



ORIGINAL
UNITED STATES MARINE CORPS
MARINE CORPS AIR STATION
BEAUFORT, SOUTH CAROLINA 29904-5001

ASO 5220.1
BPO

20 AUG 2010

AIR STATION ORDER 5220.1

From: Commanding Officer
To: Distribution List

Subj: CONTINUOUS PROCESS IMPROVEMENT (CPI) PROGRAM

Ref: (a) MCO 5220.12 Marine Corps CPI dtd 15 May 09
(b) USMC CPI Program Guidebook dtd 21 Dec 07
(c) CO, MCAS Bfirt Policy Statement ltr on CPI dtd 8 Jul 10

1. Situation. To disseminate the most current guidance, policies and procedures governing the CPI Program aboard Marine Corps Air Station (MCAS) Beaufort.

2. Mission. This Order establishes guidance, policies and procedures for the administration and conduct of the CPI Program as directed by the references.

3. Execution

a. Commander's Intent and Concept of Operations. To establish an effective CPI Program that complies with all Department of Defense (DoD) and U.S. Marine Corps requirements and to implement the CPI Program at MCAS Beaufort to improve Marine Corps warfighting excellence through a commitment to perform business processes better and at the lowest possible cost. The CPI program will:

(1) Recognize the Warfighter as our ultimate customer.

(2) Influence every product/service and every person at MCAS Beaufort regarding CPI and its benefits.

(3) Use CPI standard methodologies/tools established by Headquarters, Marine Corps as the continuous improvement "starting point," while employing other best practices to MCAS Beaufort's challenging demands.

b. Background. The Commandant of the Marine Corps (CMC) published a Marine Corps Order on Continuous Process Improvement, reference (a). That Order established the use of standard CPI methodologies, put in place appropriate policy, training, infrastructure and coordinating mechanisms to institutionalize CPI within the Marine Corps. It also strives to enhance and increasingly apply organic capability to continuously improve operations at all levels of the Corps with an end state that has Marine organizations persistently applying organic CPI capability to continuously improve the effectiveness and efficiency of operations that support warfighting capability. The USMC CPI Guidebook reference (b) was published to provide greater detail and standardization for CPI methodologies within the Marine Corps. Reference (c), MCAS Beaufort's Commanding Officer's Policy Statement on CPI was published on 8 July 2010 and encourages an "all hands" effort to improve support to the warfighters using the Installations supporting infrastructure.

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c. Concept of Operations

(1) The Commanding Officer, MCAS Beaufort will serve as the Installation CPI Deployment Champion and has overall responsibility for the CPI Program aboard the Air Station. The Installation CPI Implementation Leader will exercise management oversight of the program and will coordinate CPI activities with the CPI Guiding Coalition.

(2) The Business Performance Office (BPO) will serve as Beaufort's Installation CPI Implementation Leader and will act as the single point of contact for all matters pertaining to CPI and will coordinate all CPI resources. The Implementation Leader will work closely with the CPI Guiding Coalition and CPI project teams to eliminate/reduce barriers to improve performance through CPI initiatives. The CPI Implementation Leader and improvement team's primary responsibilities will be to:

(a) Oversee CPI deployment day-to-day operations as established by the CPI Guiding Coalition.

(b) Work with the Installation CPI Organization Champions and serve as a member of the Installation CPI Guiding Coalition to select projects that have strategic alignment and the potential for improved value creation for our customers.

(c) Conduct periodic reviews of CPI projects to assess their effectiveness and sustainment.

(d) Promote awareness of the benefits and the exchange of CPI knowledge both internal and external to the installation.

(e) Ensure CPI successes are rewarded and recognized.

(f) Coordinate and report nominated projects, status of active projects, and anticipated results to higher headquarters to ensure synergy of deployment strategies which will leverage other CPI Programs or initiatives.

(g) Collect deployment metrics and advise the Commanding Officer and CPI Guiding Coalition regarding CPI Program resources, ongoing efforts, results and success stories.

(h) Synchronize CPI efforts across the Air Station.

(i) Identify and coordinate funding requirements.

(j) Identify, coordinate and track training requirements.

(k) Disseminate timely and relevant CPI results to foster a change in the workforce culture regarding CPI.

