

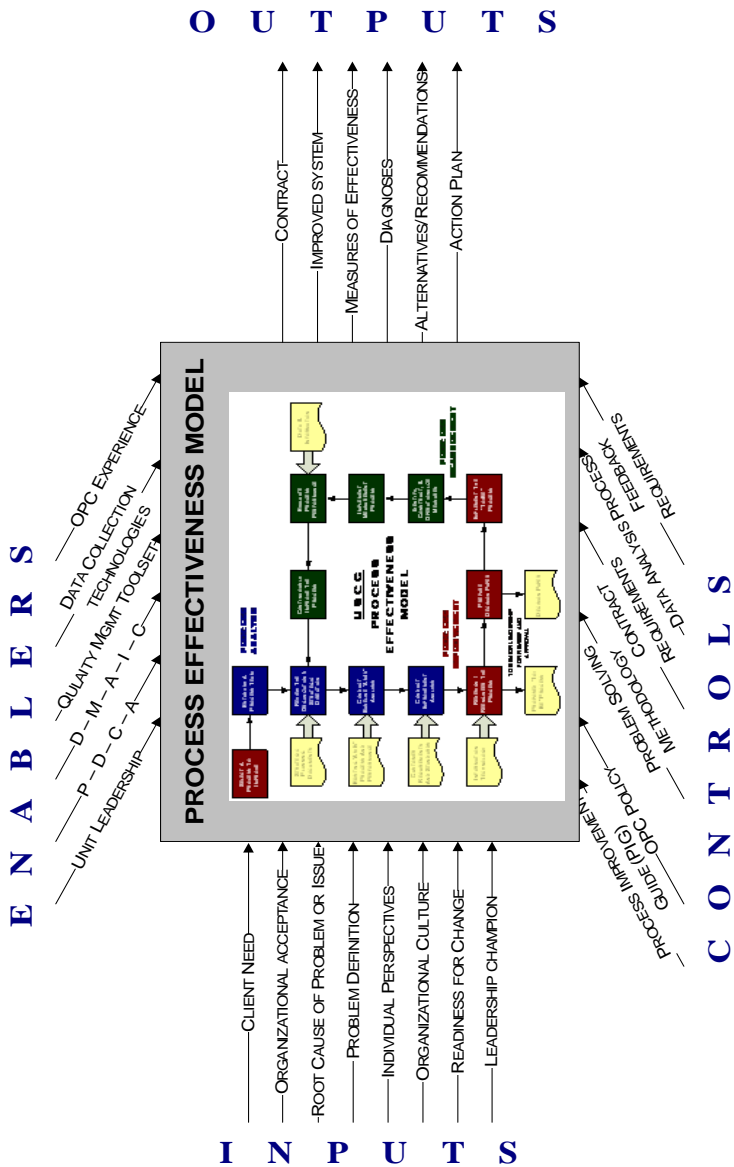
DEPARTMENT OF HOMELAND SECURITY
UNITED STATES COAST GUARD

Semper **P**aratus



**Process
Improvement**

PROCESS IMPROVEMENT CONTEXT DIAGRAM



PROCESS IMPROVEMENT CHECKLIST

1.0 SELECT A PROCESS TO IMPROVE

- Identify Key Value-Creation Processes
- Consider Process Performance and Dysfunction
- Weigh Feasibility Factors

2.0 PREPARE TO IMPROVE/REENGINEER

- Establish A Process Improvement Team
- Review Organization Strategic Direction
- Review Process Analysis

3.0 IMPROVE/REENGINEER THE PROCESS

- Decide What Needs to be Improved
- Decide How to Achieve Improvements
- Identify and Consider Alternatives
- Redesign the Process Workflow
- Consider Change Management

4.0 PREPARE/PRESENT DECISION PAPER

- Prepare Final Recommendations
- Obtain Stakeholder Concurrence.
- Prepare Initial Implementation Plan
- Present Recommendations & Implementation Plan

5.0 IMPLEMENT THE TO-BE PROCESS

- Establish Implementation Team/Finalize Plan
- Inform Stakeholders/Manage Expectations
- Execute Implementation Plan
- Manage Change
- Implement Process and Project Measurement

PROCESS IMPROVEMENT

DESCRIPTION: The process by which organizations improve the way they do business – i.e., their processes.

USE THIS TOOL: As needed, to help an organization improve its operational or support processes.

DEGREE OF DIFFICULTY: *Practitioner to Master Level*

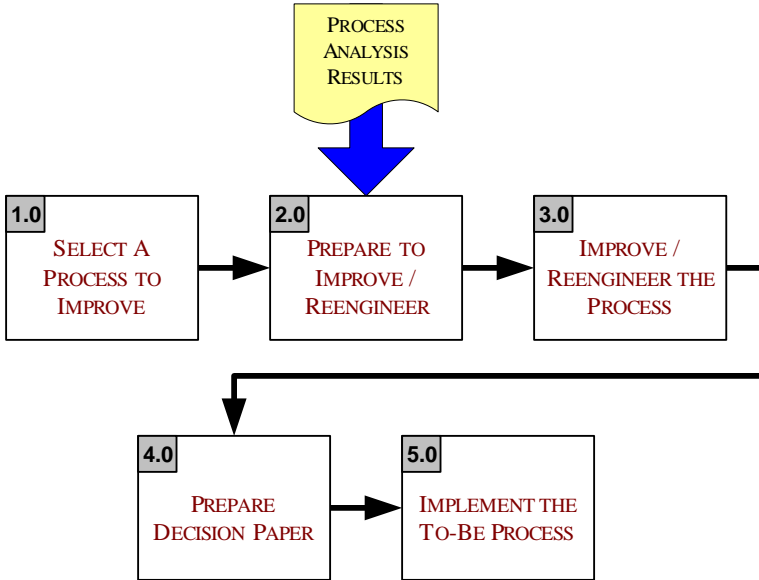
INTRODUCTION

This booklet provides guidance on process improvement. Process improvement is about optimizing process performance, to varying degrees and at varying speeds. Process improvement is itself a process with inputs, value adding steps, and outputs. The primary input being the As-Is Process, and the primary output, the To-Be Process. How the team goes about affecting this transformation – deciding what to change and how to make the changes, presenting their recommendations, and implementing the results – is the subject of this guidance. Below is a list of the primary.

