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VISION STATEMENT

The Continuous Process Improvement Program is committed to stimulating, promoting and sustaining a culture of improvement across all levels of the North Carolina Department of Transportation. The program provides an environment and mechanism to arouse healthy competition, share ideas and promote opportunities to learn techniques and methods that will improve the operation of the department.

VALUES

- Promote opportunities for multilevel competition at the regional, state and national levels.
- Provide a clearinghouse of information on new ideas, processes and practices that have proven to be effective.
- Offer a program that welcomes and encourages participation by all department employees.
- Maintain a fluid application process that is easy to understand, follow and execute
- Promote good ideas by providing a stage for winning projects to display, demonstrate and show their results.
- Work with the department's top administrators to find creative ways to empower employees, promote improvement, reward applicants and celebrate success of the program.
- Provide facilitation, consultation and guidance to administrators, employees and applicants to insure that participation in the program adds value to their work and the department's mission.

PART 1. INTRODUCTION

I. PURPOSE

The purpose of the Continuous Process Improvement Program is to increase productivity and cut cost by increasing employee involvement in developing and improving business processes and customer service in the Department of Transportation. The purpose of the program is to document improved processes and recognize the most significant efforts to improve these processes and customer service.

II. ELIGIBILITY

Any individual, group, or team is eligible that implements an improved business process or problem solution in the Department of Transportation in the current calendar year.

III. SUBMISSIONS & NOMINATIONS

There are two options for participating in the program.

1. By checking *Results Book Only*, the submission will be documented in the CPI Results Book for sharing the idea with other department employees. The submission will not be considered for an award. Results of process improvements are submitted only to share ideas of improvements with others.

2. By checking Award Application, the submission will be considered a nomination for an award. Submissions are the responsibility of the individual or group applying for the award. Backup information, surveys, calculations, and documentation are required to support the improvements. Award applications that do not have the supporting documentation will not be considered for an award. Application assistance is available from the Quality Enhancement Unit by calling 919-508-1867 or e-mail cpi@dot.state.nc.us. For additional information, see our web site, www.ncdot.org/programs/cpi/.

IV. RESULTS & AWARD PROCESS

Results Book Only submissions and Award Applications must be submitted to the CPI Steering Committee by **January 31** to be included in the Results Book and/or to be considered for an award. Submissions should be for improvements that were implemented or results achieved during the past calendar year. The Awards Committee will review the award applications and supporting documentation and verify the results. The awards will be presented in the spring at the CPI Conference.

PART 2. AWARD CATEGORY DESCRIPTIONS

DOLLAR SAVINGS

I. PURPOSE

The purpose of this award is to recognize the process improvement initiative resulting in dollars saved through a productivity increase, a cost reduction, and/or a cost avoidance.

II. CRITERIA

- The program, activity, or service process must impact the DOT budget and the savings must be a tangible and verifiable reduction in budget requirements.
- The savings/avoidance must be the net result of all process costs including labor, material, equipment, energy, capital, etc.
- The innovation, the difficulty, and the effort required to implement will be considered.
- The impact on customer service must be considered.

III. DOCUMENTATION

- A summary that describes the improvement initiative, changes made to processes, and/or highlights of the new process.
- Identification of new technologies integrated into the process.
- Comparison of total process costs before the improvement to total costs after the improvement.
- Computation of net annual cost savings.
- Identification of impacted DOT budget.
- Plans or strategies to assure gains are maintained.

COMMUNICATIONS

I. PURPOSE

The purpose of this award is to recognize the most significant improvement in communications.

II. CRITERIA

- The improvement should result in more effective or efficient communications that support and enhance mission requirements.
- The results could include reduction in response time, improved customer awareness, more informed employees, more effective distribution of information, or improved customer access to information.
- The impact on customer service must be positive.
- The innovation, the difficulty, and the effort required to implement will be considered.

III. DOCUMENTATION

- A summary which describes the improvement initiative, significant changes made to processes, and/or highlights of the new process.
- A sample of the improved communications.
- Identification of new technologies integrated into the process.
- Description of the metrics and trend data used to measure the effectiveness of the improvements.
- Benefits of the new or revised processes.
- Plans or strategies to assure gains are maintained.

