



Commandant
United States Coast Guard

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DCMSINST 5400.1
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DEPUTY COMMANDANT FOR MISSION SUPPORT INSTRUCTION 5400.1

Subj: MISSION SUPPORT PROGRAM MANAGEMENT AND GOVERNANCE

- Ref: (a) Commandant’s Executive Decision-Making (EDM) Process, COMDTINST 5420.40 (series)
 (b) Coast Guard Acquisition Management Roles & Responsibilities, COMDTINST 5000.12 (series)
 (c) Personnel Resources and Reprogramming Manual, COMDTINST M5312.13 (series)
 (d) Coast Guard Organization Manual, COMDTINST M5400.7 (series)
 (e) Coast Guard Internal Control Program Annual Statement of Assurance Requirements COMDTNOTE 5200 (published annually)
 (f) Deputy Commandant for Mission Support (DCMS) Engineering Technical Authority (ETA) Policy, COMDTINST 5402.4 (series)
 (g) Civil Engineering Manual, COMDTINST M11000.11 (series)

- PURPOSE.** Reference (a) delegates to the Deputy Commandant for Mission Support (DCMS) executive decision-making for mission support programs and support needs. This Instruction provides the statement of policy and responsibilities for the management of programs under the purview of DCMS and clarifies the integration of program management into strategic planning, resource management, and performance improvement processes. This Instruction also provides a common framework of the support program manager and support program director roles within the Mission Support organization.
- ACTION.** All DCMS Coast Guard unit commanders, commanding officers, officers-in charge, deputy/assistant commandants, and chiefs of headquarters staff elements shall comply with the provisions of this Instruction. Internet release is authorized.

DISTRIBUTION - SDL No.168

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NON-STANDARD DISTRIBUTION: CG-094, CG-DCMS, CG-DCMS-8, CG-DCMS-5, CG-1, CG-4, CG-6, CG-7, CG-8, CG-84, CG-9

3. **DIRECTIVES AFFECTED.** In the event of conflict with directives signed by higher authority, those directives take precedence. This Directive does not cover Mission Support governance structures promulgated by separate Instruction or Memorandum.
4. **DISCUSSION.** Effective and efficient accomplishment of support program objectives is essential to mission success and a properly designed program management framework facilitates the achievement of organizational objectives.
 - a. The Secretary, Department of Homeland Security has delegated a number of functions to the Commandant and to specific individuals within Mission Support. These include DHS Delegation #0170.1 to the Commandant to enforce and implement a number of statutory programs. The Head of Contracting Activity is delegated specific regulatory and policy authorities in DHS Delegation 0702. These, and other, delegations by our Department take precedence over any of the responsibilities within this directive.
 - b. The mission support program management framework provides accountability for the general business functions designated to DCMS in Reference (a): Human Resources; Engineering and Logistics; Communications, Computers, and Information Technology; Procurement, Acquisitions, Construction and Improvements; Research, Development, Testing and Evaluation; and Training and Recruiting.
 - c. In accordance with Reference (a), this framework also supports DCMS responsibility for the following elements of executive decision-making: enterprise strategies for acquisition and mission support; organizational and force structure for support programs and support needs; and enterprise accountability and external relations for acquisition, human resource and mission support performance, and joint support arrangements and partnerships.
 - d. Mission support program management is guided by the following strategic planning, resource management, and performance improvement processes. Enclosure (1) provides the key products for each of these processes.
 - (1) ***Strategic Assessment and Program Evaluation.*** Evaluation and assessment of strategy is essential to program management. This includes assessing the effectiveness, efficiency, and risks associated with current support strategies and concepts and evaluating alternatives. It also includes the “stress-testing” of mission support goals, programs, and strategies with respect to plausible future environments.
 - (2) ***Strategic and Program Planning Guidance.*** Clearly established planning priorities and guidance focuses mission support programs on a limited set of critical challenges and key strategic opportunities with due regard to established constraints. Planning objectives that are specific, measurable and relevant are the most useful. They should also be achievable in the near-term, or their near-term attainment is a requirement of an established longer-term objective.
 - (3) ***Program Policy and Strategy Formulation.*** Program policies and strategies ensure program efficacy, comparative advantage, and the ultimate achievement of results. Issuing program policy and strategy is a primary function of program management. This

includes developing and assessing policy and strategy alternatives and managing the program's value proposition to control costs.