- Step 1.0** Selecting a Process. How to select a target process whose improvement will yield the greatest benefit to the organization.
- Step 2.0** Prepare to Improve/Reengineer. Briefly covers establishing a team and preparing them for their assigned task (see note, below).
- Step 3.0** Improve/Reengineer the Process. Details improvement activities – the most important step in, and the primary focus of, this booklet.
- Step 4.0** Prepare Decision Paper. Provides guidance on preparing and presenting recommendations to senior leadership.
- Step 5.0** Implement the To-Be Process. Addresses operational testing and implementation

Note: This booklet is the second part of a three part series on process effectiveness. The three booklets are designed to be used as standalone interventions, or in sequence to improve overall performance. It is important to note, however, that the three booklets do overlap to some degree, and that certain cross-booklet steps must be performed no matter which activity is undertaken.

PROCESS STEPS



Process Improvement Model

1.0 SELECT A PROCESS TO IMPROVE

No organization can significantly improve or reengineer all its business process simultaneously. Resources are limited for improvement activities, leadership must focus its efforts, and a certain degree of work order and discipline must be maintained. In deciding which process, or processes, to improve leadership should consider which processes are:

- Creating the most value for customers;
- The greatest cause of customer dissatisfaction;
- The most susceptible to successful improvement.

A detailed task checklist and associated tools are provided below.

DETAILED CHECKLIST		TOOLS
1.1	Identify Key Value Creation Processes	Facilitation Skills
1.2	Consider Performance and Dysfunction	Structured Interview
1.3	Weigh Feasibility Factors	Matrix Diagram



Select a Process to Improve

1.1

All processes are not created equal!



Refer to the CG PIG:

Facilitation;
Brainstorming

– Work with the leadership team to identify Key Value Creation Processes

IDENTIFY KEY VALUE-CREATION PROCESSES

All processes are not created equal! Some are far more important than others – integral to the organization’s mission and critical to customer satisfaction. Process improvement, and especially reengineering, requires significant organizational resources – time, money, and effort. Particular care must be taken to ensure these resources are used effectively, so their impact results in the greatest bang for the buck! Organization’s must carefully select which processes they choose to improve and expend their resources on. This leads to the concept of *key value-creation processes*, also referred to in reengineering texts as key business processes. They are the processes that facilitate the organization’s purpose. Refer to the Baldrige Note below for a take on how the NIST views this concept.

Baldrige Note

The organization’s key value creation processes are those most important to running the business and maintaining or achieving a sustainable competitive advantage. They are the processes that involve the majority of the organization’s employees and produce customer, stockholder, and other key stakeholder value. They include the processes through which the organization adds greatest value to its products and services. They also include the business processes most critical to adding value to the business itself, resulting in success and growth.

1.2



CONSIDER PERFORMANCE AND DYSFUNCTION



Refer to the Assessments Toolset (CD): **Structured Interview Diagnostic Contract Sample**

– Develop an interview instrument; go out and talk to people!

As a general rule, most people already know which processes are broken and need improvement. They are the ones they are frustrated with, because they don't meet their needs and their customers are always complaining about them. In the larger organizational context, they are the ones that cause the organization to lose money and customers, rather than make money and distinguish themselves. Examples include, travel claim processing that takes two weeks, approval processes that are redundant and unnecessary, repair processes that cause work to shut down and be continuously interrupted due to slow response. These are the processes which leadership should look to first in deciding to conduct process improvement. Why spend a lot of time and energy fixing something that is not really broken, when the organization/team can fix something that is!

Improvement Vs. Reengineering

On a final note, although this booklet is titled, Process Improvement, it could easily have been titled, Process Reengineering – the difference between improvement and reengineering being the degree of change sought, and the speed with which it is implemented. In certain circumstances continuous process improvement is perfectly acceptable and is the correct choice, but in others, step-wise, or radical, improvement is necessary, and absolutely essential!

“When someone asks us for a quick definition of business reengineering, we say that it means “starting over.” It doesn't mean tinkering with what already exists or making incremental changes that leave the basic structures intact. It isn't about making patchwork fixes – jury rigging existing systems so they work better. It does mean abandoning long-established procedures and looking afresh at the work required to create a company's product or service and deliver value to the customer.”

Michael Hammer, Author, Reengineering The Corporation

1.3



WEIGH FEASIBILITY FACTORS



Refer to the

Process

Effectiveness

Toolset (CD):

Functional

Matrix

Instruction and

Template

– Weight each factor; use a prioritization matrix to place them in priority order

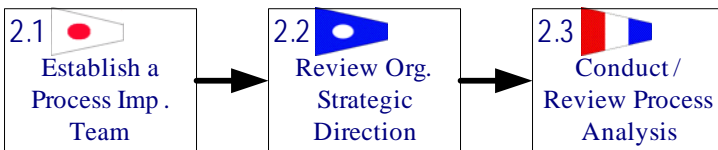
It is very important that leadership seriously consider the potential success or failure of an improvement effort before embarking on it. Granted, some efforts, those larger in scope and complexity, may provide more bang for the buck if accomplished successfully. However, this doesn't necessarily mean that they are the ones that should be undertaken, particularly if an organization is new to process improvement and reengineering. It often makes more sense to start with a smaller more easily defined process that only crosses one or two functional boundaries, and has only five steps rather than fifteen. Of course, eventually these larger more complex processes must be addressed, but waiting until the organization is more prepared, and in a better position financially, technologically, or organizationally, may make the most sense.

2.0

PREPARE TO IMPROVE/REENGINEER

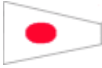
When focusing on process improvement as a standalone activity, a process team (in this case a process improvement team) must still be established, organization strategic direction must still be reviewed, and the target process must still be analyzed (all of which are covered in detail in Field Guide, Booklet 9, Process Analysis). It is just not possible for an improvement team to skip over these steps and still achieve any degree of success in their efforts. A detailed task checklist and associated tools are provided below.

DETAILED CHECKLIST		TOOLS
1.1	Establish a Process Improvement Team	Facilitation Skills
1.2	Review Organization Strategic Direction	Strategic Planning
1.3	Conduct/Review Process Analysis	Process Analysis



Prepare to Improve / Reengineer

2.1



ESTABLISH A PROCESS IMPROVEMENT TEAM



Not Detailed Here!
Refer to the:
*Process
Analysis
Booklet*

As with any process-related activity, the first step is to establish a process team, if one has not already been established. The make-up of the process team is particularly important when doing process improvement. Without representation from each and every functional entity involved in the process, as well as other key stakeholder groups, the team will have difficulty gaining buy-in for any recommended changes. Additionally, and no less important, the quality and comprehensiveness of the team's recommendations will surely suffer without this representation.