CYCLE TIME REDUCTION

I. PURPOSE

This award is to recognize the most significant reduction in process cycle time (elapsed time from initiation to completion) of a core process.

II. CRITERIA

- The improved process should show a net reduction in the total cycle time required for effectively completing an operation that supports the mission or customer service.
- The time saved should result in improved process performance and/or customer service.
- The impact on customer service must be positive.
- The innovation, the difficulty, and the effort required to implement will be considered.

III. DOCUMENTATION

- A summary which describes the improvement initiative, changes made to processes, and/or highlights of the new process.
- Description of the metrics and trend data used to measure the effectiveness of the improvements.
- Identification of new technologies integrated into the process.
- Costs and benefits of the new or revised processes.
- Plans or strategies to assure gains are maintained.

LABOR HOUR SAVINGS

I. PURPOSE

This award is to recognize the most significant reduction in labor hours to accomplish a process.

II. CRITERIA

- The improved process shows a net reduction in the total labor hours required for effectively completing an operation that supports and enhances performance or customer service.
- The time saved should result in improved process performance and customer service.
- The impact on customer service must be positive.
- The innovation, the difficulty, and the effort required to implement will be considered.

III. DOCUMENTATION

- A summary which describes the improvement initiative, changes made to processes, and/or highlights of the new process.
- Description of the metrics and trend data used to measure the effectiveness of the improvements.
- Identification of new technologies integrated into the process.
- Costs and benefits of the new or revised processes.
- Plans or strategies to assure gains are maintained.

CUSTOMER SERVICE

I. PURPOSE

This award is to recognize the most improved customer service through changes to existing processes or implementation of new processes.

II. CRITERIA

- The initiative must show improvement in areas important to customers' valid requirements and expectations.
- Improvements may be related to process outputs, complaint management, customer satisfaction, customer contact standards, etc.
- Size of the affected population will be considered.
- The innovation, the difficulty, and the effort required to implement will be considered.

III. DOCUMENTATION

- A summary which describes the improvement initiative, changes made to processes, and/or highlights of the new process.
- Description of the metrics and trend data used to measure the effectiveness of the improvements.
- Description of how customer requirements were determined and prioritized.
- Identification of new technologies integrated into the process.
- Costs and benefits of the new or revised processes.
- Plans or strategies to assure gains are maintained.

SAFETY IMPROVEMENT

I. PURPOSE

This award is to recognize the safety improvements or accident/injury prevention resulting from changes to an existing safety process for the general public or department employees or implementation of a new safety process or initiative.

II. CRITERIA

- A correlation must be shown between prevention or training efforts and safety trends.
- The initiative must show a net reduction in the number and severity of accidents, an improvement in safety procedures that reduce risk of accident or injury, or a substantial reduction in workers compensation costs.
- Improvements may be related to accidents, safety reporting, etc.
- The impact on customer service must be positive.
- The innovation, the difficulty, and the effort required to implement will be considered.

III. DOCUMENTATION

- A summary, which describes the improvement initiative, changes made to processes, and/or highlights of the new process.
- Description of the metrics and trend data used to measure the effectiveness of the improvements.
- Identification of new technologies integrated into the process.
- Plans or strategies to assure gains are maintained.

ENERGY & ENVIRONMENT

I. PURPOSE

The initiative shows improvement for the department and NCDOT customers in one of two areas: 1) measurable savings, or reduction in use of energy while maintaining or increasing the level of an operation or service; or, 2) sustaining and promoting a natural, clean, and healthy environment. Improvements may be related to reducing waste, energy, and resource consumption; savings through the use of cleaner and more efficient energy sources; recycling and composting; maintaining and improving natural resources; securing a clean, safe environment; or making environmentally friendly and energy conscious purchases.

II. CRITERIA

- There must be demonstrated improvement after changes are implemented.
- The initiative must show a net reduction in the consumption of energy/natural resources or a mitigated impact on natural resources.
- The level of customer service must be maintained or enhanced.
- The innovation, the difficulty, and the effort required to implement will be considered.

