



UNITED STATES MARINE CORPS  
MARINE CORPS AIR STATION  
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AIR STATION ORDER 5224.3B

From: Commanding Officer, Marine Corps Air Station, Cherry Point  
To: Distribution List

Subj: CONTINUOUS PROCESS IMPROVEMENT (CPI) PROGRAM

Ref: (a) DoD Directive 5010.42, "DoD-Wide Continuous Process Improvement (CPI)/Lean Six Sigma (LSS) Program," of 15 May 08  
(b) DoD CPI Lean Six Sigma Guidebook of Jul 08  
(c) USMC CPI Program Guidebook of 21 Dec 07  
(d) MCO 5220.12, "Marine Corps Continuous Process Improvement (CPI)," of 15 May 09  
(e) SECNAV Instruction 5220.13, "Validating and Leveraging Financial Benefits Associated with Lean Six Sigma for Continuous Process Improvements," of 30 Nov 07  
(f) CG MCIEAST ltr 5000 BPO of 5 Oct 11

Encl: (1) CPI Course Descriptions  
(2) Cherry Point CPI Communication Plan

1. Situation. To disseminate the most current guidance, policies, and procedures governing the CPI Program aboard Marine Corps Air Station (MCAS), Cherry Point.
2. Cancellation. AirStaO 5224.3A.
3. Summary of Revision. This Order has been revised to reflect changes in organizational responsibilities and should be reviewed in its entirety.
4. Mission. This Order establishes guidance, policies, and procedures for the administration and conduct of the CPI Program as directed by the references.
5. Execution
  - a. Commander's Intent. To increase the effectiveness and efficiency of Marine Corps operations in order to achieve greater

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warfighting capability, combat readiness, and quality of life for our Marines and their families. The CPI program will:

(1) Educate MCAS Cherry Point personnel in CPI skills while solving organizational problems and advancing an USMC culture of improvement.

(2) Utilize LSS methodologies/tools to continuously improve processes while employing other best practices to meet MCAS Cherry Point's challenging demands.

b. Background. The references establish policy and assign responsibilities to institutionalize CPI/LSS as one of the primary approaches to assessing and improving the efficiency and effectiveness of DoD processes in support of the Department's national defense mission.

c. Concept of Operations. CPI within MCAS Cherry Point will be conducted in accordance with Marine Corps guidance, policies, and procedures. CPI roles and responsibilities have been further identified and defined as follows:

(1) Installation CPI Deployment Champion. The Commanding Officer (CO) will serve as the Installation CPI Deployment Champion and has overall responsibility for the CPI Program at Cherry Point. The Installation CPI Deployment Champion will exercise management oversight of the program either directly or through the Installation CPI Implementation Leader/Program Manager. The Installation CPI Deployment Champion's primary responsibilities are:

(a) Lead CPI to improve combat readiness and warfighting capability.

(b) Inspire and drive the CPI initiative.

(c) Serve as Chair of the Installation CPI Steering Committee.

(d) Support Project Sponsors.

(e) Tie CPI to individual performance plans of Directors and Deputies.

(f) Hold organizations and people accountable with CPI scorecards established by the Project Sponsor.

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(g) Designate the Installation CPI Implementation Leader/Program Manager as the responsible official for certifying MCAS Cherry Point employees as USMC Green Belts.

(2) Installation CPI Implementation Leader/Program Manager. The Comptroller Business Manager will serve as Cherry Point's CPI Implementation Leader/Program Manager and will act as the single point of contact (POC) for all matters pertaining to CPI, coordinate CPI resources, and direct the Installation CPI Support Team. The Installation CPI Implementation Leader/Program Manager's primary responsibilities are to:

- (a) Manage the CPI Program.
- (b) Support Project Sponsors and assist leaders with selection of projects.
- (c) Communicate CPI information, policy, and guidelines.
- (d) Maintain the CPI Project Plan.
- (e) Serve as a member of the Installation CPI Guiding Coalition working closely with CPI Project Teams to eliminate barriers to improve performance through CPI initiatives.
- (f) Serve as the responsible official for certifying MCAS Cherry Point employees as USMC Green Belts.
- (g) Sign all Charters.
- (h) Assess, identify, and coordinate funding and training requirements in accordance with the approved Marine Corps CPI training curriculum.
- (i) Provide Site Administration for the Continuous Process Improvement Management System (CPIMS).