2.2



REVIEW ORGANIZATION STRATEGIC DIRECTION



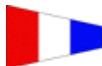
Not Detailed Here!
Refer to the:
*Action Planning
and Process
Analysis
Booklets*

Once a process improvement team has been properly formed, educated, and briefed, their first task is to review the organization's strategic direction. It is absolutely imperative that the team stay focused on this strategic guidance as they work to accomplish their improvement goals and objectives. The organization's strategic direction provides very clear guidance on what to improve. Without this guidance, teams end up being a hammer looking for a nail to pound. Eventually, if enough nails are pounded, the organization will achieve its process improvement goals. However, a lot of time and effort will be wasted. Strategic direction, goals, and objectives (i.e., importance to the organization) provide a means for prioritizing improvement alternatives. This can be accomplished using a simple prioritization matrix (refer to the accompanying Tools CD). Other subjective criteria include importance to stakeholders and importance to the team.



Refer to the
CG FIG: *Matrix
Diagram*

2.3



CONDUCT/REVIEW PROCESS ANALYSIS

The next thing the team should do, before doing any improvement or reengineering, is review the results of any previously conducted As-Is and improvement analysis. And, if no previous analysis has been conducted, then the first thing they need to do is conduct this analysis (see note,



Not Detailed Here!

Refer to the:
*Process
Analysis
Booklet*

below). It is particularly important that the team review/identify the process purpose. They should ask themselves: Why does the process exist? What is its reason for being? How else might the organization fulfill this purpose? It may be that the processes' purpose can be fulfilled more efficiently and effectively by integrating parts of the process under study with another, or by eliminating it all together. It's possible that the process is non value-adding. The key here is to separate purpose from function. Think about how the organization is adding value. Beware of paradigms that sway the team's perception of what's possible or acceptable. Commonly, organizations and teams place restrictions on themselves with no basis for reality. Teams should forget restrictions for the moment (real or imagined) and get creative.

3.0 IMPROVE/REENGINEER THE PROCESS

Once a process has been selected and a team established and prepared, the actual work of process improvement can begin. Unfortunately, this work, though presented here as a process, does not always lend itself to a step by step, do this and then that, methodology. Process improvement involves analysis, invention and discovery, and synthesis. It is an activity that takes multiple people putting their heads together, rolling up their sleeves, and digging into the process. Flexibility, open-mindedness, patience, and understanding are key to the teams success. It is not an easy task, and it takes time and energy! Following are critical success factors for this step.

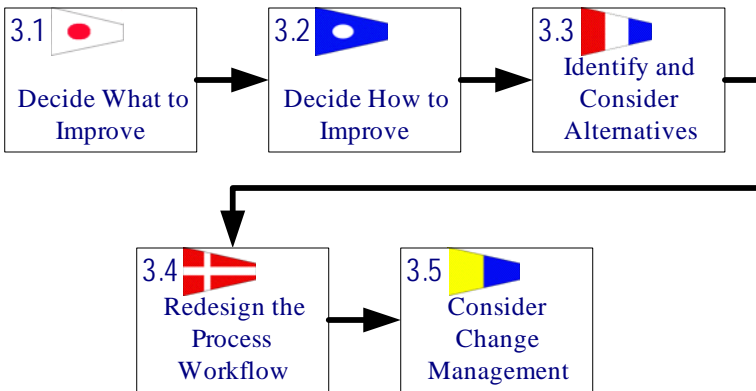
CRITICAL SUCCESS FACTORS

GOOD PREPARATION IS KEY!

- ① Selecting the right process and team members.
- ② Truly understanding the organization's strategic direction and the target processes' impact on that direction.
- ③ How well the process is documented, detailed, and analyzed.

Without good preparation, the improvement team may end up spinning its wheels, fixing things that aren't broke, or causing greater problems than were there initially. If the preliminary work was done right, the improvement team will find itself armed with the data, information, and tools necessary to achieve their goals and objectives. A detailed task checklist and associated tools are provided below.

DETAILED CHECKLIST		TOOLS
3.1	Decide What to Improve <ul style="list-style-type: none"> Identify Improvement Opportunities Prioritize Improvement Opportunities 	Facilitation Skills Matrix Diagram
3.2	Decide How to Improve	Matrix Diagram
3.3	Identify and Consider Alternatives <ul style="list-style-type: none"> Group Hows into Logical Alternatives Select an Alternative 	Affinity Diagram Matrix Diagram
3.4	Redesign the Process Workflow <ul style="list-style-type: none"> Flowchart the To-Be Process Identify New Indicators, as Necessary Label Indicators on Workflow Chart Operationalize New Indicators Revisit/Revise Improvement Targets 	Flowcharting Process Measurement Structured Interview
3.5	Consider Change Management <ul style="list-style-type: none"> Consider Organizational Requirements/Implications Consider Technical Requirements/Implications 	Change Management



Improve/Reengineer the Process

3.1 DECIDE WHAT TO IMPROVE

There are many things to consider in deciding what aspects of a process to improve (i.e., **Whats**). Many have already been discussed in previous sections of this booklet (and also Field Guide, Booklet 9, Process Analysis). That said, there are five aspects of improvement that teams may find useful to consider distinctly and separately. These are listed and described below as *The STEPS* of Process Improvement.

THE **S** **T** **E** **P** **S**

STANDARDIZE THE PROCESS

TARGET VARIATION

ERROR-PROOF THE PROCESS

OP**TIMIZE** OUTPUTS AND OUTCOMES

STREAMLINE THE PROCESS

S STANDARDIZE THE PROCESS. Getting everyone to consistently use the same procedures is a major step forward, because it provides a basis for further study and improvement. Unfortunately, this doesn't just happen because the team wishes or wills it to be so – the team, and the processes leadership, must do something to make it so. Possibilities include:

- Providing additional user training;
- Designing in additional checks and balances;
- Clarifying and simplifying process flow.