- (4) ***Program Plans and Resource Allocation.*** Program management decisions are articulated in program plans, budgets, policies, and other directives. Program plans articulate program objectives and the ways in which these objectives are to be achieved. In addition, they present the challenges, threats and opportunities likely to have the greatest impact on performance; and key initiatives to be undertaken to address these concerns. Presenting strategic initiatives is a fundamental purpose of these plans, which include justification for new or modified processes; skills and technology; and human capital, information, and other required resources. Out-year resource allocation plans and budget requests are developed to support these decisions, as are associated performance metrics and targets to measure and assess performance.
- (5) ***Program and Stakeholder Management.*** Specific duties of Program Directors and Managers are defined in Paragraph 11. They are accountable not only for the formation and for implementation of support program strategies, but also for ongoing program management and continuous program improvement efforts. This requires controls and oversight sufficient to assure compliance with relevant laws, regulations, and performance results that meet standards for stakeholder satisfaction.
- (6) ***Performance Reporting.*** Regular performance reviews and reports are a best practice and statutory requirement of the Government Performance and Results Act (GPRA) of 1993 and the GPRA Modernization Act of 2010. Relevant and reliable performance data provide a basis for annual assurance statements and are essential to measuring progress toward mission attainment. A minimal review consists of a presentation of results for key performance measures relative to established targets and prior year baselines; and identification and assessment of any significant variances—favorable and unfavorable—and corrective actions planned. A more comprehensive review is desirable, which could include in-depth discussion of operations, implementation of plans and initiatives, findings of recent studies and evaluations, and other relevant factors.

5. **DISCLAIMER.** This guidance is not a substitute for applicable legal requirements, nor is it itself a rule. It is intended to provide operational guidance for Coast Guard personnel and is not intended to nor does it impose legally-binding requirements on any party outside the Coast Guard.

6. **ENVIRONMENTAL ASPECT AND IMPACT CONSIDERATIONS.**

- a. 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) #33 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).

- b. This Directive will not have any of the following: significant cumulative impacts on the human environment; substantial controversy or substantial change to existing environmental conditions; or inconsistencies with any Federal, State, or local laws or administrative determinations relating to the environment. All future specific actions resulting from the general policies in this Instruction must be individually evaluated for compliance with the National Environmental Policy Act (NEPA), Council on Environmental Policy NEPA regulations at 40 CFR Parts 1500-1508, DHS and Coast Guard NEPA policy, and compliance with all other applicable environmental laws and regulations.
7. **DISTRIBUTION.** No paper distribution will be made of this Instruction. An electronic version will be located on the following Commandant (CG-612) web sites. Internet: <http://www.uscg.mil/directives/>, and CGPortal: <https://cgportal2.uscg.mil/library/directives/SitePages/Home.aspx>.
8. **RECORDS MANAGEMENT CONSIDERATIONS.** This Instruction 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 have any significant or substantial change to existing records management requirements.
9. **DEFINITIONS.** The lexicon provided below clarifies and expands upon terms used within this Instruction.
- a. **Program.** A key element of GPRA, programs are organizational and accountability constructs, consisting of a purpose or purposes and the ways and means by which these are to be achieved. Programs are characterized by a commonality of purpose or activities managed as a single entity. Programs are typically defined in terms of accounts and activities supported by a formal budget process. Within the Coast Guard the term program encompasses operational and support programs, including our surface, shore, aviation, C4ISR and logistics recapitalization investment programs. Coast Guard programs fall into four broad categories as outlined below. For GPRA purposes, the Coast Guard's Federal Programs currently include six Mission Programs and two Support Programs.
 - (1) **Federal Program.** Federal Programs are those identified as such by the Department of Homeland Security and other Federal Agencies. The GPRA Modernization Act of 2010 requires the Office of Management and Budget to establish a website and provide information about each agency-identified program, including: the purpose of the program; contribution of the program to agency missions and goals; and funding for the current and previous two fiscal years.
 - (a) The Coast Guard's six Mission Programs in the Federal program inventory are: Defense Operations; Marine Transportation System Management; Maritime Law Enforcement; Maritime Prevention; Maritime Response; and Maritime Security Operations.

