



Commandant  
United States Coast Guard

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COMDTINST 5240.6  
NOV 5 2004

COMMANDANT INSTRUCTION 5240.6

Subj: INDUSTRIAL MAINTENANCE INNOVATION AWARD

1. PURPOSE. Establishes the policies, procedures, and standards for administration of the Industrial Maintenance Innovation Award program. Two awards are established: Team/Individual and Process Improvement.
2. ACTION. Area and district commanders, commanders of maintenance and logistics commands, commanding officers of headquarters units, assistant commandants for directorates, chief counsel, and special staff offices at headquarters shall provide widest dissemination. Internet release authorized.
3. DIRECTIVES AFFECTED. This award shall be included in the Coast Guard Industrial Management Manual, COMDTINST M5240.5 (series). The Coast Guard Medals and Awards Manual, COMDTINST M1650.25 (series), will incorporate portions of this Instruction as necessary.
4. BACKGROUND. The Commandant’s Direction underscores support for process improvement and efficient development of maintenance processes. The Industrial Program offers two Innovation Award categories: Individual/Team and Process Improvement. The Individual/Team category recognizes the exemplary efforts of Coast Guard individuals that have identified innovative solutions to intermediate and/or depot-level maintenance challenges. The Process Improvement category recognizes the use of creative analysis and quality improvement initiatives, which results in operational savings, safer working conditions, or efficient operations.
5. ELIGIBILITY CRITERIA. All commands with industrial maintenance divisions and employees (active duty, reserve, or civilian personnel) engaged in intermediate/depot-level maintenance are eligible for nomination. Individuals who continually strive to improve internal Coast Guard maintenance operations and procedures are highly encouraged to submit packages.
6. CRITERIA. Nomination packages will compete directly with other submittals and be judged by the following criteria:
  - a. Process Improvement Category:

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A																											
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NON-STANDARD DISTRIBUTION:

- (1) Uniqueness of approach to solving a specific Coast Guard maintenance support challenge.
- (2) Systems perspective: Application at the local, district/area, or national level.
- (3) Influence in one or more of the following:
  - (a) Improved efficiency; reduced cost in personnel hours or resources.
  - (b) Increased productivity; increased capability or effectiveness.
  - (c) Improved information sharing or coordination of resources.
  - (d) Other noteworthy tangible or intangible process improvements that optimize maintenance

b. Individual/Team Category

- (1) Team's accomplishments based on:
  - (a) Readiness
  - (b) Quality Solution
  - (c) Accountability/Repeatability
  - (d) Results
  - (e) Creativity
  - (f) Stewardship
  - (g) Ease of Maintenance

Applications will consist of no more than three pages, excluding attachments. The Award committee may select up to two winners (combination of process and individual, individual/team, or processes).

7. NOMINATION PROCESS. All nominations shall include a command endorsement limited to a single page.

a. Nominators are encouraged to review:

- (1) The Process Improvement Guide, published by Commandant (G-CQM) and the Leadership Development Center is available via the G-CQM website, <http://cgweb.comdt.uscg.mil/g-cqm/index.htm> (use the "Quality Integration" button).
- (2) The Commandant's Performance Excellence Criteria Guidebook, COMDTPUB 5224.2 (series); contains the Coast Guard's criteria for organizational self assessment, making awards, and providing feedback.

b. Nominations shall be submitted using the Industrial Maintenance Innovation Award Nomination format provided in enclosure (1). This format is also available on the Industrial Website, <http://cgweb.comdt.uscg.mil/g-slp>. The nomination shall describe the innovation or problem being addressed and the results obtained. Nominations shall be forwarded to:

Commandant (G-SLP)  
Attn: Industrial Program Manager  
Room 6216  
2100 2<sup>nd</sup> Street SW

Washington, DC 20593

- c. Nomination packages shall be sent via Federal Express by the 1<sup>st</sup> of February. Nominations shall address outcomes, shortfalls, and assumptions involved during the innovation. Upon request from the Industrial Maintenance Innovation Award Committee, each entrant should be prepared to forward a brief (10 minutes or less) PowerPoint presentation.
8. SELECTION. The Industrial Maintenance Innovation Award Committee, headed by the Industrial Program Manager, shall review all nominations. The general guidelines for the selection committee include:
    - a. The committee shall consist of at least three representatives from the engineering community.
    - b. The committee shall use the Commandant's Performance Excellence Criteria Guidebook, COMDTPUB 5224.2C (series), to evaluate nomination packages for the Process Improvement Category.
    - c. The committee shall use scoring criteria found in Enclosure 2 to review nomination packages for the Team/Individual category.
    - d. The committee shall select the winning nomination in only one category. Nominated units are only eligible to win in one category during the award year.
    - e. The committee shall provide constructive feedback on all nominations.
  9. RECOGNITION. The winners of the Industrial Maintenance Innovation Award will be announced by ALCOAST in early Spring. Presentation of the award will be made at the unit, with announcement of the category winners during the annual Innovation Expo held during the Spring of each year. Each award recipient will be presented with a commemorative plaque and the recipient's unit (nominating command) will receive a \$1000 monetary award. The monetary award recognizes a commands' support of maintenance improvement and is provided to support further innovations in this area.
  10. ENVIRONMENTAL ASPECTS AND IMPACT CONSIDERATIONS. Environmental considerations were examined in the development of this Industrial Maintenance Innovation Award, COMDTINST 5240.6 and have been determined to be not applicable.
  11. FORMS/REPORTS. None

ERROLL BROWN/s/

Encl: (1) Industrial Maintenance Innovation Award Submission  
 (2) Scoring for Innovation Individual/Team Category

## Industrial Maintenance Innovation Award Submission

The following paragraphs describe what to include in the Industrial Innovation Award Submission.