III. DOCUMENTATION

- A summary, which describes the improvement initiative, changes made to processes, and/or highlights of the new process.
- Description of the metrics and trend data used to measure the effectiveness of the improvements.
- Identification of new technologies integrated into the process.
- Plans or strategies to assure gains are maintained.

PART 3. SELECTION OF MOST OUTSTANDING PROCESS IMPROVEMENT AWARD

I. PURPOSE

This award recognizes the process improvement project that exemplifies the Continuous Process Improvement Program and demonstrates the most effective use of a team and facilitator, the steps in the CPI Guide, and the appropriate use of CPI tools. This award will be selected from among the winners of the seven other award categories.

II. CRITERIA

- The CPI Guide and Toolbox must be effectively used to select and improve a key business process or service.
- All important steps and activities should have been completed.
- The project should be a model for others to follow.
- The innovation, difficulty, and effort to implement will be considered.
- The impact on customer service must be positive.

III. DOCUMENTATION

In addition to the documentation required for individual award categories, the application must include:

- A description of activities completed for each step of the CPI.
- Guide with examples of analyses and results.
- A copy of the Team Charter (purpose).
- Description of the metrics and trend data used to measure the effectiveness of the improvements.

PART 4. FORMAT FOR CONTINUOUS PROCESS IMPROVEMENT RESULTS & AWARD FORM

I. SUMMARY

Category:

- Check one category ONLY in which the project or initiative should be documented.

Choose the category that most closely fits the category criteria.

- Check Results Book Only if you wish to document the process improvement without applying for an award.
- Ideas will be shared in the Results Book.
- Check Award Application if you would like to enter the improvement for a recognition award. Documentation supporting the submission is required. Applications without supporting documentation will not be considered for an award.

Person or Team Being Nominated:

- Identify the individual(s) most responsible for the improvement. If a team was responsible include the following that apply:

Team Name Facilitator(s)

Team Leader Process Owner

Team Members Team Sponsor

Organization Name:

- Identify the organization name where the improvement occurred. If the improvement is a cross-functional effort, pick the highest level organization in the department that all members belong. The highest level is DOT.

Name of the Project:

- Provide a brief name to describe the project for use in the Results Book.

Description of Process and/or Problem:

- Provide a short summary of the condition, process, and any identified problems, which were the focus of the improvement initiative. This could include output measures of process quality or quantity, process costs, cycle time, or customer satisfaction level. This paragraph will appear in the Results Book. Limit your description to 300 words.

I. CRITERIA

1. What are the results of your project? Applicant should compare the data before the innovation with data after the innovation to show improvement. For projects without data, there should be some measure or evidence to indicate that improvement has taken place. Provide the "bottom line" results of the improvement initiative. Results must be obtained from objective and valid measurements and/or verifiable computations. Data should clearly support the category for which the project was submitted. Examples are: labor cost savings, cycle time reduction, reduced communication time, more accurate communications, reduced process time, reduced safety risks, improved customer satisfaction, or improved output quality and/or quantity.
2. What is the expected impact of this project on the Department and DOT customers? Do not include statements such as "all citizens of the State" but rather "those 1.6 million citizens who will be required to renew their license each year".
3. Explain how the project can serve as a model for others in DOT. An example could be if the project was implemented in one county, what other counties could benefit from the change that have similar properties.
4. Explain how the project was implemented and provide documentation. All projects included in this program must have been implemented at least on a trial basis. This is not a suggestion program.

II. LIST OF ATTACHED DOCUMENTS

Submissions for the Results Book Only will not be considered for an award. Submissions for an Award Application must attach supporting documentation. Required documentation is identified with the description of each award category. List the documents that are attached in support of the application.

III. SUBMITTER IDENTIFICATION:

1. Name
2. Mailing Address
3. Date
4. E-mail Address
5. Phone

CPI Results & Awards Form can be downloaded at:

<http://www.ncdot.org/programs/CPI>

After the CPI Results & Awards Form is completed, it can be e-mailed to cpi@dot.state.nc.us (preferred) or a hard copy sent to Quality Enhancement Unit, 1502 MSC, Raleigh, 27699-1502, or faxed to (919) 508-1954.

For questions about these pages, please contact the Quality Enhancement Unit at 919-508-1867.

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