(b) There are two Coast Guard support programs listed in the Federal program inventory: Mission Support and Cross-cutting Capital Investments and Maintenance.

(2) **Mission Program.** A Mission Program is a strategic management construct with delegated responsibility and accountability for an enterprise mission or collection of enterprise missions.

(3) **Support Program.** A Support Program is a management construct with responsibility and accountability for a mission support function or collection of support functions. Enclosure (2) provides the full list of programs within the DCMS organization with designated program directors and managers.

(4) **Sub Program.** A Sub-Program is a collection of responsibility managed as a component of a program, which contributes to the accomplishment of one or more program purposes. A Mission Program or Support Program may have Sub-Programs.

(5) **Acquisition Program.** In accordance with Reference (b), an Acquisition Program is a portfolio of major acquisition projects that are functionally related in a portfolio of assets (Aviation, Surface, Shore, C4ISR and Logistics). Roles and responsibilities for the management of Acquisition Programs are defined in References (b) and (g).

b. **Program Director.** Program Directors are designated Flag or SES members immediately responsible to DCMS for the overall management of the programs listed in Enclosure (1). They are the focal point at which major policy is translated into plans, programs, budgets, and program policy.

c. **Program Managers.** A Program Manager is an individual who is delegated strategic management accountability for one or more programs. Program Managers are designated in Enclosure (2).

10. **POLICY.** Mission support programs shall be structured and managed to realize program objectives effectively and efficiently with due regard to established constraints. All support programs shall:

a. Integrate with DCMS strategic planning, resource management and performance improvement processes. Ensure alignment to DCMS, Coast Guard, and/or DHS strategies.

(1) Integration is supported by the DCMS governance structure, which specifies how DCMS leadership works together to formulate and implement strategy, manage resources, establish policy and doctrine, manage organizational change, and assess performance.

(2) The DCMS governance structure is established and defined via memorandum for the tenure of each DCMS. It is available to all CG Portal users on the DCMS site page: <https://cg.portal.uscg.mil/units/dcms/SitePages/Home.aspx>.

b. Ensure that all personnel resource decisions best serve the Coast Guard and public through close collaboration amongst stakeholders. Reference (c), as supplemented by memoranda from Commandant (CG-8), describes how personnel resources are managed.

(1) In general, the first claimant for personnel resources is the commanding officer of the unit or the Area/District where the resource is located; the second claimant is that of the unit's chain of command, with a particular emphasis on the Area Commander; the third claimant is the program manager or support director having cognizance over the facility where it is located; and the final claimant is the original headquarters sponsor of the billet, should that program be other than the normal program manager or support director. Please refer to Reference (c) for more information.

(2) Budget formulation and reprogramming processes ensure that these claimants stay involved in resourcing decisions.

c. Have a designated Headquarters Director or Office Chief as Program Manager and a DCMS Assistant Commandant or the Deputy for Mission Support (DCMS-D) assigned as Program Director (with the exception of the Force Readiness Command, Director of Operational Logistics, and the Coast Guard Academy, as detailed below).

(1) The responsibilities assigned to Support Program Directors and Managers are Headquarters' functions. Coast Guard Headquarters' functions are defined in Reference (d).

(2) Program Management designations shall be documented in the functional statements for Headquarters' Directorates and/or Offices.

(3) DCMS delegates to Flag Officers in Command, who are immediately responsible to DCMS/DCMS-D, the Program Director role for field commands led by that Flag Officer.

11. ROLES & RESPONSIBILITIES. The following roles implement the responsibilities associated with support program management framework. Roles and responsibilities for the management of Acquisition Programs are defined in References (b) and (g).

a. Support Program Directors (DCMS-D, DCMS Assistant Commandants, and field commands led by a Flag Officer who are immediately responsible to DCMS/DCMS-D) shall:

(1) Be responsible for the effective and efficient accomplishment of program objectives.

(2) Coordinate Coast Guard policy and provide overall management of specific Headquarters units. Reference (b) contains further clarification and shall be adhered to for roles and responsibilities related to acquisition, procurement, and contracting policy given the special nature of the authorities involved.