T TARGET VARIATION. Look for places where the same conditions or procedures lead to different results. Identify differences that can be eliminated. This is where process improvement can become very technical and methodical. Managing variation and control require collecting data over time, tracking that data on specifically designed run charts, and limiting changes only to those processes that are considered under control, and whose data have proven them to be out of tolerance. Unfortunately, this level of analysis requires specific training and knowledge that is beyond the scope of this booklet. OPCs desiring to learn more should read *Understanding Variation*, by D. Wheeler, and refer to the *Statistical Quality Control Handbook*, both referenced in the back of this booklet.



ERROR-PROOF THE PROCESS. What errors or mistakes occur in at each step of the process? How can they be reduced or eliminated? If, every time, a process failure occurred, someone considered how the process could be changed, or what needed to be done, to prevent that failure from ever occurring again, organizational processes would quickly become perfect! A good corrective and preventive action procedure can do wonders for an organization's processes. However, barring that, the improvement team needs to talk with process users and stakeholders and find out what failures previously, and most importantly, consistently, have occurred. And, then build preventive activities – reviews, checklists, instructions, training, etc. – into the process.



OPTIMIZE OUTPUTS AND OUTCOMES (to align with or surpass stakeholder requirements). This is the ultimate objective of process improvement. The team can improve items 1–4 continuously, but if it doesn't effect the processes' outputs and/or outcomes, their impact will be minimal. Whereas the previous items focused primarily on improving process efficiency (that is, reducing costs – people, time, and money), this item focuses primarily on process effectiveness and quality, or what is often termed, a processes' fitness for purpose. Which means, is the process fulfilling its purpose, meeting customer needs and keeping customers satisfied?



STREAMLINE THE PROCESS. Eliminate non-value adding steps, such as lengthy delays and excessive management reviews. The fewer people touching the product or involved with the service, the better. There is not much more that can be said here. It is amazing how many times processes become convoluted and distorted or bogged down with excessive levels of review, useless branches and cycles, and people and organizations being involved that don't need to be because they add little or no value (in fact, many times they actual subtract value. A common exclamation in this regard is, “We have always done it that way!”

3.2



DECIDE HOW TO IMPROVE



Refer to the CG PIG:

Facilitation Skills



Refer to the Process Effectiveness Toolset (CD):

Functional Matrix Instruction and Template

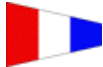
– There is no technique for doing this; work with the team to decide what will work best

Once teams decide what they want to improve, the next question they need to address is how are they going to do it (i.e., **Hows**). In considering this, the team should try to take advantage of organizational strengths wherever possible, and to leverage information technology. Information technology is one of the keys to achieving stepwise improvement. Teams should consider the following criteria for prioritizing hows.

- Correlation with whats
- Costs and benefits
- Resource requirements and potential savings
- Organizational change (disruption) impact
- Political support
- Probability of success
- Technological feasibility

Comparing **what** teams want to improve with **how** they plan to do it, and using weighted criteria to prioritize and select alternatives is part of a technique commonly known as **Quality Function Deployment**.

3.3



IDENTIFY AND CONSIDER ALTERNATIVES



Refer to the Process Effectiveness Toolset (CD):

Affinity Diagram Instruction



Refer to the CG PIG: **Multi-Voting**

– If necessary and depending on complexity

Since there may be different ways to meet the process purpose; comply with strategic goals, and objectives; and close improvement gaps; several combinations of improvement initiatives can be logically grouped as alternatives so that the relative merit of each can be assessed. For example, one alternative might involve only minor changes and result in a small incremental improvement. The team might choose to implement this alternative based on the fiscal and political assumptions previously made. Another might involve radical change and result in fundamental or stepwise improvement). The two tasks associated with this step include:

- Group hows into logical alternatives;
- Select an alternative.

3.4

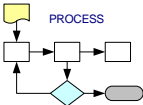
REDESIGN THE PROCESS WORKFLOW



Refer to the
*Process Analysis
Booklet*

After deciding what to improve and how to do it, the team must redesign the process workflow to correspond and accurately reflect the changes they have just made. Essentially, this activity follows the same steps and involves the same tasks as was previously performed in conducting an As-Is analysis (refer to Field Guide, Booklet 9, Process Analysis, Step 3.). This includes flowcharting the new, or To-Be, process, identifying and labeling new indicators, revisiting previously established improvement targets, and updating any previously developed process documents – SIPOC charts, detail tables, taxonomies, lexicons, etc. Below are three tasks that include unique aspects worth noting.

