

Nomination of the U.S. Coast Guard for the 2017 ISPI Kaufman Award

The Coast Guard has imbedded our performance improvement methodologies and underlying philosophy into their organizational DNA. Examples include:

- Received more ISPI Awards of Excellence than any other organization
 - http://www.ispi.org/ISPI/Awards/Awards_Of_Excelence_Recipients.aspx
 - http://www.ispi.org/ISPI/Conference/Awards/Current_Award_Recipients/ISPI/Conference/Awards/Current_Award_Recipients_.aspx?hkey=118c125b-4cf1-4d34-a409-5848ea3838a2
 - 2016 Coast guard Awards of Excellence
 - Outstanding Human Performance Communication 2016
 - U.S. Coast Guard Human Performance Technology 101

 - Outstanding Human Performance Intervention
 - U.S. Coast Guard Waterways Management Performance Support System
 - U.S. Coast Guard Advanced Helicopter Rescue School Cover Asset Analysis
 - U.S. Coast Guard Storekeeper %A+ School
- Trained more personnel in performance improvement techniques appropriate to their role
- Paid the salaries and tuition of four to five personnel a year as they work on their masters degrees in Instructional Design and Performance Improvement
- Contributed more ISPI Board members
- Given more ISPI Conference presentations
- Served as a benchmarked organization for both the public and private sector as well as by Coast Guards from other countries.
- Regularly contributed volunteers for ISPI efforts including the Board and various committees
- Kept the ISPI Armed Forces Chapter alive
- Is an ISPI Advocate Member

I served on last year's Kaufman Award committee and worked with Coast Guard Training Center Petaluma as they wrote their application. They documented only the work done at the Training Center since there is a rule that an organization was not eligible for the Kaufman Award if they had a member on the ISPI Board. It was the recommendation of that committee that the Coast Guard nominate itself again this year only this time as the whole organization.

I approached Klaus about getting a waiver of the Board member requirement since we have two Coast Guard officers serving as Board Directors. Klaus got back to me saying that it would be better for ISPI if an international organization won the recognition. I asked him why is there only one winner when we have multiple winners in other AOE categories if the individual or organization met the criteria; Klaus thought that was a good idea.

Why should we deny an organization the recognition it deserves because they have members elected to the Board. Here is the rule:

If Advocate or organizational member of ISPI, then no member of the organization can have served on the Board or as a fulltime member of the ISPI staff for at least three years prior to the date of presentation of award.

The Coast Guard has served as a role model for all organizations to follow. It's conceivable that the Coast Guard may always have a member of the Board and therefore not be eligible for the Kaufman Award,

The Coast Guard should not be denied this recognition because they have two members of the Board or that ISPI should give the award to a foreign organization this time. There is no organization more deserving. I've attached last year's Coast Guard recommendation that focused on one small part of the Coast Guard, their training center in Petaluma, California.

Another problem with the present Kaufman Award criteria is that we only select one awardee. Shouldn't this be criterion referenced so that every organization that meets the stated criteria gets the award. We do that for our other awards.



Training:

Drove the Coast Guard training system to become fully performance-based. Directed the efforts of 15 Headquarters Training Managers and over 500 course designers and instructors at 7 Coast Guard Training Centers. Courses were considered the standard in the industry for their replication of the field environment and their applied focus.

Leadership:

Initiated, researched, and created a comprehensive leadership improvement package featuring over 100 potential training and non-training actions. Recommendations and follow-up lead to developing the Leadership Development Center and ensuring that leadership was an agenda item at every Flag (semi-annual Admiral's) conference. Ensured that every Coast Guard leadership course was performance-based and supported the Service's core values and defined competencies.

Core Values:

Convened a panel of 20 individuals that oversaw and delivered Coast Guard leadership training. Compared curricula, analyzed the leadership system, and produced the first-ever set of Coast Guard "core values".

Coaching:

Coached over 20 U. S. Coast Guard Headquarters Training Managers (from very diverse backgrounds) over a 5 year period. Results seen in use of significantly more non-training interventions and substantially improved front-end-analyses, curriculum outline reviews, and external evaluations.

Front-End Analysis:

Teaming partner for several Front-End Analyses/Needs Assessments regarding International Port Security Liaison Officers, Contingency Staffing personnel, and eLearning.