(l) Ensure processes continue to be measured, evaluated and reported in the Continuous Process Improvement Management System (CPIMS) as required.

(m) Utilize regional CPI Program Office Black Belts and Master Black Belts for guidance and training as necessary.

(n) Develop a CPI communications plan utilizing tools such as departmental training events, Jet Stream articles and SharePoint sites to provide reference information, deployment details, project successes, provide answers to frequently asked questions and other useful resources.

(3) The Commanding Officer will establish an Installation CPI Guiding Coalition that will be chaired by the Implementation Leader and will be comprised of the Commanding Officer, Sergeant Major, CPI Implementation Leader, S-4 Officer, Comptroller, S-1 Officer, MCCS-SC Director, S-3 Officer, BPO Manager. The CPI Guiding Coalitions' primary responsibilities will be to:

(a) Acknowledge the importance of the CPI Program to support the warfighter.

(b) Execute ongoing deployment of CPI.

(c) Formulate CPI policy and direction to ensure CPI projects are aligned with the Installation Strategic Plan.

(d) Develop project selection and prioritization criteria for use at the Installation level.

(e) Manage the CPI project selection process at the Installation Level.

(4) Each Directorate will identify one individual to serve as the Installation CPI Organization Champion. Installation CPI Organization Champions primary responsibilities will be to:

(a) Lead CPI within their organization by initiating, driving, supporting and endorsing the program.

(b) Assist in the CPI project selection process at the organization level.

(c) Verify that all proposed projects meet CPI Program standards and ensure availability of resources (financial and personnel) to support project work and teams; brief CPI Guiding Coalition of proposed projects.

(d) Support cross-organizational or joint process improvement projects that involve other organizations.

(e) Review project progress and ensure execution and sustainment of improvement results.

(f) Provide project candidates, metric data, status of active projects, expected results, etc. monthly to the CPI Implementation Leader for reporting requirements. Manage organizational project status within CPIMS.

(5) Installation CPI project teams will be established by the Installation CPI Organization Champions, or by the CPI Guiding Coalition for cross-functional projects, to consist of a project sponsor, project team lead, Subject Matter Experts (SME), team members, customers and suppliers. The project team accepts process ownership and employs applicable CPI tools to analyze the current situation, identify ways to improve operations, seek approval for change and execute process transformation. These cross-functional project teams primary responsibilities will be to:

(a) Identify processes for CPI consideration.

(b) Review and change processes to improve the effectiveness and efficiency in accomplishing the organization's goals.

1. Project Sponsors and the process owners/managers of processes that have the authority to make changes in the process flow and then to manage those changes. They will be responsible and accountable to ensure the project initiatives are followed through to completion.

2. Project Team Leads (Black and Green Belts) lead and conduct the project study team. Team Leaders are expected to possess people skills and have the ability to manage resistance within the change processes. They will coordinate team activity; maintain communication with other CPI participants; and monitor, manage and ensure documentation of the team's progress is done through metrics tracking within CPIMS.

3. Team Member SMEs serve on a project study team and possess detailed knowledge of and have a stake in the process. They identify the problem, and then recommend the process changes. Each member will participate in the development of the charter and abide by it, seek simplified and/or new ideas from their peer groups on how to improve the process and participate in ongoing CPI education and training to improve their knowledge of the process and continue to be a valuable asset on the team.

(6) Advisors, such as human resources, manpower, legal and financial personnel, will be consulted and involved on a project-by-project basis. The advisors will provide the information that must be known, important steps to take and important resources to use prior to making a process change.

4. Administration and Logistics

a. Project Selection. Consistent application of the following project selection criteria will ensure all CPI projects are capable of producing tangible and quantifiable benefits, address customer priorities and maximize the likelihood of success. The Installation CPI Guiding Coalition will ensure all projects:

(1) Address priorities and have the potential to improve the processes that support the warfighting organizations.

(2) Address the strategic priorities of the organization.

(3) Have the full support of key leaders and a commitment to implement and sustain the gains.

(4) Target processes with significant potential for improved performance and/or affordability.

(5) Have a manageable and realistic completion time or date.

b. Training. All training will be coordinated with the CPI Implementation Leader who will coordinate with the Training Department, Operations Directorate, as necessary. Several types of CPI training will be conducted to include:

(1) When a project is identified, all employees involved in the process being reviewed will receive Navy Productivity Improvement Awareness Training through Navy Knowledge Online (NKO). This training provides an introduction to a broad range of basic principles, practices, tools and business models that personnel can apply to implement efficiencies to better support the warfighter.