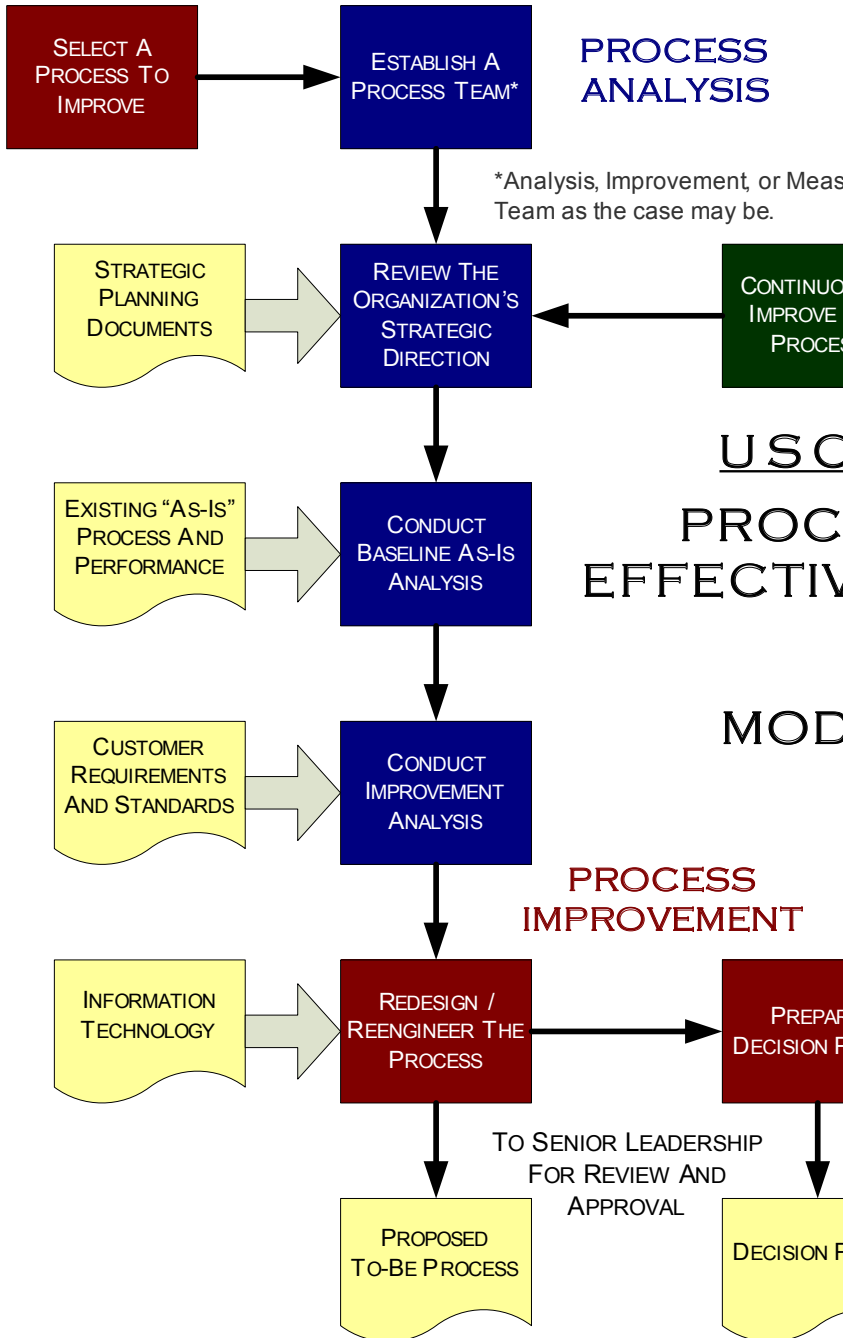
FLOWCHART THE TO-BE PROCESS



Refer to the
Process
Effectiveness
Toolset (CD):
*Flowcharting
Instruction and
Template*

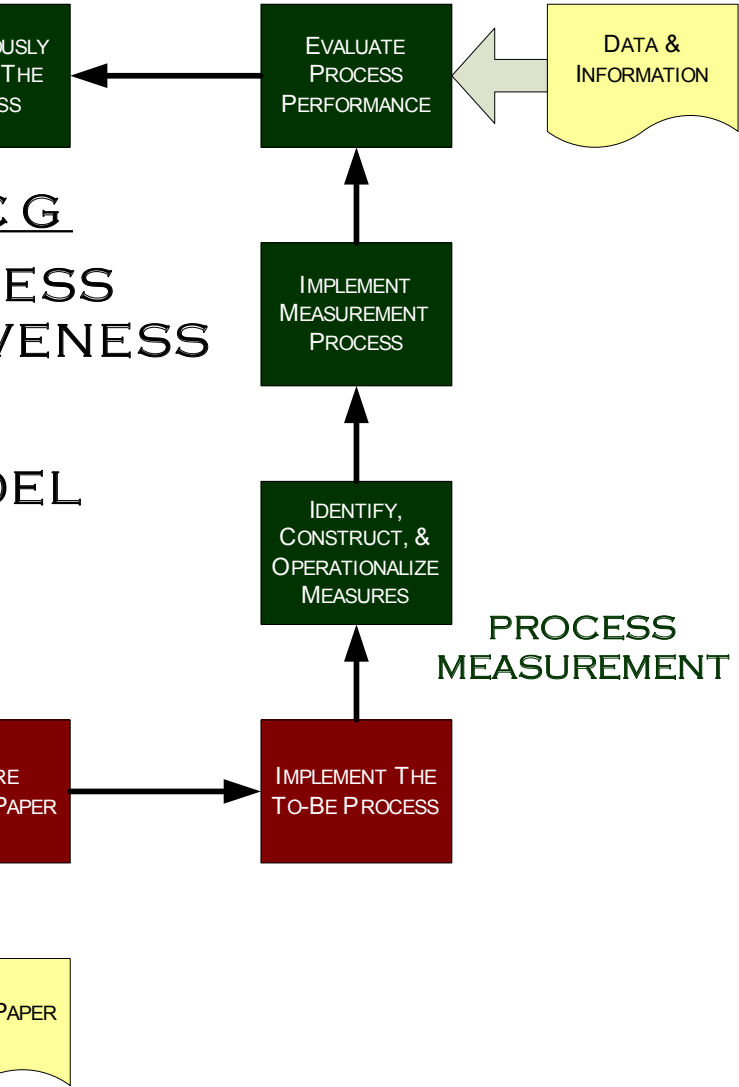
Flowcharting the To-Be process involves taking all the thoughts, ideas (whats and hows) previously identified and selected, and synthesizing them into a formal and organized process flow. It is always amazing how many times this activity results in another round of totally rethinking decisions previously made. Once the team gets down to actually drawing things out on paper and trying to make all their previous decisions fit together and make sense as a whole, things just don't always work out the way they imagined. Too, additional problems surface that have not been previously considered, or imagined. It is a very useful and productive activity, aside from being just plain necessary.

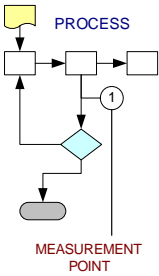
Note: it is almost essential to have a software program designed to facilitate process flowcharting and modeling. Microsoft Visio is very useful in this regard, although there are programs on the market that are designed solely and specifically for process flowcharting, and that probably do a better job in a more user friendly fashion.



OPC PROCESS EFFECTIVENESS MODEL

Measurement





IDENTIFY AND LABEL NEW INDICATORS

Choosing the right indicators is imperative! The team's ability to gauge the success of their improvement efforts will be directly related to the quality of the indicators they select. Teams must know if their efforts/process changes are closing performance gaps and/or helping the organization to achieve its vision, mission, and goals.

REVISIT/REVISE IMPROVEMENT TARGETS

Finally, teams must agree on improvement goals or targets. These will normally coincide with the initial goals or targets identified during process improvement analysis. There may be some cases, however, where it would make sense to shoot for a lower target, or even a higher one in an attempt to satisfy stakeholders.



Refer to the
**Process
Measurement
Booklet**

3.5



CONSIDER CHANGE MANAGEMENT

The last task in Step 3 is to develop a Change Management Plan to address the organizational and technical change requirements of the selected alternative/To-Be process. Much of this should have already been done in evaluating hows (above). However, now is not the time to get careless. All possibilities must be carefully considered and contingencies planned to address them.