(3) Installation CPI Guiding Coalition/Steering Committee. The CO will establish and chair an Installation CPI Guiding Coalition comprised of the Executive Officer, MCAS, Cherry Point; Installation CPI Implementation Leader/Program Manager; and the Installation Project Sponsors (various Directorate Heads). As Senior Leaders and Project Sponsors, the CPI Guiding Coalition will fully support CPI initiatives. The CPI Guiding Coalition's primary responsibilities shall be to:

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- (a) Provide committed and sustained leadership.
- (b) Acknowledge and promote the importance of the CPI Program in support of the warfighter.
- (c) Ensure sustainment of the CPI Program.
- (d) Manage the CPI Project Plan by ensuring projects are aligned with the Command Strategic Plan and prioritization is based on established criteria.
- (e) Ensure adequate resources are available to support CPI efforts.
- (f) Formulate CPI policy and provide CPI focus and direction.

(4) Installation CPI Support Team. The Installation CPI Support Team is comprised of Comptroller Business Performance Team Analysts (Green Belts and Black Belts) whose primary function is to perform CPI program management duties as assigned. The CPI Support Team's ultimate goal is to create the capacity to sustain a CPI culture. Primary responsibilities are to:

- (a) Serve as Installation CPI consultants.
- (b) Coordinate CPI Green Belt and Yellow Belt training, as needed.
- (c) Communicate CPI Program status to the CPI Implementation Leader/Program Manager.
- (d) Monitor the progress of Project Teams.
- (e) Provide assistance to Project Belts and Teams as required with CPI tools and methods to enhance effectiveness and efficiency.

(5) CPI Project Sponsors. Each Directorate will identify one individual to serve as their Installation CPI Project Sponsor. Primary responsibilities are to lead CPI efforts within their organization by managing and improving the performance of functions to meet the mission and support readiness.

(6) CPI Process Owner. The Process Owner is the Functional Manager with decision authority for the performance

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results of the process. The Process Owner will be accountable for implementation, completion, and sustainment of project initiatives.

(7) CPI Black Belt. Each CPI Project Team will be assigned a Black Belt. As an expert on CPI principles and tools, the Black Belt will serve as a Mentor/Coach to the Project Green Belts. Primary responsibilities are to:

(a) Mentor/Coach Green Belts during their project execution and provide assistance to proactively remove possible roadblocks.

(b) When certified to instruct, provide CPI classroom training.

(c) Serve as the Project Belt, when necessary, to lead complex CPI initiatives with larger scopes and impacts.

(d) Obtain access to CPIMS and enter project data.

(8) CPI Green Belts. CPI Green Belts identified as the lead or co-lead Belt on a project are referred to as the "Project Belts". Under the mentorship of the assigned Black Belt, Project Belts will serve as the CPI Project Team Facilitators and assist the Teams with the appropriate CPI tools and methods to enhance effectiveness and efficiency. Primary responsibilities shall be to:

(a) Lead, schedule, plan, and facilitate CPI initiatives.

(b) Ensure the Define, Measure, Analyze, Improve, and Control methodology is utilized for CPI initiatives.

(c) Assist Project Teams in the development of the Charter.

(d) Support, encourage, and mentor Project Team Leaders.

(e) Observe team dynamics and assist Project Team Leaders in developing strategies for dealing with situations that may be disruptive to the meetings.

(f) Assist the Project Team with out-briefs.

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(g) Document results, lessons learned, and future opportunities.

(h) Report the Project Team's progress to the Installation CPI Implementation Leader/Program Manager.

(i) Obtain access to CPIMS and enter project data.

(9) CPI Project Team. A CPI Project Team will be established by the Process Owner and the Project Team Leader. A Project Team will be comprised of a team leader, team members, and admin support. Team members will consist of subject matter experts, customers, suppliers and/or advisors. The Project Team accepts process ownership and employs applicable CPI tools (with assistance from the Installation CPI Support Team until fully trained) to analyze the current state process, develop the future state, identify ways to improve operations, seek approval for change, and implement improvements.