COAST GUARD SNAPSHOT for 2014

(Last Full Year with Numbers Processed)

Workforce Totals

. Military Active	36,235
. Military Reserve	7,351
. Civilian	7,064
. Auxiliary	29,620
. Active Retired	35,570
. Reserve Retired	6,915
. Contract Employees	32,814

State Asset Totals

. Boats	1,523
. Cutters	238
. Aircraft	187

Operational Statistics

. Search and Rescue Missions	17,504
. Aids to Navigation Serviced	42,781
. Waterborne Commerce	2,845,937 twenty foot equivalents (cargo containers)

In 2014, active duty members, reservists, civilian employees, and volunteer auxiliarists:

- . Responded to over 17,000 Search and Rescue cases
- . Saved 3,430 lives and more than \$47 million in property.
- . Removed 90,997 kilograms of cocaine and 108,535 pounds of marijuana bound toward the U.S.; worth over \$3 billion dollars in wholesale value.
- . Continued the deployment of six Patrol Boats and 400 personnel to protect Iraqi critical maritime oil infrastructure and train Iraqi naval forces.
- . Conducted 189 escorts and patrols to support 67 domestic U.S. military cargo out loads.
- . Conducted 25,393 container inspections, 3,643 facility safety and marine pollution related inspections, and 1,366 cargo transfer monitors to ensure safety and environmental stewardship of the maritime domain.
- . Conducted 623 boardings of high interest vessels designated as posing a greater than normal risk to the United States.

- . Interdicted more than 7,747 undocumented migrants attempting to illegally enter the United States.
- . Conducted 4,891 safety and security exams on vessels operating on the U.S. Outer Continental Shelf.
- . Completed over 8,200 Safety of Life At Sea safety exams on foreign vessels.
- . Conducted 5,856 investigations for reportable marine casualties involving commercial vessels.
- . Conducted over 43,700 recreational vessel boardings, issued over 11,000 citations, and visited 426 recreational boat manufacturers to provide education and ensure compliance
- . Conducted over 5,928 fisheries conservation boardings, encountering 149 significant fishery violations
- . Conducted 102 boardings of foreign vessels to suppress IUU fishing on the high seas and in the EEZs
- . of partner nations.
- . Facilitated, with the Canadian Coast Guard, the safe movement of 30 million tons of dry bulk (iron ore, coal, stone, cement) and 7,960,000 BBLs of liquid (gasoline, diesel, heating oil) cargoes during the ice season.
- . Responded to 8,905 pollution incident reports.
- . Managed 400 federal cleanup projects under the Oil Spill Liability Trust Fund (OSLTF) and Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA) fund, totaling \$25 million.
- . Assessed the effectiveness of anti-terrorism measures in over 169 port facilities in 57 of our maritime trading partners.
- . Screened over 212,000 vessels, including over 126,000 vessels and 30 million crewmembers and passengers prior to arrival in U.S. ports.
- . Issued 51 permits for bridge projects valued at \$10.3 billion.
- . CGC POLAR STAR conducted the first deployment to McMurdo, Antarctica in support of the U.S. Antarctic Program (USAP) in seven years. POLAR STAR escorted one tanker and one cargo resupply
- . ship through Antarctic ice. In addition, the cutter assisted in the resupply
- . of the aviation fuel depot at Marble Point, Antarctica.
- . Identified 1,546 icebergs and assisted North Atlantic mariners make more than 2,200 commercial transits around iceberg laden waters during an above average ice year.
- . Maintained over 49,000 aids to navigation, including over 15,000 unlighted buoys marking the US Western Rivers System. Serviced 15,125 aids and responded to and corrected over 7,600 discrepancies providing a 98.2% Aid Availability Rate to ensure the safe transit of \$3.2T worth of commerce transiting over 25,000 miles of U. S. waterways.
- . Established 52 Automatic Identification System (AIS) aids to navigation (ATON).

Kaufman Award 2014-2015

Guiding Principles

1. Actively encourage individuals and organizations who espouse performance improvement principles and ethical standards that are measurably anchored in societal value added.
2. There is no requirement that the individual or organization be engaged with ISPI
3. If the committee deems that no nominee is worthy of the award during a given year (based on established criteria), the committee can elect to withhold selection of a winner until the following year when there is a worthy award recipient.

