

The year since I issued my Commandant's Direction has been a challenging and dynamic as any in Coast Guard history. Confronting tremendous new demands of Homeland Security and the Global War on Terrorism, the Coast Guard supported Operation Liberty Shield to defend America's ports, coasts, and infrastructure. Deployed Coast Guard forces executed Operations Enduring Freedom and Iraqi Freedom as America's superb military and our coalition partners liberated Iraq. At the same time, we successfully met unabated and unrelenting demands for search & rescue, marine safety, environmental protection, drug interdiction, migrant interdiction, fisheries enforcement, aids to navigation, and domestic and polar icebreaking during one of the worst ice seasons on record. We initiated the two largest procurements in Coast Guard history: the Integrated Deepwater System and Rescue 21. We stood up an Assistant Commandant for Intelligence. We led the international effort to adopt a new maritime security code and began implementing major new federal maritime legislation, the Maritime Transportation Security Act. And on March 1, 2003, as part of the largest government reorganization in more than 50 years, we moved smoothly from the Department of Transportation to the new Department of Homeland Security. Key to our success in these historic events was the hard work, integrity, professionalism, and adaptability of our people; the military character of our Service; and the multi-mission capability embedded in our cutters, aircraft, boats, and systems.

Reflecting back on the Commandant's Direction over this year reaffirmed for me that our focus on Readiness, People, and Stewardship is exactly on target. It is how we will sustain our Service, transform it to meet evolving demands, and preserve our enduring character. Therefore, I am reissuing my direction without change except to rightfully acknowledge our new Secretary and the Coast Guard's role in the Department of Homeland Security.



America's Shield of Freedom



Homeland
Security

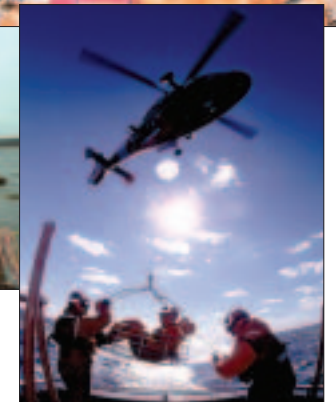


U.S. COAST GUARD

COMMANDANT'S DIRECTION



2003



MILITARY,
MULTIMISSION,
MARITIME

READINESS

Capable... competent... and vigilant in all mission areas.

Superior operational service is our core purpose, and we have long been recognized as the world's best Coast Guard. America expects that we will bring the same level of professionalism and maritime leadership to the war on terrorism that we have traditionally brought to all our other missions. We must be ready in all of our mission areas, while building our maritime security capability as a priority. As the lead federal agency for maritime safety and maritime homeland security, we will do all within our power to ensure our units employ sound and safe doctrine and tactics, are supported with vibrant integrated logistics systems, are adequately staffed with properly trained people, and are equipped with modern and well maintained cutters, boats, aircraft, equipment, and facilities. Units will operate to the level that our support systems can sustain, within prescribed employment and crew fatigue standards, while aggressively managing risk.



To improve our current and future readiness we will:

- * Build robust maritime homeland security strategies, capabilities, and competencies.
- * Design and implement a maritime domain awareness capability that provides integrated afloat, ashore, and airborne C4ISR (command, control, communications, computers, intelligence, surveillance, and reconnaissance) that is focused on meeting both the informational and intelligence needs of decision makers and the tactical needs of operational commanders. Ensure supporting C3 (command, control, and communications) organizational structures exist at the port level to meet tactical mission objectives.
- * Ensure our future readiness by leveraging the Integrated Deepwater System project, Rescue 21, and homeland security initiatives as significant steps in the strategic recapitalization of our required operational and support capability.
- * Build strategic partnerships to enhance mission outcomes at all levels - federal, state, and local; international, regional, and bilateral; public and private - to bring clarity to mission planning and execution and to leverage the capabilities of Coast Guard forces and force structure.

PEOPLE

The Coast Guard committed to our people... and our people committed to the Coast Guard.

Of my three priorities, "PEOPLE" is appropriately positioned between readiness and stewardship because people are center stage and will be the main focus of my attention. Our ability to attract, develop, retain, and deploy a quality workforce is the key to the Coast Guard's future — it must be a top priority and is perhaps our greatest challenge. Coast Guard people will increasingly operate in a more complex and technologically sophisticated environment, characterized by new deepwater cutters, superior response boats, upgraded aircraft systems, advanced C3 systems, and greater information connectivity at all levels of the organization. Transforming our service with this new technology requires that we transform our dedicated and professional workforce with the same care and foresight. To achieve these goals, we must restructure decades-old human resource policies and processes - and be more agile in adapting to the new marketplace for people, provide for quality of life and workplace, and ensure performance-based policies to manage our workforce.

To increase commitment to our people we will:

- * Emphasize education, training, and professional growth for the workforce.
- * Grow the workforce to meet increasing mission demands. Identify new strategies to recruit, retain and train, and deploy a diverse, highly capable, and flexible workforce.
- * Move rapidly to implement restructured personnel, operations, and support systems that guide assignment and advancement. The goal is to attain greater stability and flexibility for the workforce and achieve better quality of life and work. The necessary investments to achieve this are a priority.
- * Design human resource-sensitive requirements into the acquisition of new hardware, the implementation of new policies driven by the changing security environment, and the design and deployment of new information technology systems.



STEWARDSHIP

Aligned from top to bottom and bottom to top... embracing innovation, technology, and effective management practices to achieve measurable outcomes.

The Coast Guard has earned an enviable reputation for excellence in managing our resources, due largely to the foresight and dedication to core values of Coast Guard people. Knowing what to do (our mission portfolio) is important. Engaging our strengths and capabilities, and unleashing our collective ingenuity and resourcefulness as we prosecute every mission is imperative. We must continue to drive toward customer-focused and outcome-based operations. We should encourage our people to identify and embrace necessary change, employ their creative talents, share new ideas, and deliver the highest quality of service to the American public.



To strengthen our stewardship of the public trust we will:

- * Strive to be the best led and best managed organization in government.
- * Inspire a culture of innovation and process change, and ensure the creative infusion of technology in all mission areas to enhance productivity and reduce workload, while driving toward quality outcomes.
- * Take advantage of the opportunities presented by our systems acquisition initiatives, like the Integrated Deepwater System project. These systems acquisitions necessitate that we develop strategic relationships with vendors and revolutionize our operational and support processes to the advantage of the American public, Coast Guard people, and overall Service excellence.
- * Deliver measurable results that support the President's Management Agenda and directly contribute to achieving the desired outcomes of the Department of Homeland Security and the Coast Guard Strategic Plan.