

A continuous process improvement (CPI) framework development project to improve overall cost structure, identify key performance metrics for tracking performance, increase organizational responsiveness, and enhance work product quality in the Engineering and Operations business unit

## Overview

- Develop critical administrative tools to be utilized in the implementation and management of a CPI framework
- Development of an executive-level presentation which provides CPI implementation planning approach with goals and objectives, essential management functions, and program management methodology
- Preparation of work plan template(s) for work teams to ensure essential management function tasks are included and appropriate project management rigor is incorporated

## Participants

- EVP, Engineering & Operations

## Approach

- Identify strategic vision for organization and set objectives/goals to include first event goals throughout the organization to show startup and buy-in
- Identify and document services provided by organization
- Identify performance metrics and tracking process to ensure all organizational decisions directly support performance metrics
- Publish goals to encourage aggressive tracking with timetables set on milestone goal level
- Identify criteria to select and prioritize CPI action areas allowing organization to focus on issues affecting the largest percentage of the organization and that will have the greatest impact (e.g., customer impact, ease of accomplishing, can action be accomplished inside organization or if require outside support, how long will action take, will impact be short- or long-term)
- Perform gap analysis between baseline and goals to identify areas where CPI efforts need to focus first to raise key metric or resolve customer dissatisfaction (deliver prioritized list of CPI focus areas with action plans)
- Select CPI Action Areas targeting having the most impact and starting with smaller pilot projects in important areas to display value of CPI process and accomplish “quick win” to generate further interest and buy-in from organization members
- Build Work Plans (with Controls) containing detailed tasks identifying relevant dates for each activity and resource assigned to ensure effective implementation tracking and control
- Perform periodic customer feedback surveys to ensure the “voice of the customer” is heard and reported issues are promptly addressed

## Results

- Critical administrative tools developed for the implementation and management of continuous process improvement related to the following key functions:
  - Front-End Planning & Loading
  - Core Team/Resource Support
  - Tools & Guidance Template Development
  - Coordination Assistance
- Executive-level presentation created providing implementation planning approach with goals and objectives, essential management functions, and program management methodology
- Work plan template(s) developed containing detailed tasks for CPI implementation and to ensure essential management function tasks are included and appropriate project management rigor is incorporated