

PART 1. INTRODUCTION

A. Purpose

One of the key goals for the Department of Transportation is to "**Improve efficiency and employee involvement.**" The Purpose of this Continuous Process Improvement (CPI) Guide is to provide a tool to help achieve this goal. The CPI Guide provides step-by-step instructions to assist in improvement of key processes within the Department of Transportation. It enables managers to lead a systematic approach to increase efficiency as well as effectiveness by developing and improving business practices and processes.

This guide primarily focuses on process improvement but, also contains a portion which focuses on problem solving (Step 6C). While this problem solving step and associated substeps can be used independently to solve problems, users would benefit by including Step 7 of the improvement process to assure problems stay fixed. Depending on the nature of the problem, other steps in the CPI process can provide valuable information to arrive at more effective solutions.

By implementing this "common" or "standardized" improvement process within NC DOT, we can realize benefits to include:

- **In-house training support** in use of the improvement process and related tools and techniques
- **Assistance and advice** on process improvement from in house management engineers
- **Team facilitation** from in-house *certified team specialists*
- **Ability to continuously update and improve** the guide to meet the changing needs of the Department of Transportation
- **Ability to communicate and share lessons learned** from others who have used the guide
- **Ability to form cross-functional teams** using people with prior experience with a common process

B. Use of the CPI Guide by Individuals or Teams

The guide was designed for use by individuals or by teams. Not all problems need a team to develop effective solutions. Individuals can use the guide and all the applicable steps to improve processes or solve problems for activities and issues under their control. However, one will seldom work on a process which does not involve others even if they are basically suppliers or customers. Every process should have a customer or it is doubtful that the process is necessary.

The guide is especially useful for team-based process improvement and problem solving. When using teams it is critical that a detailed process is available to guide and manage the efforts of the differing experiences and personalities which will be composing the team. Otherwise, confusion and frustration could easily result.

C. Assistance and Facilitation

Assistance is available for individuals and teams on using this guide to improve processes or solve problems.

Individual assistance consists of training, counseling, and coaching in use of the guide and associated tools.

Process owners and decision makers can obtain assistance in deciding whether or not to charter a team to initiate a process improvement project. **Team specialists** can aid in development of a "**team charter**" which clearly defines the team purpose, scope of the project, coordinating and decision-making requirements, and other critical guidance to help the team maintain focus and achieve objectives. In addition, complete team management, training, and facilitation can be provided.

Team leaders and team members can be assisted at any stage in their development or at any step in the use of the guide. Coaching, training, advising, and complete team facilitation services are available.

For assistance from a **certified team specialist**, call the Productivity Services Section at 733-2083.

D. Feedback

[Send us an email through Contact Us.](#) Please be sure to include the following:

SUBJECT: CPI Guide Feedback

1. These Steps or Tools worked well:
2. These Steps or Tools did not work well:
3. Recommend these changes/improvements to the CPI Guide:
4. Other comments/suggestions are: