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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 |
| **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. |
| **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. |
| **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. |
| **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. |