(3) Oversee management of mission support programs within their directorate, including short and long range planning and programming of personnel and material resources.

(4) Coordinate with DCMS-8 and Commandant (CG-1) to develop and sustainably support the workforce necessary to meet program objectives.

(5) Exercise technical control of mission support programs within their program area of responsibility.

- (6) Regularly evaluate and report on performance of their program area of responsibility as it pertains to enabling operations and supporting personnel.
 - (7) In accordance with Reference (e), submit an annual Statement of Assurance (SOA) for internal controls and compliance with laws and regulations to Commandant (CG-8).
- b. Support Program Managers (DCMS Headquarters Directors and Office Chiefs) shall:
- (1) Plan, program, and budget for resources for their program(s) in coordination with DCMS-8 within the Fiscal Years Homeland Security Program (FYHSP) period.
 - (2) Develop policy and procedures for their program(s), and recommend needed doctrine, in accordance with applicable DHS delegations and/or Commandant Directives. Reference (b) contains further clarification and shall be adhered to regarding roles and responsibilities related to acquisition, procurement, and contracting policy.
 - (3) Regularly evaluate and report program performance.
 - (4) Contribute to the development of the DCMS SOA and/or their respective Assistant Commandant's SOA annually.
 - (5) In accordance with Reference (f), liaise with the appropriate ETA Deputy Warranting Officers and Technical Warrant Holders, to ensure that established technical policies, standards, guidelines, architectures, and best practices are followed.
 - (6) Manage external engagements, including Congressional, Department and OMB.
- c. Acquisition Program Managers shall:
- (1) Adhere to References (b) and (g) as appropriate, which provide specific responsibilities for Acquisition Program Managers.
 - (2) In accordance with Reference (f), liaise with the appropriate ETA organizations to ensure that established technical policies, standards, guidelines, architectures, and best practices are followed.
- d. Logistics and Service Centers shall:
- (1) Execute the programs that are within their respective Areas of Responsibility (AORs).
 - (2) Comply with policy and guidance promulgated by their respective Support Program Manager.
 - (3) Provide technical direction to Base Departments and Detachments in alignment with technical direction received from their respective Support Program Manager.
 - (4) Regularly evaluate and report on the performance of assets and systems and emerging risks within their area of responsibility.

- (5) Working through their respective Support Program Manager, contribute to the development of the DCMS SOA and/or their respective Assistant Commandant's SOA annually.
 - (6) Regularly report issues that may impact resource decisions, policy, doctrine, and procedures to their respective Support Program Manager.
 - (7) In accordance with Reference (f), liaise with the appropriate ETA Deputy Warranting Officers and Technical Warrant Holders, to ensure that established technical policies, standards, guidelines, architectures, and best practices are followed.
- e. Training Centers, Base Departments, Detachments and other field service providers shall:
- (1) Comply with technical directions (resource decisions, policy, doctrine, and procedures) promulgated by the respective Logistics or Service Center. In the event of conflicting guidance, the direction of the Support Program Manager takes precedence.
 - (2) Regularly report issues that may impact resource decisions, policy, doctrine, and procedures to their respective Logistics or Service Center, informing the chain of command.

12. FORMS/REPORTS. None.

13. REQUEST FOR CHANGES. This Instruction will be updated based on significant changes in programs or higher level directives. The Mission Support Integration Office (DCMS-5) shall be responsible for coordinating revisions. Submit recommended changes via the chain of command to DCMS-D via DCMS-5.

S.L. STOSZ /s/
Vice Admiral, U.S. Coast Guard
Deputy Commandant for Mission Support

Encl: (1) Key Strategic Planning, Resource Management and Performance Improvement Products
(2) Support Programs

KEY STRATEGIC PLANNING, RESOURCE MANAGEMENT, AND PERFORMANCE IMPROVEMENT PRODUCTS

Mission support program management is guided by strategic planning, resource management, and performance improvement processes. The table below provides key products associated with each of these processes. It also identifies the DCO or DCMS coordinator for each product, as applicable, and explains the Program Manager's role with each product. This table is not intended to convey the many reports or products that are required by law or regulation. It is focused towards key documents that inform the planning and programming phases of the budget process, or relate to performance reporting efforts.