(a) Team Leader. The Project Team Leader is responsible for the overall improvement efforts for the process and will lead the Project Team. The team leader is expected to possess people skills and conflict management skills. Primary responsibilities are to:

1. Select and notify team members and admin support.
2. Formally request advisory members.
3. Participate in the development of and sign the Charter.
4. Develop and adhere to the Team Agreements.
5. Coordinate all team activity (develop meeting agendas, action items, etc.)
6. Maintain communication among team members and the Process Owner.
7. Monitor/document the team's progress and provide status updates to the Project Belt.
8. Present tollgate review briefs to the Project Sponsor and the Storyboard (final presentation) to the Installation CPI Guiding Coalition.

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(b) Project Team Members. Team members should be team players and perform as "Change Agents" with a vision of the future (what could or should be). Primary responsibilities are to:

1. Participate actively as a team member.
2. Participate in the development of the Charter.
3. Develop and adhere to the Team Agreements.
4. Present ideas and improvement initiatives.
5. Support the project.

(c) Administrative Support. Administrative support personnel will be selected by the team leader and must attend all meetings, be familiar with the process, possess good computer and note-taking skills, and serve as the recorder (i.e. not be involved with group discussion.) This individual also assists the team leader with the agenda, action items, and other administrative functions.

(10) Project Advisors. Human resources, manpower, legal, and financial personnel shall serve as project advisors on an 'as needed' basis. Advisors will provide information necessary to ensure regulatory compliance prior to making process changes.

## 6. Administration and Logistics

a. Project Selection. The Installation CPI Guiding Coalition will ensure that CPI efforts/projects are strategically aligned to Command priorities.

b. Training. All CPI training shall be coordinated with the Installation CPI Implementation Leader/Program Manager who will coordinate with the Training Department, Operations Directorate. Several types of CPI training are available with detailed course descriptions listed in enclosure (1).

### c. Accountability and Control

(1) Tollgate reviews define what is needed to move from one phase to another and are conducted between the phases of a project with a final tollgate after the Control Phase. They are used by the Installation CPI Implementation Leader/Project

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Manager and the CPI Support Team to ensure the appropriate tools are used in each phase and the project is progressing appropriately.

(2) The Installation CPI Support Team will document process changes and conduct CPI progress assessments and reviews to determine CPI implementation effectiveness and to ensure continuous sustainment.

d. Metrics/Monitor Progress. The most important metric in CPI is to complete projects and produce results that matter. Results should align to CMC and MCAS Cherry Point priorities and improve performance, speed, cost, safety, and quality. Critical to successful CPI initiatives is effective planning and leadership which creates the foundation for action, ensures strategically aligned improvement events, and sets sufficient conditions for success. In support of the requirement to monitor results and replicate success, CPIMS will be used to share information and lessons learned, report results and benefits of each event, and, when appropriate, enable the replication of results.

e. Retention of CPI Benefits. Per reference (d), CPI Benefits will be retained by the organizations that create them.

f. Validation of Financial Benefits. The Comptroller shall assist the CPI Project Teams with the identification, tracking, and reporting of cost savings to the Installation CPI Implementation Leader/Program Manager as outlined in reference (e).

g. Reporting Requirements. CPIMS is the standard DoN automated tool for managing and governing Marine Corps CPI. CPI initiative information and the current status of all projects will be recorded in CPIMS by the chartering organization.

h. Communication. Communications regarding the CPI Program will be conducted via meetings, training, brochures, Windsock articles, and the Cherry Point CPI Intranet site. The site provides reference information, CPI program details, project successes, answers to frequently asked questions and other useful resources. The Cherry Point CPI Communication Plan is outlined in enclosure (2).

i. Concurrence. The Commanding General, 2d Marine Aircraft Wing and the Commanding Officers of the Cherry Point Naval Health Clinic, Combat Logistics Company-21, and the Center for

Naval Aviation Technical Training (Marine Unit) concur with the contents of this Order insofar as it applies to their personnel.

7. Command and Signal

a. Command. This Order is applicable to all of MCAS Cherry Point subordinate and tenant commands.

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



B. R. BLALOCK  
Executive Officer

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## CPI COURSE DESCRIPTIONS

1. HQMC Program Officea. Senior Leader Training

(1) This course will describe the strategy, design, structure, and deployment of the USMC CPI Program, including history, evolution, setup, the USMC CPI Standard Deployment Model, roles and responsibilities of Marine leaders, critical success factors, way ahead, and to provide high-level awareness of what CPI is and how organizations will benefit from its use as a strategic initiative.

