

Finding Continuous Improvement in a Failed Project

Sponsored by the Alaska Chapter of the American Society for Quality

Types of Continuous Improvement

Defect Elimination – This is an offshoot of Total Quality Management (TQM) and is designed to eliminate errors or problems in an existing plant or facility. Defect Elimination was popular in the mid-1980s with the use of quality circles and statistical process control (SPC) charts.

Process Elimination – This is an offshoot of Lean Six Sigma and analyzes wasteful or redundant processes. Process Elimination is perhaps the most costly and time-consuming method to obtain process improvement. It is necessary to map the entire organization's processes – from raw material, to manufacturing, to distribution, and then mapping the processes from the customer's order, to delivery, and then customer feedback.

Process Improvement – This type of continuous improvement (CI) examines processes and asks the question "how can this be done better." The trend is toward having less processes that produce a savings in labor, money, or other objectives.

What is the focus of CI training?

The focus of CI training is to show how information on a failed project can be used, through process improvement, to enhance performance in future projects. The training uses a combination of four tools to improve performance:

1. Root Cause Analysis (RCA) - Determining why a process failed.
2. Prioritization Matrix - Determining change that is easy to implement, yet high value.
3. Theory of Change Logic Model - Developing reasoning behind changes.
4. Performance Metrics - Monitoring success of change.

Workshop Objectives

- Conceptual view of Process Improvement methods.
- Overview of the four tools and in-depth training on their use.

Course Outline

- **Understanding the tools and how to capture improvement.**
- **Identifying project process gaps.**
- **Identifying metrics that improve performance.**

An Example of CI deliverables:

Strategic Objectives:

- Services that surpass needs
- Customer satisfaction
- Quality of employees
- Shareholder expectations

Areas Measured by Metrics:

- **Financial:** return on capital; cash flow; project profitability; performance reliability
- **Customer:** value for money; competitive price; hassle-free relationship; high performance professionals
- **Internal:** customer requirements; quality service; safety/loss control

Who Should Attend

- Executives and managers who have questions about the implementation of a CI initiative.
- Professionals or interested parties who are responsible for measuring and improving processes at their organization.

Particulars

- Location – BP Energy Center (behind BP Building across from the Residence Inn)
- Dates – 10/27; 11/03; 11/10; 11/17/2010
- Time – 6 PM to 9 PM
- Dinner at 5:30 p.m. if you want to come early
- Course Length – 4 sessions for 12 hrs total
- **Tuition** - includes Training Materials
ASQ Members \$200 pre-enrollment
Non ASQ members \$300 pre-enrollment
ASQ Members \$250 after 10/15/10
Non ASQ members \$350 after 10/15/10
- Pre-enrollment payments must be to Alan Muisse on or before 10/15/10

Enrollment

- E-mail Tom Sheffrey (tom.sheffrey@bp.com) or call 250-1954

Presenter's Bio: Tom Sheffrey, a Certified Six Sigma Black Belt, currently a consultant for BP. His work at BP, Alyeska, and other companies has been developing processes, measurements, and continuous improvement initiatives. Prior to his work in the oil industry, Tom worked at IBM as a project manager and retired after 30 years. Tom has expertise in information technology, construction, and oil and gas industries.