



COMDTINST 5224.10

3 JUN 1991

COMMANDANT INSTRUCTION 5224.10

Subj: Recognition Of Efforts In Total Quality Management

Ref: (a) TQM Generic Organization, COMDTINST 5224.7

(b) TQM Organizational Structure and Training Strategy, COMDTINST 5224.8

(c) TQM Communications and Measurement Strategy, COMDTINST 5224.9

(d) Medals and Awards Manual, COMDTINST M1650

(e) Personnel Manual, COMDTINST M1000.6A

(f) Performance Management System (PMS), COMDTINST M12430.6A

(g) Coast Guard Performance Management and Recognition System (PMRS),
COMDTINST M12540.1A

(i) Auxiliary Manual, COMDTINST M16790.1B

(j) Idea Express, COMDTINST M5305.4C

1. PURPOSE. This instruction defines a strategy for recognizing efforts in furthering the Total Quality Management (TQM) goals of the Coast Guard and rewarding outstanding accomplishments by individuals, teams and working groups using TQM.
2. DISCUSSION. This is the fourth in a series of instructions on TQM. Referenced (a) and (b) define our TQM philosophy and linking pin structure. Reference (c) describes the TQM communications and measurement strategy. This instruction outlines the recognition system changes which will be forthcoming in references (d) through (i) to establish a teamwork dimension to our recognition system. A link is established to our Idea Express program which will be reflected in a change to reference (j). This instruction will be reviewed and revised as we mature in our use of TQM.

3. RECOGNITION. Although some TQM efforts are individual, most are not; hence, the focus is on teams or groups and all the members thereof. Two systems are available: informal and formal.
 - a. Informal Recognition. As units start to use TQM, opportunities will constantly arise for effective leadership to motivate our members toward our goal of TQM as our normal way of doing business. Organizations which have converted to TQM all note in the critiques of their early days the importance of personal involvement and tangible support by top leaders.
 - b. Formal Awards. This section progresses from baseline recognition required in all identifiable TQM activities to tools for rewarding extraordinary accomplishments.
 - (1) Communications to each participant. TQM efforts should receive solid feedback. Examples of such efforts would be membership on a Quality Action Team (QAT) recommending a process improvement, or a Natural Working Group (NWG) team recommending a problem solution, or a Guidance Team (GT) assisting a QAT. The Executive Steering Committee (ESC) or Quality Management Board (QMB) defined in reference (b) having immediate knowledge or supervision of these efforts shall write a feedback letter from the ESC/QMB to each person on the team advising them whether the solution their team recommended was adopted and its real or anticipated results. Even if a team can receive informal feedback or can see the obvious result of their effort, a formal letter is required.
 - (2) Awards for Superior Teamwork. For TQM to succeed, we must reward teams, not individuals. Rewards should be equal to each team member whether active/reserve military, civilian or auxiliary. With the exception of unit awards, our present awards program does not define equivalent awards across the three systems. Some thought has been given to future awards for teams which would be defined equally in references (d), (i) and (j), but this may not be necessary if we can make our present system work. A change will be made to the references in an attempt to define equivalent awards to provide the tools for giving equal awards to each member in a diverse team. Nominations for awards to NWGs and QATs will normally come from supervisors or commanding officers in their capacity as chairperson or member of an ESC, QMB or GT.

3. b. (3) Individual Awards. In general, a team effort deserves equal team recognition. However, a person serving on several successful QATs, or the best thinker in a NWG over a period of time, or a particularly skilled facilitator will probably deserve individual recognition regardless of the accolades his teams may have garnered.
- (4) Department of Transportation Annual Award for Quality. This is a new award which is in the initial draft stages and is yet unnamed. It will be a prestigious award and a worthy goal. Even the act of applying for such an award causes an organization to do a healthy review of customer-supplier alignments, policy, practices and accomplishments. Assuming the award is promulgated in 1991, our target is to apply for the award for the Coast Guard by 1994. We will apply for the award each year we are eligible.

4. EVALUATIONS.

- a. No discussion of recognition is complete without mentioning evaluations. Our present system of officer, enlisted, and civilian evaluations does not need to be extensively modified. The "Remarks/Achievement" sections of the documents can be used to identify TQM activities or justify a higher mark because of an outstanding effort using TQM. Slight modifications to the wording of OER dimensions may also be necessary.
- b. As we become more literate in TQM principles, we must refine the language in our evaluations to accurately describe our new way of doing business. When describing duties on an OER, we should summarize the processes owned, customers served and suppliers. We can improve how we word any Critical Job Element/Job Element by identifying key customers and suppliers when we draft the task. Process owners should be identified; tasking a subordinate to improve a process he or she does not own can be futile unless the supervisor seeks to empower the subordinate with membership on a cross-function QAT. This will be a learning curve, but one along which we must keep progressing if we are to properly recognize our members' performance. Changes to references (e), (f), and (g) will move us in this direction.

5. IDEA EXPRESS.

- a. A cornerstone of TQM is continuous improvement. All members are expected to make many suggestions to improve their work processes. Idea Express was designed to be

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5. a. (cont'd) compatible with TQM by evolving through various stages. The first evolution will be to give ownership to any suggestions developed in QAT or NWG team effort to the team as a whole. With approval of the team's chartering GT or QMB, the suggestion can go forward into the Idea Express program. Any rewards would be shared equally by all members of the team.
 - b. Some levels of improvements will be natural products of QATs. On the other hand, not all QAT recommendations will be Idea Express candidates. Normally, only those QAT recommendations that represent unusual levels of improvement or major technical or managerial improvements will be eligible. Reference (j) will be changed to provide the details.
6. ACTION. Area and district commanders, commanders of maintenance and logistics commands, Headquarters unit commanding officers, Commander, Coast Guard Activities Europe, and chiefs of offices and special staff divisions at Headquarters and our associated TQM organizational structure shall use the forthcoming changes to applicable references according to the philosophy and the system defined in this instruction.

/s/ Robert T. Nelson
Chief of Staff