Refer to the
**Action Planning
Booklet**

– Don't ignore this, particularly if the team is working with a complex process impacting multiple functions and other processes

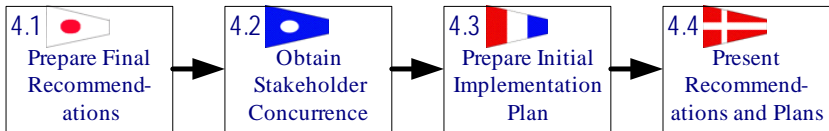
Teams must be careful not to underestimate the impact of change on the organization. People will resist change unless it is managed properly. Many improvement efforts fail due to ineffective change management. The more homework the team does at this point, the better chance they have of convincing management that this is the thing to do, and the better chance they have of successfully implementing the new process. Teams must look at how changes in the target process will affect other organizational processes and purposes. They must be particularly careful not to sub-optimize their process at the expense of the organization, or other processes for that matter. Everything in the organization is linked together and nothing can or should be done in isolation.

4.0 **PREPARE/PRESENT DECISION PAPER**

The purpose of this step is to compile the results of all previous steps, prepare final recommendations, and present initial implementation plans to senior leadership for final approval. Note, that it may not always be necessary to prepare a formal decision paper or even to present the results to senior leadership. If the process owner has been intimately involved in the improvement effort and he or she has the authority to affect processes changes to the degree that they are being proposed, then the team can just move ahead with their implementation plans. This is usually the case with continuous or incremental improvements, but, in the case of reengineering, particularly if a key value creation process is involved, a decision paper and senior leaders approval is an almost certain requirement.

The following steps assume that a decision paper is necessary. A detailed task checklist and associated tools are provided below.

D E T A I L E D C H E C K L I S T		T O O L S
4.1	Prepare Final Recommendations <ul style="list-style-type: none"> • Compile Results of Previous Steps • Document Recommendations and Analysis 	Facilitation Skills Writing Skills
4.2	Obtain Stakeholder Concurrence	Communication Principles
4.3	Prepare Implementation Plans <ul style="list-style-type: none"> • Format/Prepare Decision Paper 	Writing Skills
4.4	Present Recommendations and Implementation Plan	Communication Principles



Prepare / Present Decision Paper

4.1 **PREPARE FINAL RECOMMENDATIONS**

Now that all the analysis and creative work is complete, the process development team must sell their recommendations for improvement/change to senior leadership and other stakeholders. To the degree the team has done its homework and worked with stakeholders and the senior leaders along the way, this step will go smoothly. To the degree that they have not, this step could prove disastrous – possibly to the

– It is usually the team leader (with the assistance of the OPC/facilitator) that compiles, documents, and prepares the team's final recommendations

extent that senior leaders totally reject the team's recommendation(s). Working with stakeholders and senior leaders means focusing on their requirements, obtaining intermediary concurrence/approval, and keeping all stakeholders informed. There is no set format for the decision paper. This should be worked out between the development team and senior leadership. The degree of documentation and formality of the paper depends on many things (e.g., the complexity of the process and the degree/impact of the recommended changes). Include whatever documentation is necessary to gain senior leader's approval. The paper should include, among other things:

- A list of alternatives considered, pros, and cons;
- Performance goals/targets for the To-Be process;
- Organizational and technological change considerations;
- Initial implementation plans and timeline;
- Estimated resource requirement.

4.2



OBTAIN STAKEHOLDER CONCURRENCE

– Each team member should take the team results/final recommendations and staff it through their respective function or other process team

It is in the team's best interest to gain stakeholder concurrence before presenting the decision paper to senior leadership. Having the support and buy-in of those that will experience the greatest impact/effect from the changes will go a long way toward convincing senior leadership to approve the team's recommendation(s). Of course, as was noted earlier, if stakeholders were kept involved from the start of the improvement project and were a part of the process, this step will be a non-issue.

It is imperative that everyone buys-in!

Stakeholder representatives should present the results of the improvement effort to their management and co-workers and obtain their input and concurrence. All attempts should be made by the team to work out any issues raised at this point, and to deliver a final product to senior leadership that has everyone's support and approval. It may be necessary for the team to bring together a larger forum of stakeholders to hash out and reconcile any major differences, but hopefully this is not necessary.

4.3



PREPARE INITIAL IMPLEMENTATION PLAN

Implementation plans, like action plans (covered in Field Guide, Booklet 5, Action Planning) must be prepared prior to the implementation phase of the improvement project. These initial plans should be presented to senior leaders along with the decision paper, so that they have all the information necessary to make the decisions they are being asked to make. Having a well thought out and presented implementation plan can go a long way toward convincing senior leaders that the team has thought through and are prepared to address all aspects of implementing the new or proposed To-Be process – the resource requirements, change management implications, how long it will take, and when progress will be reported and discussed.



Refer to the *Action Planning Booklet*

Remember – failure to plan, is a plan to fail!

Note: It is not the purpose of this booklet to provide explicit guidance on how to prepare an implementation plan and manage it – this is the purpose of Field Guide Booklet 5, Action Planning. Our purpose here is just to present plan preparation as a required step, and to refer the team/OPC to Booklet 5.

4.4



PRESENT RECOMMENDATIONS AND PLAN

– The team leader should do the presenting; be confident and prepare to address potential issues and concerns

Of course, the final activity associated with this Step, Prepare/Present decision paper, is to actually present the team's recommendations/decision paper to senior leaders. This is usually best done in the form of a Microsoft PowerPoint presentation along with a hardcopy take-away of the decision paper, implementation plan, process documentation, and the presentation itself. Chances are senior leadership will want to consider all these inputs prior to making a final decision.

5.0

IMPLEMENT THE TO-BE PROCESS

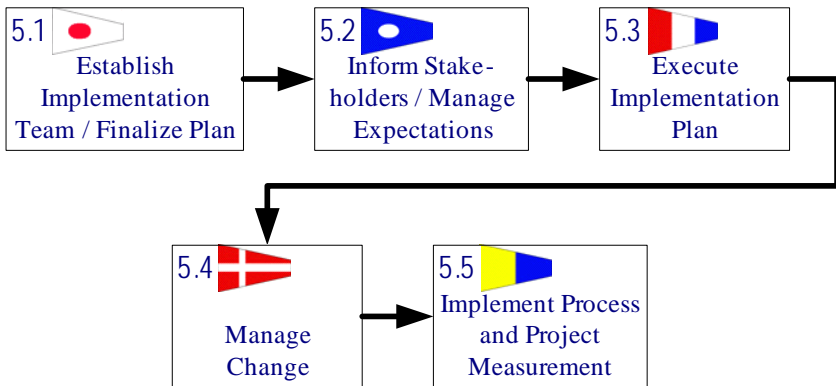
Once senior leaders have approved the team's recommendations, the team is ready to transition from planning to action. This is the ultimate test. Improving or reengineering a process is easy compared to actually implementing it. This constitutes the action phase of the improvement effort.