Qualifying Criteria

	Nominee #1
<p>1. A documented history of tangible/measurable positive societal results/impacts spanning at least 5 years (for example, data related to improved self-sufficiency; self-reliance, and quality of life)</p>	<p>Last year's runner-up. Here are the comments from last year's committee chair: %am happy to report that USAID is the unanimous choice for 2016, with a recommendation that the USCG writ large be considered next year.+ http://www.uscgnews.com/go/doc/4007/2156594/ https://www.uscg.mil/top/missions/ https://www.uscg.mil/top/about/doc/Coast_Guard_Ethos.pdf</p>
<p>2. Recognized contributions to the community and society (as documented through media, other awards, public reports, etc.)</p>	<p>The U.S. Coast Guard is one of the five armed forces of the United States and the only military organization within the Department of Homeland Security. Since 1790 the Coast Guard has safeguarded our Nation's maritime interests and environment around the world. The Coast Guard is an adaptable, responsive military force of maritime professionals whose broad legal authorities, capable assets, geographic diversity and expansive partnerships provide a persistent presence along our rivers, in the ports, littoral regions and on the high seas. Coast Guard presence and impact is local, regional, national and international. These attributes make the Coast Guard a unique instrument of maritime safety, security and environmental stewardship.</p>
<p>3. Has evidence of latent+in relation to achieving positive societal contributions</p> <ul style="list-style-type: none"> o Replicable Process. Shared enough about the method that others could do it o Scalability/Generalizability. Given what is shared, can someone else take it and apply/adapt it in different contexts. 	<p>Benchmarked by other government and civilian organizations as well as other world-wide Coast Guards. One year statistics</p> <p style="text-align: center;">Performance Improvement Guide.pdf</p> <p>https://search.www.uscg.mil/search?affiliate=uscg&query=performance+improvement https://www.uscg.mil/top/about/doc/uscg_snapshot.pdf</p>
<p>4. If individual, then has not served on the Board or as a full-time member of the ISPI staff for at least three years prior to the date of presentation of award.</p>	<p>Organizational recommendation. Does not apply.</p>
<p>5. If advocate or organizational member of ISPI, then no member of the organization can have served on the Board or as a full-time member of the ISPI staff for at least three years prior to the date of presentation of award.</p>	<p>Unintended consequence; Coast Guard could not receive this award for at least five years</p>

Distinguishing Criteria

	Nominee #1
Evidence of applying the principles of performance improvement and the ISPI standards and code of ethics	<p data-bbox="537 275 1308 302">https://www.uscg.mil/directives/cim/5000-5999/CIM_5370_8B.pdf</p> <p data-bbox="537 302 1468 638">The Coast Guard Code of Ethics was put in place before the CPT Code of Ethics. The Commandant's Direction guides the Coast Guard during the tenure of each Commandant. This document is founded on our Core Values of Honor, Respect, and Devotion to Duty, and guided by the principles of Service to Nation, Duty to People, and Commitment to Excellence. Each principle reinforces the others and they collectively inform strategic, operational, and resource decision-making throughout the Coast Guard. In the following pages, each principle is described to explain its meaning, relevance, and applicability to all members of the Coast Guard Family · Active Duty, Reserve, Civilian, Auxiliary, and families alike. Priorities are identified to focus our efforts in meeting anticipated challenges and risks.</p> <p data-bbox="537 667 1073 695">https://www.uscg.mil/auxiliary/corevalues.asp</p> <p data-bbox="537 695 1289 722">https://www.uscg.mil/directives/cim/1000-1999/CIM_1600_2.pdf</p>
Has significantly contributed to and supported others in creating positive societal results.	<p data-bbox="537 737 1484 789">http://www.uscgnews.com/external/content/document/4007/1463487/1/CGA%20Impact%20Spring%202011%20Spreads%2017AUG2011.pdf</p> <p data-bbox="537 789 1468 842">http://www.heritage.org/research/reports/2011/06/the-human-tragedy-of-illegal-immigration-greater-efforts-needed-to-combat-smuggling-and-violence</p>
Has provided leadership in terms of guiding practice that results in positive societal consequences.	<p data-bbox="537 858 1370 886">https://www.uscg.mil/seniorleadership/DOCS/CCG_Direction_2014.pdf</p> <p data-bbox="537 886 1321 913">https://www.uscg.mil/directives/cim/1000-1999/CIM_1500_10C.pdf</p> <p data-bbox="537 913 1243 940">https://www.uscg.mil/directives/ci/5000-5999/CI_5351_1.pdf</p> <p data-bbox="537 940 1484 993">https://www.scribd.com/document/47662155/U-S-Coast-Guard-Unit-Leadership-Development-Program-ULDP</p>
Has published or presented about their accomplishments.	<p data-bbox="537 1010 1170 1062">Numerous ISPI Awards and conference presentations Annual Performance Improvement Conference</p>