PRODUCT	COORDINATION		SUPPORT PROGRAM MANAGER ROLE
	DCO	DCMS	
STRATEGIC ASSESSMENT AND PROGRAM EVALUATION			
<i>Evergreen assessment</i>	DCO-X	DCMS-5	Provide input
<i>Mission analyses and mission program evaluations</i>	DCO-81	--	Provide input
<i>Program performance and risk assessment</i>		DCMS-5	
<i>Financial planning factors and budget guidance</i>	DCO-82	DCMS-8	
<i>DHS annual strategic review process input</i>	DCO-81	DCMS-5	Provide input
<i>DHS study topics and issues teams (within the FYHSP period)</i>	DCO-81	DCMS-8	Provide input and participate as requested
STRATEGIC AND PROGRAM PLANNING GUIDANCE			
<i>Assessment of support gaps, issues, and opportunities</i>	--	DCMS-5	Provide input
<i>Mission support strategic goals and objectives</i>	--	DCMS-5	Provide input
<i>Mission support strategic initiatives</i>	--	DCMS-5	Provide input
<i>Mission support performance measures, targets and milestones</i>	--	DCMS-5	Provide input
<i>Five Year Capital Investment Plan (CIP)</i>		CG-9, DCMS-8	Provide input
<i>USCG planning and programming guidance</i>	DCO-81	DCMS-8	Provide input
<i>DHS agency priority goals input</i>	DCO-81	DCMS-5	Provide input
<i>DHS resource planning guidance input</i>	CG-8	CG-8	Provide input
PROGRAM POLICY AND STRATEGY FORMULATION			
<i>Goals, objectives and initiatives for Support Programs</i>	--	--	Identify and implement
<i>Measures, targets and milestones for Support Programs</i>	--	--	Identify and implement
<i>Resource proposals for Support Programs</i>	--	DCMS-8	Develop and submit
PROGRAM PLANS AND RESOURCE ALLOCATION			
<i>Annual resourcing priorities and out-year programming for Support Programs within the FYHSP period</i>		DCMS-8	Lead and manage
<i>Resource allocation plans for Support Programs</i>		DCMS-8	Lead and manage

Enclosure (1) to DCMSINST 5400.1

PRODUCT	COORDINATION		SUPPORT PROGRAM MANAGER ROLE
	DCO	DCMS	
<i>Budget submissions and defense for Support Programs</i>		DCMS-8	Lead and manage
<i>Budget execution for Support Programs</i>		DCMS-8	Lead and manage
<i>Global Force Management (GFM) allocation plan</i>		DCMS-5	Provide input
<i>Coast Guard Strategic Planning Direction (SPD)</i>		DCMS-5	Provide input
PROGRAM, MISSION & STAKEHOLDER MANAGEMENT			
<i>Ongoing management of Support Programs</i>	--	--	Lead and manage
<i>Audits, Inspections, and Assessments (in accordance with COMDTINST 5040.6, Coast Guard Assessment, Inspection, and Audit Governance)</i>	FC-Cos		Provide input
PERFORMANCE REPORTING			
<i>Annual performance report for mission support</i>	--	DCMS-5	Provide input
<i>Annual performance reports for Support Programs</i>	--	--	Lead and manage
<i>Annual performance reports for Logistics and Service Centers</i>	--	--	Provide oversight
<i>Annual Statements of Assurance (SOA) and assessments for Internal Controls Over Operations (ICOOPS)</i>	DCO-81	DCMS-5	Provide input
<i>Annual Statements of Assurance (SOA) and assessments for Internal Controls Over Financial Resources (ICOFR)</i>	DCO-81	DCMS-8	Provide input
<i>USCG Annual Report Input</i>	DCO-81	DCMS-8	Provide input
<i>DHS Annual Report Input</i>	DCO-81	DCMS-8	Provide input
<i>DHS Office of Inspector General and General Accountability Office Audit Input</i>	DCO-81	DCMS-8	Provide input

SUPPORT PROGRAMS

Mission support authority and accountability is delegated from DCMS to the Program Directors and Support Program Managers listed below.