Having meticulously followed the applicable steps of the Process Effectiveness Model, the organization is ready to accept and start using the new (To-Be) process. This is the most satisfying phase of the improvement effort, with the team actually beginning to realize the fruits of its labor. During this step the team serves as catalyst in enabling the organization to successfully implement the new process. This involves not only finalizing and working the implementation project plan, but also making actual changes to the organization’s workflow, infrastructure, IT systems, and policies. In this regard, the process implementation team must address:

- Policy, procedures, directives and guidelines;
- Staffing, classification and job descriptions;
- Communication and reporting;
- User forms, templates, and tools;
- New technology implementation;
- Resources requirements;
- Training and education;
- Organizational and technological change;
- Process Measurement.

A detailed task checklist for this step and associated tools are provided below.

D E T A I L E D C H E C K L I S T		T O O L S
5.1	Establish Implementation Team/Finalize Plan <ul style="list-style-type: none"> • Enhance Membership/Establish implementation Team • Finalize Implementation Plan • Identify Project Performance Indicators & Operationalize 	Team Chartering Action Planning Gantt Chart Org. Measurement
5.2	Inform Stakeholders/Manage Expectations <ul style="list-style-type: none"> • Develop/Execute Communications Plan • Inform Process Users & Stakeholders • Manage Expectations—Provide Status Information 	Matrix Diagram Communication Principles
5.3	Execute Implementation Plan <ul style="list-style-type: none"> • Conduct a Pilot Test • Implement New Policy, Procedures, Etc. • Implement New Staffing, Job Descriptions, Etc. • Implement New Technology • Provide Training to Process Users 	Action Planning
5.4	Manage Change <ul style="list-style-type: none"> • Manage Technological Change • Manage Organizational Change 	Change Management
5.5	Implement Process and Project Measurement	Action Planning



Implement the To-Be Process

5.1 ESTABLISH IMPLEMENTATION TEAM/FINALIZE PLAN



Refer to the *Process Analysis and Action Planning Booklets*

The team must engage the users of the process during this step and adjust the composition of their membership to include personnel with the skills necessary to ensure implementation success (i.e., personnel with project and financial management skills and leadership abilities). Once the revamped or supplemented team is formed and prepared to begin work, their first task should be to review the implementation plans and finalize them. New team members possession additional skills may want to make some implementation plan chances to ensure success.

5.2 INFORM STAKEHOLDERS/MANAGE EXPECTATIONS




Refer to the Process Effectiveness Toolset (CD): *Functional Matrix Instruction and Template*

As with other steps in process improvement, communication is critical to successful implementation of the improved process. History shows this to be true time and time again. In almost every case where a process improvement effort failed, communication, or a lack of communication, has been singled out as one of the, if not the, principle cause of failure. The implementation team may find it useful to prepare a communications plan that outlines the various means of keeping stakeholders informed. Possibilities include regular email notifications, a project website, and scheduled stakeholder meetings. For longer more complex

implementation efforts, a brief, regularly published implementation newsletter may be appropriate. You can never have too much communication!


5.3 EXECUTE IMPLEMENTATION PLAN

 Refer to the **Action Planning Booklet**

A pilot test can reduce the risk of failure!

As was mentioned in Step 4.3, Prepare Initial Implementation Plan, it is not the purpose of this booklet to provide detailed guidance on action planning and implementation management. This is provided in Field Guide, Booklet 5, Action Planning. Suffice to say here, that this is a very important step, one that must have an appropriate amount of resources and attention afforded it, as the risks involved are extremely high at this point. As such, the implementation team may want to consider a partial implementation rather than full-scale roll-out. One way to do this is to conduct a pilot test.

CONDUCT A PILOT TEST

 Refer to the Process Effectiveness Toolset (CD): **PDSA Instruction**

A pilot test gives the team and the organization a chance to study or evaluate the results/performance of the new process in a low risk setting. Should the test prove successful, the team can act to deploy it throughout the organization. Should it prove unsuccessful, the team can act to go back to the drawing board to research and fix what went wrong. This exercises the study-act portion of the Plan-Do-Study-Act (PDSA) cycle (refer to the accompanying Tools CD).

5.4 MANAGE CHANGE

Communications are key to successful change management!

Since these are real changes that actually affect people, extreme care must be taken to ensure people understand what is happening and why. They must be trained in the new process and on any new technology introduced. Implementing this new technology may be a task in and of itself. In cases where significant technological changes are being made, for example in the implementation of a new computer platform, care must be taken to ensure this does not become the focus of the team's effort. The team's purpose is to improve performance, not install a new computer system.

5.5



IMPLEMENT PROCESS AND PROJECT MEASUREMENT



Refer to
the *Action
Planning and
Organization
at
Measurement
Booklets*


The evaluation of performance information is critical to successfully managing a process, and especially when implementing a significantly improved or reengineered process. Process improvement/implementation teams must evaluate To-Be process performance, or they will never know if they have successfully improved the process. It is possible the result of their effort is simply a changed process, or, worse yet, a poorer performing process. There would be no definitive way of knowing unless the team initially and continuously evaluates its performance.









A NOTE ON PROJECT MEASUREMENT

In addition to process measurement, the implementation team should consider developing project performance indicators to gauge the success of their implementation efforts. Project indicators tell the implementation manager when the project is behind schedule or when stakeholder morale is deteriorating. He or she can then take appropriate action to get the project back on track.



USEFUL TOOLS

The following tools - templates, forms, worksheets, calculators, slide decks, facilitator notes, etc. are included in the following references or on the accompanying compact disc .