(2) This course uses interactive lecture, discussion and hands-on, team-based simulations to convey useful information about the CPI toolset of Lean, Six Sigma (LSS) and Theory of Constraints (TOC) to provide a high-level awareness and understanding of what CPI is, how it benefits an organization, and benefits to the USMC overall.

b. Yellow Belt Training

(1) This two-day Yellow Belt course will provide an awareness level of understanding and application of LSS, and Theory of Constraints (TOC). The course addresses the basic principles and methodologies of each.

(2) The student will learn to apply Lean, Six Sigma, and TOC principles and tools to transactional and production processes through a combination of lecture, practical exercises, group discussions, as well as group and individual activities. Upon completion of this training, the student will be prepared to participate as a team member on a Rapid Improvement Event or Define, Measure, Analyze, Improve, Control (DMAIC) project.

c. Green Belt Training

(1) This five-day Green Belt class is designed to provide a practitioner's level of understanding and application of Lean, Six Sigma and Theory of Constraints. The course addresses how these primary CPI components can be applied within an organization and also discusses the technical, cultural, financial and management components of process improvement. Basic Lean principles and tools such as Value Stream Mapping & Analysis, Visual Controls, 5S workplace organization, and Poke-Yoke are presented. Principles and tools from the Six Sigma discipline include project selection, project validation, statistical analysis and the DMAIC Process for Process Improvement. The

constraint management techniques of TOC are also discussed and applied during the course.

(2) The student will learn to apply these principles and tools to transactional and production processes through a combination of lecture, practical exercises, group discussions, as well as group and individual activities. Upon completion of the one week training the student will be prepared to lead/conduct Rapid Improvement Events (Kaizen) or to support (not lead) a small-scale DMAIC project under the guidance of a Black Belt. This course utilizes the common Navy-wide Green Belt curriculum, and meets the requirements for the training portion of Green Belt certification within the USMC/DoN.

d. Black Belt Training

(1) This program will equip participants with the principles and tools necessary to drive improvements, based on facts and data, while using the best industry-standard methodologies. The objective of the training program is to provide qualified black belts who apply a disciplined, data-driven methodology to continuously improve the way the USMC does business. Results of these improvements must be focused on the customer, aligned with USMC strategic initiatives, and they must be sustainable.

(2) The four-week Black Belt course consists of classroom instruction spread over a three month period. During the last week of class students will complete a comprehensive final exam based on the DoN Black Belt Body of Knowledge. Students must achieve a minimum score of 75% to receive their course completion certificate. During the four weeks of the class, students are required to complete a process improvement project based on the DMAIC model. The project must focus on producing significant Return on Investment (ROI) for the student's command such as reducing cost, improving quality, reducing cycle time, and/or increasing safety. Participants are expected to devote approximately 50% of their out-of-classroom time to completing their training project. Projects are expected to be completed no later than two weeks after the conclusion of the Black Belt course. Project completion is defined as:

(a) Satisfactory application of the DMAIC model based on the criteria found in the USMC CPI Guidebook Appendix C, Black Belt Certification.

(b) Documentation from your Project Sponsor that you have satisfactorily completed your project. Signed tollgates must

be uploaded in the Continuous Process Improvement Management System (CPIMS) through the Improve Phase to include approved Control Plan and Implementation Plan.

(c) Electronic submission of a storyboard that documents your project (delivered to the Lead Instructor).

(d) Final tollgate brief to the Instructor Team.

(e) All required deliverables uploaded to CPIMS. Students will not receive their course completion certificate until projects are completed and properly documented in CPIMS.

d. Continuous Process Improvement Management System Training. CPIMS, formerly known as Deployment Management System or PowerSteering, is the software that the USMC is using to track CPI projects and resources. This DoN sponsored web based database will provide CPI leaders at all levels with the tools to easily and actively manage their CPI programs. The Installation Site Administrator trains all Command new users in CPIMS operations per the USMC CPIMS training matrix which outlines the modules required for:

- (1) Executives (1 hour)
- (2) Project Sponsors (4 hours)
- (3) Belts (4 hours)
- (4) Financial Representatives (4 hours)
- (5) Site Administrators (2 days)

## 2. Navy Knowledge On-Line e-Learning

a. CPI Introductory/Familiarization Training (LSS White Belt Course). The Navy LSS White Belt course provides an introduction to a broad range of basic principles, practices, tools and business models that navy personnel can apply to implement efficiencies throughout the Navy. The course covers TOC, Lean and Six Sigma to establish greater awareness of the respective concepts. The target audience for this course is all Navy personnel (military and civilian.)