Program Director: Deputy for Mission Support (DCMS-D)

SUPPORT PROGRAMS <i>Resources managed</i>	SUPPORT PROGRAM MANAGERS
SECURITY POLICY & MANAGEMENT	Chief, Office of Security Policy and Management (DCMS-34)
<i>DCMS-34 Staff</i>	
MISSION SUPPORT RESOURCE MANAGEMENT	Chief, Mission Support Resource Management Directorate (DCMS-8)
<i>Acquisition, Construction, and Improvements (AC&I) Personnel Account</i>	
<i>DCMS-8 Staff</i>	
<i>DCMS Personnel Allowance List in partnership with Commandant (CG-83))</i>	
MISSION SUPPORT INTEGRATION	Chief, Mission Support Integration Office (DCMS-5)
<i>DCMS-5 Staff</i>	
OPERATIONAL LOGISTICS	As assigned by DOL
<i>Base Commanding Officer, Executive Officer, Command Master Chief, Command Office Administrative Staffs</i>	
<i>Director of Operational Logistics Staff</i>	
<i>Transportation Command (TRANSCOM) liaison</i>	
COAST GUARD ACADEMY	As assigned by CGA
<i>CGA Administrative Staff, Command Master Chief, and Divisions</i>	
<i>Coast Guard Band</i>	
	CG-0923

Program Director: Commander Force Readiness Command (FC-C)

Note: The Force Readiness Command (FORCECOM) coordinates with the listed support program managers outside of FORCECOM on relevant issues.

SUPPORT PROGRAMS <i>Resources managed</i>	SUPPORT PROGRAM MANAGERS (SEE NOTE ABOVE)
FORCE READINESS	
<i>AFC-34 Account (excluding the Coast Guard Academy and Coast Guard Recruiting Command)</i>	FC-B
<i>AFC-56 Account</i>	
<i>Educational Services Officers</i>	FC-T
<i>Institute</i>	
<i>Training Quota Management Center (TQC)</i>	
<i>Coast Guard Tuition Assistance Program</i>	
<i>Enlisted Rating Advancement Training System</i>	
<i>Training Tab (in partnership with Commandant (CG-83, CG-12A))</i>	
<i>FORCECOM Staff</i>	FC-Cos
<i>Training Center (TRACEN) Cape May</i>	
<i>Afloat Damage Control</i>	CG-45, DCMS-81
<i>Afloat Training Organization</i>	CG-751
<i>Aviation Training Center (ATC) Command and Training</i>	CG-711, CG-721
<i>Coast Guard Liaison Officer Pensacola / Flight School Staffs</i>	CG-711
<i>Armory</i>	CG-721
<i>Special Missions Training Center (SMTC)</i>	CG-721, CG-731
<i>National Motor Life Boat School (NMBLS)</i>	CG-731
<i>Aviation Technical Training Center (ATTC)</i>	CG-41, CG-711, CG-731
<i>Container Inspection Training and Assist Team (CIT AT)</i>	CG-5P
<i>International Training Division (ITD)</i>	DCO-I
<i>Leadership Development Center (LDC)</i>	CG-12C, CG-731, CG-751
<i>Maritime Law Enforcement Academy (MLEA)</i>	CG-MLE
<i>Regional Fisheries Training Centers</i>	
<i>TRACEN Petaluma</i>	Various based on schools involved
<i>TRACEN Yorktown</i>	

Program Director: Assistant Commandant for Human Resources (HR) (CG-1)

