



DEVELOPS THE MISSION MANAGEMENT SYSTEM FOR CREDENTIALING MARINERS

In 2006, we joined with the US Coast Guard's National Maritime Center (NMC) to articulate and fulfill the [vision](#) of the NMC command team. Three years previously, we had worked with the seventeen regional examination centers (RECs) to capture the processes. Examining mariners and overseeing their schooling was the extent of the REC remit but some had run aground evaluating applications.

Together with the NMC command team, at the NMC's new purpose built offices in West Virginia, we were determined to take responsibility for standardizing and improving the credentialing of mariners. This required the consistent interpretation of evidence supplied by thousands of applicants of their competence in compliance with legally-mandated suitability criteria.

With USCG experts, our team of management system consultants had already captured the system used before the move. By documenting this system, all could see the causes of delay and where the centralized system could deliver improvements to safeguard the livelihoods of competent mariners. This knowledge of the system enabled the team to redesign and resource the relocated and centralized system without loss of system integrity caused by the move itself and other initiatives including the new Transportation Workers Identification Credential (TWIC).

By January 2009, the database and its measurement schema were providing information (see below) that further focused improvement resourcing and efforts. During 2009, the USCG completed its first full year under centralized operations and issued over 70,000 credentials to fully competent mariners, helping ensure safe and sound marine transportation. It had also reduced overall credential processing time by 42%. Centralization evaluation of mariner applications for credentials enabled the RECs to focus their services on the tens of thousands of mariners seeking help with their applications and with their examinations. Applicants can now see the progress of their application via web-based services to improve customer service, including automatic email notification of application state changes, on-line application guides and email submission of applications to their REC.

For 2010 and beyond, NMC continues to use and improve its MMS to design and document the new business processes that will form the foundation for developing the Merchant Mariner Secure Electronic Application System (MM-SEAS). An applicant would enter her or his details and then answer the tailored questions to complete the application using a disk on a computer; rather like many of us currently complete our tax returns.

Here are links to NMC's performance reports from the beginning/end of 2009 and an update from 2012:

[January 2009](#)

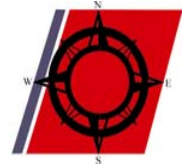
[December 2009](#)

[December 2012](#)

When you need to use your management system to improve performance by managing change, then please place your inquiry [here](#), call 800.666.9001 or email info@QMII.com.



Mariner Credentialing Program Report Card



Month of Performance for Report Card

2009-01

Overall Processing Time	Net Processing Time	Net Processing Time Goal	Overall Throughput	Rework Percentage	Overall Average Days Since Received	Internal WIP Total
89.3	57.9	30.0	0.6	3.1%	104.1	15093
Credentials Received	Background Requests	Required Investigation	Went to NMC-6 Medical	Went To Awaiting Info	Credentials Denied	Credentials Issued
7283	4086	7.0%	1.7%	47.7%	48	4442
	Requested by Mariner NMC-11	In Transit NMC-11 and NMC-41	Background Evaluation NMC-51	Waiting Medical Evaluation NMC-61	Medical Evaluation NMC-62	Waiting PQ Evaluation NMC-53
Cycle Time (days)	11.00	10.85	2.35	12.35	6.50	36.43
Cycle Time Goal	4.71	9.41	4.71	2.35	2.35	2.35
Inventory	2718	2492	44	3814	38	4432
Inventory Goal	1412	2824	1412	706	471	706
Throughput	0.99	0.79	0.98	0.83	1.04	1.08
	Prof. Qual. Evaluation NMC-53	For Review NMC-53	Approved to Print NMC-42	Printed and Mailed NMC-42	Awaiting Information NMC-53	Waiting Mariner Testing NMC-53
Cycle Time (days)	1.05	2.93	1.44	0.57	24.20	42.95
Cycle Time Goal	2.35	2.35	1.18	0.59	N/A	N/A
Inventory	641	620	228	66	4483	4057
Inventory Goal	706	706	353	176	N/A	N/A
Throughput	0.98	0.82	1.17	1.02	0.84	0.79

Overview

Internal Process Data

Overall Report Card Score

56%

Mariner Credentialing Program Status Indicator

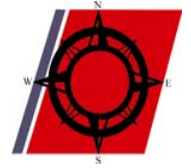
Excellence	Exceeding	Achieving	Does Not Meet	Unacceptable

The National Maritime Center is an ISO 9001:2008 Compliant Organization.

