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| **Continuous Alignment Improvement Process Tiers** |
| **Categories** | **Level 1** | **Level 2** | **Level 3** | **Level 4** | **Level 5** |
| **1.** | **Safety & Participation****Initial Level 1** **6 MN = Level 2**  | * Site safety plan in place and initiating positive cultural change.
* Safety driven by regulation, management directives, and cost of accidents.
* Proper focus and safety culture is defined
* Basic result measures in place
 | * Mutually agreed upon programs in place and functioning.
* Safety goals being met and employee participation is increasing.
* Improved Safety
* Root cause analysis and prevention efforts occur
* Safety measures with positive trend.
 | * Behavioral based involving all levels of the organization with safety culture institutionalized
* Equal concern for people and compliance and injury costs but seen as separate subjects.
* Safety is seen as equal to other functions and a vision is in place to implement.
* Long term process is initiated.
* Safety benefits are often discussed.
* Safety behaviors are captured in site measures.
 | * Concern for people major safety driver, but not in harmony with other goals.
* Plan in place to totally implement safety process. Safety becoming part of overall process.
* Critical behaviors and conditions measured. Long term commitment is evident.
* Selling of safety is consistent and integrated. Employee involvement is "built-in".
* All safety measures are trending positively.
 | * Sincere concern for people drives safety and is in perfect harmony with other goals.
* Safety is totally accepted as essential part of business and is an integral part of each employee’s daily activities.
* Everyone knows that safety excellence is a never ending process. Investigation occurs for every injury or near miss. Causes are identified and eliminated. Measures with goals are reviewed frequently.
* Safety benefits are an accepted part of culture. Safety discussions are a routine part of everyday conversation.
* Measures are benchmark performance
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| **2.** | **Project Controls (Planning & Scheduling and Costs)****Initial Level 1.5****6 MN = 2.5** | * Reactive Work Decisions.
* Work is assigned as previous work is complete.
* There is no organized method for keeping track of the work needing to be done
* There is no schedule to be committed to.
* No cost estimate provided for every job (over kill).
 | * Reduced Reactive Work.
* Work assignments given at the beginning of the week, but labor hour estimates have not been done.
* Some scheduling is performed.
* Process in place for providing cost estimates on planned jobs
* Basic measures of performance exist.
* Customer in control of backlog and issued schedules.
 | * Develops and maintains key work processes for proper function management / execution.
* Reporting structure in place with deadlines established.
* Most planned jobs have cost estimates provided but no feedback provided to update plans.
* Joint scheduling meetings are driving continual improvement.
* Work Barriers are being captured.
* Reactive Work less than 50%
* Backlog Aggregation has started.
* Crews assigned to areas for ownership.
* Schedule compliance does not include churn during the week
* Adequate lead time is provided to allow planned job package development for all scheduled jobs.
 | * Uniform reporting procedures for all crafts.
* Cost estimates are provided, jobs - plans updated as appropriate based on actual costs.
* Work processes functional with continual improvement.
* Best practices are being shared.
* Backlog is mainly Proactive.
* Effective aggregation is occurring.
* Managed Program’s have been implemented.
* ECHO controls their ready to schedule backlog and provides weekly schedule
* Performance measures are trending positively.
* Barriers are being eliminated as they are identified.
* Planning & Scheduling protocol is established to benefit both parties
* Schedule compliance captures all break-ins to drive accountability.
* Crew size and mix is managed.
* Work is bundled by areas including demos to use for new builds.
 | * Proactive
* Crews are consistently assigned a challenging day's work.
* Flexible "fill-in" jobs are identified ahead of time in case of delays or early completions.
* Crew size is the minimum required to safely and efficiently do the work.
* Schedule breakers are identified and efforts made by both operations and maintenance to eliminate their causes.
* ECHO gets customer approval of weekly and daily sequenced schedules based on their ready to schedule job packages and bundled work.
* Schedule compliance is measured against the sequenced activities to capture churn.
* Multicraft utilized to drive productivity improvements.
* Managed programs adding value and providing a source for backlog work.
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| **3.** | **Administration & Business Decision Processes****Initial Level <1****6 MN = 2.2**  | * Organizational chart established and partnership contacts functioning.
* Reporting cycles established with content defined.
* No standard practices being used
 | * Procedures in place but updated only if someone identifies a problem.
* Teamwork is shown in problem resolutions.
* Reduce Indirect Cost
* Basic financial measures established. Budgets
 | * Continual improvement is shown by periodic reviews with gap closure actions for all key administrative processes.
* All parties understand their roles and add value to the processes.
* Reduce Direct Headcount
* Monthly KPI’s driving improvement efforts.
* Site Project Control and Business Manager Structure are implemented by Brock to manage the account.
* Measures keep process performance visible for driving timely completion of identified issues.
 | * Leverage Best Practices across Business Units
* Business review meetings held on routine schedule to address ongoing issues.
* Days Sales unbilled and receivable are managed properly.
* Accuracy is maintained at a high and steady condition.
 | * Leverage Best Practices and all learning’s across System
* Networking team shares common processes with continual improvement tracked.
* Savings are captured to show valued added by the partnership.
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| **4.** | **Execution / Field Performance (Productivity)****Initial Level 1****6 MN = 2.2**  | * Most required assets are in place.
* There is little cross-skill training for work being done.
* Reactionary work still common.
* Single Craft Approach
 | * Have identified factors to streamline job processes.
* A few of the people have skills outside their specialty and schedule input tries to use them.