### (1) Objectives:

(a) Learn the urgency of the need to reduce costs across the entire Navy business enterprise.

(b) Gain an understanding that LSS/TOC concepts and principles are a means to achieving these important continuous improvement goals, and how it is a proven method of reducing operating and sustainment costs in use today by leaders in manufacturing and services industries.

(c) Learn the definitions of what LSS/TOC is and is not, and be provided with real-life examples of LSS/TOC projects, how the projects were identified, and improvements were made using LSS/TOC concepts and tools.

(d) Learn how the DoN is incorporating LSS/TOC into its business processes.

(e) Learn how to recognize opportunities for improvement and where they can get assistance with submitting ideas; or learning more about how and where to get further LSS/TOC training to further develop their ideas themselves.

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## CHERRY POINT CPI COMMUNICATION PLAN

1. This plan provides information on the actions that will be taken to support Marine Corps Continuous Process Improvement with effective communication and information.

The primary purpose of USMC Continuous Process Improvement (CPI) is to enhance all aspects of the support provided to the Marine Air-Ground Task Force (MAGTF) in order to maximize their combat readiness and warfighting capability. Enhanced support to the warfighters will be achieved by continuously improving all key support processes through the application of process improvement tools to reduce cycle times, provide optimum reliability and ensure affordability. Marine Corps CPI is aligned with similar DoD CPI program and DoN process improvement efforts, which have the same goal of continually improving all functions that support warfighting capability, while ensuring affordability.

CPI is a major initiative that will involve a wide range of organizations and personnel to enhance the performance of all business processes that support the warfighter. Continuous Process Improvement is a primary responsibility of all commanders, key leaders, and managers in every organization responsible for providing support to the warfighter. CPI will engage everyone in these organizations to actively implement and support continuous improvement of all support operations to enhance the combat readiness and warfighting capability of the Marine Corps.

Leadership and effective communication are critical elements in the success of CPI. This Communication Plan emphasizes the key role of leaders in all organizations that support the warfighter in leading the overall CPI effort through effective communication with all members of their organization. This leadership and communication will support the development of a culture of continuous improvement throughout the workforce. Every member of the workforce will be part of this culture that advocates highly effective and affordable support to the warfighter, and this Plan emphasizes the sharing of workforce success stories in order to rapidly build and expand support for continuous process improvement.

2. Goal of the CPI Communication Plan. The goal of the Cherry Point CPI Communication Plan is to support a self-sustaining culture of continuous improvement in every organization that is focused on providing highly effective and affordable support to the warfighting capability of the Marine Corps.

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a. Audiences. The primary target audiences of this Communication Plan are:

(1) Leaders at all levels in every MCAS Cherry Point organization that provides support to the Operating Forces.

(2) The workforce in every MCAS Cherry Point organization that provides support to the Operating Forces.

b. Communications Objectives. Enterprise-wide understanding, support and active endorsement of CPI efforts are critical to the success of CPI. This Communication Plan provides the framework to convey information related to CPI deployment, methods, projects, and benefits in a proactive, structured, and timely manner; and to foster collaborative knowledge-sharing across the workforce. The objectives of the CPI Communication Plan are to:

(1) Promote awareness of the benefits of CPI and generate interest in the use of CPI tools and methods, ultimately resulting in a self-sustaining workforce culture of continuous process improvement focused on providing excellent support to the warfighter.

(2) Provide leaders, managers, and the workforce with information about CPI implementation, resources, on-going efforts, results, and success stories.

(3) Disseminate timely and relevant information about CPI training and events, projects, methods, standards, and tools.

(4) Utilize technology to provide a means for CPI practitioners to collaborate and share knowledge.

(5) Alleviate perceptions that the civilian workforce may lose jobs from CPI.

c. Communication Strategy. The fundamental communications strategy is to proactively emphasize that the primary purpose of CPI is to enhance support to the warfighter rather than cost cutting, and that CPI is aligned with and supports the overarching DoN and DoD CPI mandates.

d. Ongoing CPI Communication Actions. The following ongoing communication actions will ensure CPI practitioners have access to vital information as they engage in CPI project implementation.