For More information on improvements to the Mariner Credentialing Program, visit <http://www.uscg.mil/nmc>



Mariner Credentialing Program Report Card



Month of Performance for Report Card

2009-12

Overall Processing Time	Net Processing Time	Net Processing Time Goal	Overall Throughput	Rework Percentage	Overall Average Days Since Received	Internal WIP Total
52.4	21.0	30.0	0.8	1.1%	115.7	3234
Credentials Received	Background Requests	Required Investigation	Went to NMC-6 Medical	Went To Awaiting Info	Credentials Denied	Credentials Issued
4326	3524	7.6%	18.8%	42.8%	40	3585
	Requested by Mariner NMC-11	In Transit NMC-11 and NMC-41	Background Evaluation NMC-51	Waiting Medical Evaluation NMC-61	Medical Evaluation NMC-62	Waiting PQ Evaluation NMC-53
Cycle Time (days)	6.14	4.05	2.04	8.87	3.68	0.77
Cycle Time Goal	4.71	9.41	4.71	2.35	2.35	2.35
Inventory	832	651	140	954	255	24
Inventory Goal	1412	2824	1412	706	471	706
Throughput	1.04	0.94	0.95	0.96	0.97	1.04
	Prof. Qual. Evaluation NMC-53	For Review NMC-53	Approved to Print NMC-42	Printed and Mailed NMC-42	Awaiting Information NMC-53	Waiting Mariner Testing NMC-53
Cycle Time (days)	0.15	1.55	0.33	0.32	25.62	46.94
Cycle Time Goal	2.35	2.35	1.18	0.59	N/A	N/A
Inventory	181	77	120	0	3378	3395
Inventory Goal	706	706	353	176	N/A	N/A
Throughput	0.97	1.00	0.95	1.01	1.01	0.86

Overview

Internal Process Data

Overall Report Card Score

99%

Mariner Credentialing Program Status Indicator

Excellence	Exceeding	Achieving	Does Not Meet	Unacceptable

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Mariner Credentialing Program Report Card



Month of Performance for Report Card

2011-12

Overall Processing Time		Net Processing Time (NPT)	NPT Goal and (Percent Under)		Overall Throughput	Overall Avg Days Since Rcvd		Internal WIP Total	
47.8		14.9	30 (94%)		1.1	106.7		1924	
Credentials Received	Background Requests	Required Investigation	Went to NMC-6 Medical		Went To Awaiting Info	Credentials Denied	Credentials Issued		Reserved For Future Metric
5209	3501	7.1%	11.1%		50.3%	154	4827		N/A
	Requested NMC-11	In Transit NMC-11 & 41	SSEB Eval NMC-51	RTBS MED NMC-61	BS MED NMC-61	RTBE MED NMC-62	BE MED NMC-62	RTBE PQEB NMC-52	BE PQEB NMC-52
CT (days)	0.97	5.12	1.41	1.85	0.59	1.46	1.37	2.12	0.07
CT Goal	4.80	5.40	4.00	1.20	1.20	2.40	3.60	3.20	2.40
Inventory	192	556	59	267	117	11	35	374	16
Inv Goal	1440	1539	180	216	216	180	270	960	720
Throughput	1.29	0.98	1.01	1.02	1.00	1.04	1.04	0.99	0.99
	For Review NMC-52	ATP NMC-42	Printed NMC-42	AI 60 Day NMC-11	AI SSEB NMC-51	AI BSMED NMC-61	AI MED NMC-62	AI PQEB NMC-52	ATT NMC-52
CT (days)	2.09	2.66	0.16	14.24	41.00	22.87	33.97	26.56	110.95
CT Goal	2.40	1.20	0.60	N/A	N/A	N/A	N/A	N/A	N/A
Inventory	5	292	0	607	71	818	495	1981	3774
Inv Goal	540	360	180	N/A	N/A	N/A	N/A	N/A	N/A
Throughput	1.08	1.00	1.00	0.97	0.90	0.81	1.80	1.05	0.85

Overview

Internal Process Data

Overall Report Card Score

97%

Mariner Credentialing Program Status Indicator

Excellence	Exceeding	Achieving	Does Not Meet	Unacceptable

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