(2) The Installation CPI Champion, Installation CPI Implementation Leader, Directors and Deputies will receive Executive/Senior Leader Training.

(3) Process Owners will receive Yellow Belt (YB) Training as projects are selected.

(4) The Implementation Leader and CPI Support Team will receive Green Belt (GB) Training. Green Belt Training will also be provided to personnel as projects are selected.

(5) Individuals may receive Black Belt (BB) Training, and possibly Master Black Belt (MBB) Training, depending on the type of project selected and the expected return on investment.

c. Metrics/Monitor Progress. Methods to track and monitor CPI deployment progress have been established by Headquarter Marine Corps via the CPIMS. The Installation CPIMS Site Administrator will provide routine CPI deployment reports to the Guiding Coalition and will include, but are not limited to:

(1) Number of employees who received the different levels of CPI training.

(2) Performance Assessment of completed projects and validated results for each project.

(3) Number of active projects and projects in queue.

d. Review Procedures

(1) Tollgates are found between the phases of a project with a final tollgate after the Control Phase. Tollgates define what is needed to move from one phase to another and are used by the CPI Support Team to ensure the

appropriate tools are used in each phase and the project is progressing appropriately.

(2) A semi-annual CPI Guiding Coalition review of the overall program will be conducted. Reviews will target the progress of individual projects, the progress of the overall program and the effect the deployment is having on the command climate. The management review system will provide insight into the progress and results of individual projects and the overall program.

e. Cost Savings. Cost Savings are defined as a reduction in the number of dollars needed to meet a customer requirement by improving a process or function wherein funds are removed from a Budget Line Item (BLI). All cost savings will be entered into CPIMS and validated by the Comptroller CPI financial representative. Cost savings will be tracked by the BLI impacted.

f. Cost Avoidances. Cost Avoidances are defined as a reduction in the number of dollars to meet a customer requirement by improving a process or function wherein funds cannot be removed from a BLI because they have been previously removed or have been applied to an approved unfunded requirement. Cost avoidances can also result from process improvements that prevent a future or unbudgeted cost. All cost avoidances will be entered into CPIMS and validated by the Comptroller CPI financial representative. Cost avoidances will be tracked by the BLI impacted.

g. Mission Benefit Metrics. Mission benefits are measured in units other than dollars. Mission benefit subcategories include: productivity improvements, operational benefits, energy and environmental improvement, and personnel-related benefits. Mission benefits will be tracked in CPIMS by the mission benefit subcategories listed above.

h. Accountability and Control. The Installation CPI Project Sponsors and project teams will document process changes and conduct CPI progress assessments (tollgate reviews) at each phase of the improvement process. Leadership and process key stakeholders will be invited to each of these tollgate reviews to ensure that the project sponsor and project teams have input from all concerned parties as the improvement process progresses.

i. Reporting Requirements

(1) The CPIMS will be the system of record to track all MCAS Beaufort CPI projects and people trained in the CPI tools.

(2) All CPI projects will be actively managed in CPIMS and updated as status changes occur.

(3) The Implementation Leader will ensure that the following CPI roles are adequately trained in CPIMS and the USMC financial validation process:

- (a) Site Administrators
- (b) CPI Belts (Green and Black Belts)
- (c) Financial Representatives

(d) Project Sponsors

(e) Guiding Coalition Members

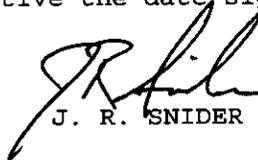
(4) On the last day of each month the CPIMS Site Administrator will coordinate with Implementation Leader to ensure that all active CPI project status are accurate in CPIMS.

(5) Quarterly the CPIMS Site Administrator will ensure that all CPI personnel profiles are current.

5. Command and Signal

a. Command. This Order is applicable to all personnel assigned to Headquarters and Headquarters Squadron, and all Appropriated and Non-Appropriated Funded civilian employees and MCCS personnel under the command of the MCAS Beaufort Commanding Officer.

b. Signal. This Order is effective the date signed.



J. R. SNIDER

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