures established and implemented to provide all new civilian and military employees with critical CG-9 new hire information and tools
	Average vacancy duration	Investigate ways to streamline the hiring process for critical acquisition positions—particularly for Contracting Professionals where vacancy is having tremendous impact on ability to execute acquisition programs	Request for direct hire authority for critical acquisition positions developed and submitted to Department of Homeland Security (DHS)
3. Maximize employee retention within CG-9	CG-9 employee satisfaction	Address findings from the annual DEOCS Survey	CG-9 Executive review and discussion held
		Monitor Acquisition Directorate organizational climate	Defense Equal Opportunity Climate Survey (DEOCS) administered annually and recommendations made to address issues identified, as appropriate
4. Improve CG-9 workforce diversity	CG-9 workforce diversity compared to Coast Guard-wide and Federal Government-wide	Promote awareness of acquisition workforce diversity	Diversity of CG-9 workforce monitored and reported annually to CG-9 leadership and workforce
		Expand education and outreach to underrepresented minority groups regarding Acquisition Directorate job opportunities	Attendance and participation demonstrated in meetings, conferences, and outreach and recruitment events geared towards underrepresented minority groups (URMs)
		Demonstrate senior leadership commitment to diversity in recruitment and retention	Partnerships with affinity groups and participation in Department of Homeland Security (DHS) internship programs, career opportunity programs and similar recruitment and retention efforts established and documented through diversity plan updates

DCMS HUMAN CAPITAL STRATEGY GOAL SUPPORTED- Goal 3: Professional Development

CG-921 Strategic Objective	Measure / Metric	Initiative	Outcome
5. Increase the level of CG-9 workforce certifications	Percent of positions filled with personnel meeting CG-9 critical acquisition position required certification	Track all acquisition certifications earned by all Coast Guard members for future CG-9 accession planning	Report developed listing all Coast Guard members who earned DHS or Coast Guard acquisition certifications
		Incorporate certification requirements into the reprogramming process	Incorporate certification requirements into the reprogramming process
6. Sustain a training and learning environment that drives performance	Percentage of managers that complete general mandated and leadership training	In partnership with CG-1, facilitate professional development seminar sessions on leadership competencies	Monitor percent of managers who attend training sessions

DCMS HUMAN CAPITAL STRATEGY GOAL SUPPORTED- Goal 4: Workforce Planning

CG-921 Strategic Objective	Measure / Metric	Initiative	Outcome
7. Standardize CG-9 human capital policies	Incorporate and align human capital planning with CG-9 strategic goals	Align CG-9 HCSP with the updated DHS HC Strategy	CG-9 HCSP aligned with the DHS HC Strategy
		Continually evaluate the human capital strategic plan to ensure effectiveness and ongoing alignment	HC strategy aligned with Acquisition and Mission Support Strategic Plans
	Integrate human capital management strategies into performance plans and budgets	Use the Project Management Plans to establish an Acquisition Project Portfolio Staffing Plan that aligns with the Capital Investment Plan	Acquisition Project Portfolio Staffing Plan is in place, updated annually, and as a result, personnel resource gaps are identified
8. Implement succession management strategy to ensure continuity of leadership	Succession planning pilot completed	Enhance Acquisition Directorate succession planning processes to mitigate impact of retirements and planned departures	Formal succession planning pilot process developed and implemented at the Coast Guard Research & Development Center
	Number of interns hired reported and forecasted needs developed	Build pipeline to fill key acquisition positions	Number of interns hired reported and forecasted needs developed and provided to CG-9 leadership annually
9. Invest in technology to improve human capital management	Continue to improve human capital infrastructure to support workforce planning and sharing of information across the organization	Make personnel policies, procedures, programs, tools, training and development easily accessible to acquisition workforce	Comprehensive acquisition workforce intranet site developed and launched
		Automate CG-9 Human Capital Information Management	Bi-weekly vacancy report automated using the Coast Guard Business Intelligence (CGBI) system; vacancy, time to fill positions, certification, and turnover and employee survey data shared with CG-9 stakeholders

DCMS HUMAN CAPITAL STRATEGY GOAL SUPPORTED- Goal 5: Performance Management

CG-921 Strategic Objective	Measure / Metric	Initiative	Outcome
10. Build a culture of performance that links individual, team, and unit performance to organizational goals	Percent of positive responses to questions pertaining to reward for performance on the DEOCS.	Review and update, as appropriate, the CG-9 SOP on Rewards and Recognition	Track and analyze use of rewards and recognition
	Performance management guidance provided to CG-9 supervisors	Continue to conduct performance goal writing training for managers on linking individual performance to CG-9 organizational goals	Provide performance goal writing training to individuals and supervisors
		Continue to provide support to CG-9 offices, divisions, and supervisors in the performance planning and management process	Team members have performance plans with clearly articulated outcomes that are linked to CG-9 strategic goals
		Institute DHS Cornerstone training for supervisors	All first-line supervisors, military or civilian, who directly supervise civilian employees and sign civilian performance evaluations as the rating official, receive training within one year of appointment

Appendix C- Mission, Vision and Goals

FROM THE CG-9 STRATEGIC PLAN

CG-9 Vision and Mission

Vision

The Coast Guard will be a model of acquisition excellence in government.

Mission

Efficiently and effectively deliver the capabilities needed to execute Coast Guard missions.

CG-9 Strategic Goals

1. Unify efforts throughout CG-9 to achieve mission execution.
2. Sustain workforce excellence.
3. Ensure CG-9 policies and practices are consistent, repeatable and documented.