(1) Publish progress and success stories in the Windssock and other appropriate venues (bulletins, Internet, etc.)

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(2) Have practitioners participate in seminars, presentations, and meetings that provide opportunities to discuss general information on CPI and communicate progress and successes.

(3) Develop fact sheets for most frequently asked questions to establish common key strategic messages about CPI.

(4) Develop and disseminate a brochure explaining CPI objectives, methods, points of contact, and other pertinent information.

(5) Maintain a generally accessible web-based portal with the following information about CPI:

- (a) Key Points of Contact (POCs).
- (b) Frequently Asked Questions (FAQs).
- (c) Fact sheets.
- (d) Training opportunities.
- (e) Schedule/Calendar of events.
- (f) Projects in progress.
- (g) Success stories.
- (h) CPI implementation reference documents.
- (i) Project-level reference documents.
- (j) Project-level tools and templates.
- (k) Recommended reading.
- (l) Learning materials (self-tests, Just-In-Time (JIT) training modules, etc.)
- (m) Links to other related sites.

e. Communication Tools. The following is a list of communication tools that can be used by leaders to communicate information about CPI and assist them in leading the overall effort:

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Media	Primary Purpose(s)	Frequency	Target Audience
CPI Program Directives <ul style="list-style-type: none"> <li>• ACMC Message</li> <li>• MARADMINs</li> <li>• USMC CPI Guidebook</li> <li>• MCO</li> <li>• Cherry Point ASO</li> <li>• CP Campaign Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Engage all leaders and personnel</li> </ul>	Initial	<ul style="list-style-type: none"> <li>• All leaders and personnel within MCAS Cherry Point</li> </ul>
Web-based Portal	<ul style="list-style-type: none"> <li>• General information and facts about CPI</li> </ul>	Continuous	<ul style="list-style-type: none"> <li>• All leaders and personnel within MCAS Cherry Point</li> </ul>
CPI Brochure	<ul style="list-style-type: none"> <li>• Promote general awareness</li> <li>• Explain CPI objectives and methods</li> <li>• Provide POCs</li> </ul>	As required	<ul style="list-style-type: none"> <li>• Installation Wide</li> </ul>
CPI Windsack Articles	<ul style="list-style-type: none"> <li>• Highlight successes</li> <li>• Provide information on/schedules for training and events</li> <li>• Provide information on topics of interest (new books, implementation tips, lessons learned, new courses, etc.)</li> </ul>	Quarterly or As required	<ul style="list-style-type: none"> <li>• All leaders and personnel within MCAS Cherry Point</li> </ul>
Award/recognition	<ul style="list-style-type: none"> <li>• Promote general awareness</li> <li>• Recognize and celebrate successes</li> </ul>	As required	<ul style="list-style-type: none"> <li>• All leaders and personnel within MCAS Cherry Point</li> </ul>
CPI meetings/Tollgate reviews/Storyboard briefs, etc.	<ul style="list-style-type: none"> <li>• Share information</li> <li>• Perform implementation planning</li> <li>• Review deployment status</li> <li>• Develop policies and procedures</li> <li>• Share lessons learned</li> </ul>	Varying	<ul style="list-style-type: none"> <li>• Organization CPI Teams</li> <li>• CPI Working Group</li> </ul>

f. Frequently Asked Questions

(1) What is the purpose of CPI?

Answer: The primary purpose of USMC CPI is to enhance all aspects of the support provided to the Marine Air-Ground Task Force (MAGTF) in order to maximize their combat readiness and warfighting capability. Enhanced support to the warfighters will be achieved by continuously improving all key support processes through the application of process improvement tools to reduce cycle times, provide optimum reliability, and ensure affordability. Marine Corps CPI is aligned with DoD CPI and DoN process improvement efforts, which have the same primary goal of continually improving

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all functions that support warfighting capability, while ensuring affordability. Marine Corps CPI translates DoD and DoN CPI guidance into plans that are compatible with the Marine Corps culture and environment while ensuring conceptual and strategic alignment.

While affordability is an issue that must be addressed, the primary focus of Marine Corps CPI is improving support to the warfighter, not cost reduction.

(2) How is CPI different than other previous "management" programs?