* Training is defined to initiate multi-skills.
* Craft Bundling
* Tracking of certifications being established.
* All required equipment is available when needed

. | * Focus is on developing Multi-Craft Employees.
* Performance results show continual improvement
* Most people are trained in more than one skill or craft and work freely in either area as assigned in the work schedule.
* Multi-Craft Execution underway per scheduled jobs that fit the criteria
* Sharing Outage Crews to resource load schedules.
* Productivity Enhancements are tracked to change work processes
* Productivity measures tracked by Craft and major jobs.
* Craft certifications defined and driving crew skill development.
* Planners use craft experts for input to special requests.
* Crews prepare materials for tomorrow before they go home today.
* Fill-in jobs are identified to keep crews productive when schedule work is disrupted.
 | * High % of Multi-Craft
* Multi-Site Resource sharing where appropriate.
* On-call productivity enhanced by Multi-Craft to allow single crew to respond.
* Material management optimized to prevent crew delays.
* Crew ownership established by site area assignments
* Planners use ECHO experts for unique situations to leverage knowledge and enhance productivity.
* Schedule shows crew productivity targets for most jobs.
* Fill-in jobs shown on the schedule come from the two week backlog of ready to schedule jobs.
 | * Leverage Resources across System.
* Leverage Procurement across System.
* Crews provide feedback to improve stored plans and propose improvements for repeat work.
* Material staged or demos scheduled to provide material for new scaffolds.
* Equipment utilization is optimized.
* Crew productivity targets are provided and tracked for all assigned work to compare to standards and estimates.
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| **5.** | **Measures / KPI’s & Asset Utilization (Stewardship)****Initial Level 1****6 MN = 2.2**  | * Little or no Metrics / Measurements in place
* No or inconsistent review of performance exist
* No goals or improvement strategies exist
* Focus on “doing” vs. improving
 | * Some measures may exist in determining performance
* Some review of performance exists.

Review is typically limited to periods of dissatisfaction with performance.* Goals or improvement strategies are available but not being used to drive improvement
* Responding to variety of requests for data from both parties.
 | * Template identified to set baseline and tracking in place to share results.
* Quarterly review process in place and is being used to identify efficiency improvements.
* All parties understand their roles for collection and analysis.
* Goals and improvement strategies are available for measures.
* Partnership meetings underway to ensure mutually beneficial improvement projects.
 | * Measures are used to make key decisions, serve as a motivator for innovation, and provides for evidence of the impact of improvements.
* Analysis flags opportunities.
* Results obtained are site specific.
* Reduced Total Installed Cost
* Annual initiatives are identified.
* Customer and Brock management are involved in the review process.
* Proving financial value through innovation and proactive improvements.
* Score card approach allows site to site comparisons for sharing Best Practices.
 | * Applying efficiency improvements with results shared with other Business Units.
* Results obtained are mutually beneficial to our partnership.
* Advanced Metrics – creating and applying relevant knowledge.
* Reduced System Total Installed Cost
* ECHO sharing learning’s from other clients to enhance this partnership.
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| **6.** | **Communications & Expectations (Mutually Beneficial)****Initial Level 1****6 MN = 3** | * Limited expectations and guidelines have been communicated.
* No regularly scheduled review of performance.
* Communications centered around “us” vs.” them”
* Miscommunication still causing issues.
 | * Communications shared with each other on a need to know basis only.
* Mostly verbal but some written communications underway.
* Processes not linked to prevent duplicate efforts and miscommunication.
* Positive reinforcements are at a minimum.
 | * Participating in regularly scheduled meetings.
* Standardization of processes is underway with direct contacts being made.
* On-going feedback loop initiated to keep all parties informed.
* Regular Business meetings driving continual improvement of processes.
* Learning’s identified and shared to drive process improvements.
* Common goals are established to focus both parties.
 | * Interacting directly with Customer Business Units including proactive determination of expectations and needs.
* Appropriate contact at all levels.
* Knowledge transfer between sites common place.
* Driving standardization through shared best practices.
* Successes and learning’s are shared and reinforced to drive desired behaviors.
* Planning and scheduling protocols are incorporated into short and long term sharing of desired work requests.
 | * Customer and ECHO have shared Vision creating the greatest long-term value.
* Best Practices being shared and implemented across Business Units.
* Expectations are adjusted to keeping moving to the next level of performance as improvements are implemented.
* Celebrations are shared at all levels for achievements.
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| **7.** | **Relationship & Trust for Customer Satisfaction****Initial Level 1****6 MN = 2**  | * Limited relationships exist.
* Management of function primarily performed by Customer.
* ECHO responds to all requests without consideration of impact on overall performance
 | * Key roles are defined w/Customer/ECHO counterparts established.
* Limited recognition of mutually beneficial goals is underway.
* Most interactions are for problem resolution.
 | * ECHO accountable for function performance and improvement.
* Independent goals set and recognizing gaps between Customer/ECHO.
* Relationships focused on mutually beneficial improvement items.
* Individual and team partnerships growing.
* Working relationships underway at all levels.
 | * Ensuring the right people are managing shared interest with accountability.
* Touch Points are aligned with business objectives.
* Strategic Source Provider.
* Collaborative Gap Resolution is the established practice to achieve Win-Win opportunities.
 | * Customer/ECHO unification of all goals and initiatives.
* Agreement that rewards according to the value created for the organizations involved.
* Strategic partnership established across the system.
* Safety, quality and productivity linked for optimum performance.
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