Tool	Reference
Affinity Diagram Instruction	 Process Effectiveness Toolset (Also, CG PIG Affinity Diagram)
Brainstorming	CG PIG
Multi-Voting	CG PIG
Facilitation Skills	CG PIG
Interrelationship Diagram	Memory Jogger Plus/II
Functional Matrix Instruction and Template	 Process Effectiveness Toolset (Also, CG PIG Matrix Diagram)
SIPOC Analysis	 Process Effectiveness Toolset
Plan-Do-Study-Act	 Process Effectiveness Toolset
SIPOC Chart-Analysis Instruction and Template	 Process Effectiveness Toolset (Also, CG PIG SIPOC Chart)
Flowchart Instruction and Template	 Process Effectiveness Toolset
Team Charter Example, Questionnaire, and Template	 Stakeholder Alignment Toolset
Structured Interview Diagnostic Contract Sample	 Assessments Toolset
Tree Diagram	Memory Jogger Plus/II



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TERMS AND DEFINITIONS



No data have meaning apart from their context.

While every data set contains noise, some may contain signals.

Therefore, before you can detect a signal you must first filter out the noise.

As-Is Process: The existing process as it currently exists, before the process team changes it in any way. The focus of your process improvement efforts.

Flowchart: A logical, graphical representation of a process using rectangles to represent activities, arrows to represent relationships, diamonds to represent branching decisions, rectangles with a wavy bottom to represent documents, and circles to represent connecting points.

Hows: As opposed to whats, which are planned or necessary improvements, Hows describe *how* the process team will improve the process or, *how* they will make the Whats happen.

Outcome: The result of a customer receiving an output.

Pilot Test: A limited deployment or operational test of a newly redesigned – improved or reengineered – process.

Process: A set of interrelated or interacting activities that transform inputs into outputs. Processes are the steps and decisions involved in completing a value-adding activity.

Process Analysis: The examination of a process to determine its activities and decisions, and the interrelationship between those activities and decisions.

Process Owner: The individual who is ultimately responsible and accountable for the process working properly. The process owner is the manager or leader who has control over the entire process from beginning to end. A process owner may directly lead the actions of a process improvement team or may decide to delegate the team leadership role to another person who is knowledgeable about the process. Whatever the case, it is very important for the process owner to stay informed about the team's actions and decisions affecting the process.

Process Reengineering: The fundamental rethinking and radical redesign of a process to achieve dramatic improvements in critical, contemporary measures of performance, such as cost, quality, service, and speed.

Process Team: A unit that naturally falls together to complete a whole piece of work – a process. It is a putting back together of a group of workers who have been artificially separated by organization.

Stakeholder: A person or group having an interest (as in, an interested party) or a stake in the performance or success of a process. Stakeholders include, for example, customers, employees, suppliers, vendors, partners, and society.

To-Be Process: An improved process – the result of a process improvement team's efforts. What the process improvement team believes the As-Is process should become to maximize performance.

Whats: Planned or necessary process improvements. Improvements, or *what*, the process team is considering.



BALDRIGE FOCUS

How do you design your processes to meet all the key requirements?

How do you incorporate new technology, organizational knowledge, and the need for agility into the design?

How do you incorporate cycle time, productivity, cost control, and other efficiency and effectiveness factors?

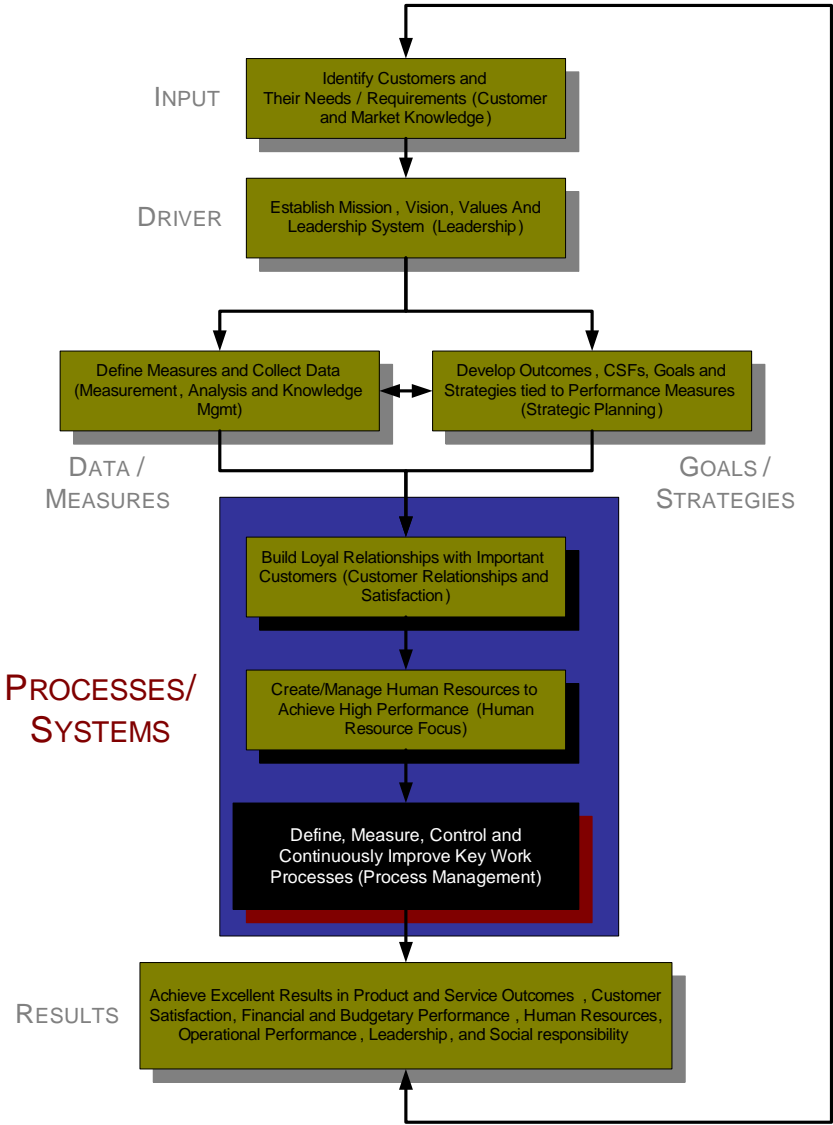
How do you implement your processes to ensure they meet design requirements?

How do you improve your value creation processes to reduce variability, improve products and services, and keep the processes current with business needs and directions?

How are improvements and lessons learned shared with other organizational units and processes to drive learning and innovation?

*The **Process Management Category** examines the key aspects of your organization's process management, including key product, service, and business processes for creating customer and organizational value and key support processes. This Category encompasses all key processes and all work units.*

BALDRIGE LINK



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