SUPPORT PROGRAMS <i>Resources managed</i>	SUPPORT PROGRAM MANAGERS
HEALTH SAFETY AND WORK-LIFE <i>Base Health, Safety & Work-Life Departments</i> <i>Galleys</i> <i>Health, Safety, and Work Life (HSWL) (Staffs, Clinics, Service Center, Work Life)</i> <i>Child Development Centers</i>	Director of Health, Safety, and Work-life (CG-11)
CIVILIAN HUMAN RESOURCES, DIVERSITY, AND LEADERSHIP <i>Civilian Human Resources Staff</i> <i>Leadership Programs</i> <i>Support Allowance Management (in partnership with Commandant (CG-83))</i> <i>Training Allowance Management (Cadets, Deputy Commandant for Operations (DCO), Officer Candidate School (OCS), etc.) (with FORCECOM)</i>	Director of Civilian Human Resources, Diversity, and Leadership (CG-12)
RESERVE AND MILITARY PERSONNEL <i>Atlantic Area Personnel Division (LANT-1) (approximately 40 percent of these positions are Reserve Training funded and covered by the Reserve Training account)</i> <i>Pacific Area Personnel Division (PAC-1) (approximately 25 percent of these positions are Reserve Training funded and covered by the Reserve Training account)</i> <i>Reserve Forces Readiness Staff</i> <i>Reserve Training (RT) Account (funding and positions)</i> <i>TRACEN Support (Housing/MWR/CDC)</i>	Director of Reserve and Military Personnel (CG-13)
OTHER HR RESOURCES <i>Commandant (CG-1) Headquarters Staff</i> <i>Personnel Service Center (PSC)</i> <ul style="list-style-type: none"> • <i>Coast Guard Recruiting Command</i> • <i>Community Services Command (CSC)</i> • <i>Pay and Personnel Center (PPC)</i> • <i>Servicing Personnel Offices plus DCMS unit Personnel and Administration (P&A)</i> • <i>Base Personnel Support Departments (includes Personnel Services; Housing; Servicing Personnel Offices (SPOs); Morale, Well-being, and Recreation (MWR); Household Goods (HHG) Transportation)</i> • <i>Uniform Distribution Center (UDC)</i> 	Assistant Commandant for Human Resources (CG-1)

Program Director: Assistant Commandant for Engineering & Logistics (CG-4)

SUPPORT PROGRAMS <i>Resources managed</i>	SUPPORT PROGRAM MANAGERS
AERONAUTICAL ENGINEERING <i>AFC-41 Account</i> <i>Aviation Logistics Center</i> <i>Aviation Maintenance Technical (AMT) and Avionics Electrical Technician (AET) Schools at the ATTC</i> <i>Commandant (CG-41) Headquarters Staff</i>	Chief, Office of Aeronautical Engineering (CG-41)
CIVIL ENGINEERING	
<i>AFC-36 Account (as per budget models)</i>	
<i>AFC-43 Account</i>	
<i>Base Comptroller & Operations</i>	
<i>Shore Infrastructure Logistics Center (SILC) and subordinate units.</i>	Chief, Office of Civil Engineering (CG-43)
<i>Commandant (CG-43) Headquarters Staff</i>	
<i>Facilities/Public Works Field Unit Staffs</i>	
<i>Major and Minor Shore and Waterways Acquisition, Construction and Improvement (AC&I)</i>	
LOGISTICS	
<i>Commandant (CG-44) Headquarters Staff</i>	
<i>Sector Logistics Dept (assisting Commandant (CG-741))</i>	
<i>Transportation of Freight</i>	Chief, Office of Logistics (CG-44)
NAVAL ENGINEERING	
<i>AFC-45 Account</i>	
<i>Base Naval Engineering Departments (includes Maintenance Augmentation Team (MAT)/Weapons Augmentation Team (WAT))</i>	Chief, Office of Naval Engineering (CG-45)
<i>Coast Guard Yard</i>	
<i>Commandant (CG-45) Headquarters Staff</i>	
<i>Surface Forces Logistics Center (SFLC)</i>	
<i>National Industrial Enterprise (Industrial Production Detachments (IPD), Industrial Production Facilities (IPF))</i>	
ENERGY	
<i>Commandant (CG-46) Headquarters Staff</i>	Chief, Office of Energy Management (CG-46)
<i>Energy Management /Accounts</i>	
ENVIRONMENTAL MANAGEMENT	Chief, Office of Environmental Management (CG-47)
<i>Commandant (CG-47) Headquarters Staff</i>	

**Program Director: Assistant Commandant for Command, Control, Communications, Computers,
and Information Technology (C4IT) (CG-6)**

