



Phase 2 Award Guidance

We have signed a contract with ICGS and have commenced the next phase of the IDS. Many challenges and opportunities lie ahead. Every member of the IDS team will have the opportunity to make a profound difference in our Coast Guard and its ability to serve the maritime security and safety needs of our Nation. Those needs are pressing and we will succeed. I ask that you keep the following issues in mind as we assume mutual responsibility for this essential enterprise.

We are one team. Each of us shares mutual accountability for the success of IDS. That success will be forged in partnership. There are multiple facets to this partnership, each equally important. A true partnership is not easily attained; it requires significant commitment in order to prosper and endure.

We are one team. We must establish a thriving partnership with ICGS. We succeed if they succeed and vice versa, if they fail, we fail. The path to partnership will be paved by a sense of diligence, openness and trust. Our core values of honor, duty and respect mark the way ahead. Fueled by these values, their attachment to the Coast Guard will grow as binding as ours. In part, that sense of devotion already exists through the collective efforts of Phase I and II of IDS. Daily we must attend to this partnership.

We partner to serve the men and women in the field. They are our principal customer. Their input and feedback is absolutely essential to our success. Each of us is directly accountable to them. Absent their satisfaction and safety, our partnership is meaningless. Keep them in mind every day. Concurrently, our partnership extends to the multiple directorates who share in the ownership of IDS. I am confident that we have defined the right process and structure to secure this partnership. IPT's are the foundation of our effort, joint accountability, absolute honesty, commitment to purpose, and a focus on continuous improvement marks the way ahead. Respect is essential in this enterprise. There will be times when disagreement and stress clouds the horizon. This is to be expected in such a complex enterprise. That said, there is no replacement for civility and a serving mentality. Always remember we are stewards of each other. Keep this center-stage as you establish the sense of teamwork essential to our success.

Our sail plan is equally defined in a commitment to performance. IDS is a performance-based acquisition. Our contributions will be assessed accordingly. We have defined a Balanced Scorecard to provide objective measurement of our performance. Each of us owns the results. There are multiple metrics that define this approach. They will evolve with time and our devotion to performance must endure. We must maintain and improve the operational effectiveness of the IDS. We must do so in an affordable manner always keeping the total ownership cost of the system center stage. There is a dynamic tension between these key factors. This will impart a sense of discipline in our efforts and set the boundaries for the challenge that lies ahead.

The Commandant has challenged each of us to embrace a sense of stewardship in attending to the responsibilities that define our sense of military and government service. We are stewards of the public's trust. In part, this trust is found through the deliberate and constant pursuit of quality and continuous

improvement. This is never easy but it is central to the success of a performance-based undertaking; please keep that fixed on the horizon. Concurrently, as I mentioned earlier, we are stewards of each other. Anything is possible with the right people. We must attract and retain the best personnel to contribute their talents and expertise to IDS. We share this quest and I look forward to the challenge. One team with a common purpose enveloped in the strength of our core values is the foundation of our collective effort. Build upon it daily.

There will be many challenges and successes. There will be disappointments as well. We must learn from our mistakes and never lose sight of the goals and principles that define our strategic plan and Commandant's Direction. These navigation aids will serve us well. I look forward to sharing the many opportunities with you that lie ahead. The need is real and the time is now. Sheet home and sail on!