- **Name.** Enter the submitter's full name and title.
- **Unit.** Enter the name of the command, including city and state.
- **Email.** Enter the submitter's simple email address in the following format "yourname@domain.uscg.mil". You can find your email address by going to Outlook and finding your name on the Global Address List, double clicking on your name, single clicking on the "Email Addresses" tab and looking for the SMTP address that ends "uscg.mil".
- **Phone.** Enter submitter's work or unit phone number, including area code and extension.
- **Innovation Title.** Enter a brief descriptive title.
- **Background/Issue/Problem.**
  - Enter brief description of the problem your innovation (individual/team or process improvement) attempted to solve and include any amplifying background information. Keep it short; 50 words is a good mark. You have an opportunity to attach supporting documentation later in the form.
- **Primary Classification.** Identify Category:
  - Process Improvement
  - Individual/ Team
- **Results:**
  - **Uniqueness. Provide a brief summary that addresses one of the following in 100 words or less (note applicable enclosures):**
    - **Updated Innovation.** Has this innovation been tried before and was it successful at that time? If so, what elements were changed to make it successful?
    - **New Innovation.** What practical models, methods, tools, or principles of systems thinking were paramount to developing this new innovation?
  - **Systems Thinking. Provide a brief summary that addresses one of the following in 100 words or less (note applicable enclosures):**
    - What perspective was used to seek the underlying systemic interrelationships which may be responsible for the patterns of behaviors/events in which systems operate.
    - What barriers to improvement and process optimization were reduced or eliminated?
    - Is the innovation applicable to local, district, area, or CG-wide maintenance issues.
  - **Influence. Provide a brief summary that addresses one of the following in 100 words or less (note applicable enclosures):**
    - **Time Saved.** Give an estimate of how many labor or machine set-up hours the innovation saves per day. For example: The new process saves 15 minutes every time someone has to fill out the "XYZ" form. This form is filled out an average of 4 times per day. Therefore the total savings is 1 labor-hour a day.

- **Funds Saved.** Give an estimate of how much money a month your innovation (individual/team or process improvement) will save the Coast Guard, excluding labor-hours. Make the calculation in a similar fashion using the same method as the one used for the Time Saved calculation.

**NOTE:** It is possible and permitted to submit an innovation where it is difficult to calculate savings in time and money. For example, you may develop a safer way of doing something. If there are no hard time or money savings, please note “intangible savings”.

- **Solution/Plan. Provide a brief summary that addresses one of the following in 100 words or less (note applicable enclosures):**
  - In this section, describe the solution and plan for either: a) innovation executed by the individual/team or b) prototype or test of process improvement. This should include a description of how it saved (or will save) time and/or funds (if appropriate). Solutions *may* describe how something was made safer or the significance of impact/effects of implementing a new technology, model, or system.
- **Resource or Policy Change Request. Provide a brief summary that addresses one of the following in 100 words or less (note applicable enclosures):**
  - If required, answer one or more of the following questions: What should happen with this innovation? Do you need more funds to develop the innovation? (If yes, provide an amount and a breakdown of how it will be used.) Would you like the innovation presented to the appropriate program manager? Are you publishing a best practice completed by an individual/team that should be shared within your specialty or customer community? This information will help the **Industrial Program** decide on a course of action. Also include any risks associated with successful implementation of the innovation.
- **File.** Attach any supporting documentation.

**Scoring for Innovative Individual/Team(s) Category:**

<b>CRITERIA</b>	<b>QUESTIONS THAT MAY BE USED IN DETERMINING SCORE POINTS</b>	<b>SCORE OPTIONS</b> <b>10 = Outstanding</b> <b>8 = Above expected standards</b> <b>7 = Acceptable</b> <b>3 = Below expected standards</b>
<b>READINESS</b>	How well did the individual/team communicate with its customers (related to this innovation)?	
	How did the individual/team improve readiness?	
<b>QUALITY SOLUTION</b>	In your opinion, what was the overall quality of the improvement or tasks completed by the individual/team?	
	How well did the individual/team address the Commandant's Performance Excellence Criteria?	
<b>ACCOUNTABILITY/ REPEATABILITY</b>	How well documented are the procedures used and are they easy to duplicate? Will others benefit from implementing the same procedures?	
<b>RESULTS</b>	What did the service performed accomplish? What are the tangible results?	
	How well did the individual/team meet the needs of the industrial and/or maintenance community?	
<b>CREATIVITY</b>	Based on your knowledge, is this an innovative means of providing community service or a new twist on what has already been done?	
<b>STEWARDSHIP</b>	Does the program operate within its budget, and are the costs appropriate?	
<b>EASE OF MAINTENANCE</b>	How efficient was the individual/team in identifying follow on support/ maintenance needs?.	

- *Highest total aggregate score will determine the winner in this category.*