SUPPORT PROGRAMS <i>Resources managed</i>	SUPPORT PROGRAM MANAGERS
C4IT SERVICE CENTER (C4IT SC)	Command, Control, Communications and Computers Information Technology Service Center (C4IT SC)
<i>AFC-36 Account (some)</i>	
<i>AFC-42 Account</i>	
<i>Atlantic Area C4IT Division (LANT-6) (C4IT Division)</i>	
<i>Base C4IT Departments</i>	
<i>Command, Control & Communications Engineering Center (C3CEN)</i>	
<i>Communications Command</i>	
<i>District C4IT Branches</i>	
<i>District Telecommunications Divisions (dt)</i>	
<i>Electronic Systems Support Detachment (ESD)</i>	
<i>Operations Systems Center (OSC)</i>	
<i>Pacific Area C4IT Division (PAC-6)</i>	
<i>Telecommunication and Information Systems Command (TISCOM)</i>	
<i>Training Center (TRACEN) C4IT and Information Resource Management (IRM) Staffs</i>	
CYBERSECURITY AND COMMUNICATIONS POLICY	Chief, Office of Cybersecurity and Communications Policy (CG-65)
<i>Commandant (CG-65) Headquarters Staff</i>	
<i>Security and Information Assurance (SIA) for C4IT projects</i>	
<i>Coast Guard Telecommunications</i>	
ENTERPRISE APPLICATIONS MANAGEMENT	Chief, Office of Enterprise Applications Management (CG-63)
<i>Commandant (CG-63) Headquarters Staff</i>	
<i>C4IT Enterprise Applications (all IT applications managed by the C4IT Service Center)</i>	
ENTERPRISE ARCHITECTURE AND GOVERNANCE	Chief, Office of Enterprise Architecture and Governance (CG-66)
<i>Commandant (CG-66) Headquarters Staff</i>	
ENTERPRISE INFRASTRUCTURE MANAGEMENT	Chief, Office of Enterprise Infrastructure Management (CG-64)
<i>Command, Control, Combat, Communication, Computer, and Information Technology (C5&IT) infrastructure projects (includes all infrastructure managed by the C4IT Service Center)</i>	
<i>Commandant (CG-64) Headquarters Staff</i>	
ENTERPRISE PERFORMANCE MANAGEMENT	Chief, Office of Enterprise Performance Management (CG-69)
<i>Commandant (CG-69) Headquarters Staff</i>	
INFORMATION MANAGEMENT	Chief, Office of Information

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SUPPORT PROGRAMS <i>Resources managed</i>	SUPPORT PROGRAM MANAGERS
<i>Commandant (CG-61) Headquarters Staff</i>	Management (CG-612)

Program Director: Assistant Commandant for Acquisition (CG-9)

SUPPORT PROGRAMS <i>Resources managed</i>	SUPPORT PROGRAM MANAGERS
CONTRACTING AND PROCUREMENT	Head of Contracting Activity (HCA) Director - Contracting and Procurement (CG-91)
<i>Chief of Contracting Offices (COCOs) and Staff, Senior Field Contracting Officers</i>	
<i>Field Procurement (Base/TRACEN Procurement & Contracting Departments)</i>	
ACQUISITION SERVICES	Director of Acquisition Services (CG-92)
<i>Office of Research, Development, Test & Evaluation (RDT&E) (CG-926)</i> <ul style="list-style-type: none"> • <i>Commandant (CG-926) Headquarters Staff</i> • <i>Research and Development Center (R&DC)</i> 	
<i>Office of International Acquisition Programs (CG-922)</i> <ul style="list-style-type: none"> • <i>Foreign Military Sales</i> 	
ACQUISITION PROGRAMS¹	Program Executive Officer/Director of Acquisition Programs (CG-93)
<i>Air Acquisition Program</i>	
<i>Asset Project Offices (APO)</i>	
<i>Command, Control, Communications, Computers, Information, Surveillance, and Reconnaissance (C4ISR) Acquisition Program</i>	
<i>Surface Acquisition Program</i>	
<i>Program Resident Offices (PROs)</i>	
<i>Legacy Sustainment Support Unit (LSSU)</i>	
OTHER ACQUISITION RESOURCES	Assistant Commandant for Acquisition (CG-9)
<i>AC&J Account and Personnel</i>	
<i>Commandant (CG-9) Headquarters Staff</i>	

¹ Each acquisition programs listed is managed by an Acquisition Program Manager. Specific responsibilities for Acquisition Program Manager are defined in Reference (b).