Answer: Many management improvement programs in the past simply provided widespread training in generalized management or process improvement concepts but failed to provide a structured and consistent method for their application. These previous efforts also failed to provide a method for identifying high priority or high potential targets linked to the primary mission of warfighting support and often focused only on cost cutting. Marine Corps CPI is entirely focused on enhancing support to the warfighters, not cost reduction. It involves an enterprise-wide focus on continuous improvement of all business processes that support the warfighter and will employ the integrated and structured use of recognized 'best practices' and tools such as Strategic Planning, Lean Six Sigma (LSS), Theory of Constraints (TOC), Balanced Resource Management, and scorecards among others. These tools have improved capability and affordability in industry and in several elements of the DoD and DoN, and they involve a structured approach that can be implemented in a consistent manner throughout the Marine Corps. A standard USMC Project Development Process is used for selecting high-value projects and JIT training will be provided in conjunction with the conduct of high value process improvement projects using the standard Define, Measure, Analyze, Improve, and Control (DMAIC) project management methodology.

(3) Who is responsible for implementing Continuous Process Improvement?

Answer: DoD, DoN, and USMC CPI guidance emphasize the responsibility and accountability of leaders in every organization that provides support to the warfighter to continuously improve that support with CPI. The Commandant and Assistant Commandant of the Marine Corps have responsibility for initiating, driving, and supporting CPI from the executive level. As the "Champions" for CPI, they set high-level

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objectives, help maintain the momentum of implementation, and obtain support and endorsement at the executive level.

(4) How will Continuous Process Improvement be applied in the Marine Corps?

Answer: The Marine Corps has adopted a three-part CPI implementation strategy:

- Conduct strategically aligned CPI projects in enterprise-level high-impact core value streams.
- Continue/accelerate CPI effort in Air and Ground Logistics functions.
- Conduct high-impact organization-level and regional-level process improvement projects. Value streams comprise all the work and activity that produce the products and services required to support warfighting capability. The enterprise-level value streams that support warfighting capability in the Marine Corps are known as High Impact Core Value Streams (HICVS).

This complex supporting enterprise with myriad process interfaces and touch points requires continuous process improvement in order to effectively support Marine Corps warfighting capability. Numerous functional areas and organizations in the Marine Corps will participate in CPI activities. The leaders of these major supporting organizations act as advocates and owners of the HICVSs and are responsible for using CPI to improve the performance of the overall value stream, even though it may cross organizational lines.

(5) What will ensure CPI projects produce real results?

Answer: USMC CPI employs a standard Project Development Process that is tailored for success in the Marine Corps. This approach maintains a focus on support of warfighting capability, engages key leaders to drive the effort and ensures tangible and quantifiable improvements and results. All proposed USMC CPI projects will be targeted to:

- Improve the processes that support combat readiness and warfighting capability.
- Address the strategic priorities of the organization.
- Address support priorities validated by the customer (warfighter).
- Have the full support of key leaders and commanders prior to project commencement, including an advance commitment to implement/sustain the gains.

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- Target processes with significant potential for improved performance and/or affordability with improved performance as the primary objective.

These project selection criteria will ensure projects produce tangible and quantifiable benefits, address customer priorities, and maximize the odds of success. Commanders, key leaders, and managers will screen all proposed process improvement projects to ensure they meet CPI project criteria and the priorities of the warfighting organizations they support.

USMC CPI also utilizes a structured CPI project management methodology (DMAIC Trianing), detailed project charters, risk mitigation plans, and a project management approach that provides rigorous structure to ensure success. This rigorous approach to project management also requires an advance commitment from key leaders to fully support each project and to implement and sustain the gains. Project success metrics and scorecards are used to monitor, manage, and sustain the performance gains produced by each project.

(6) Which business improvement tools will be used in CPI?

Answer: CPI utilizes recognized 'best practices' and tools including the following:

- Strategic Planning is the process by which the leaders of an organization envision its future and identify the high-level actions to be taken over the timeline of the plan to make the vision a reality. The purpose of the strategic plan is to portray a comprehensive, integrated roadmap for an organization that supports its goals for completing its mission and ensuring its future viability.
- Lean Six Sigma combines the strategies of Lean (eliminate non-value added activities and improve cycle time) and Six Sigma (reduce process variation and ensure consistent quality).
- Theory of Constraints (TOC) provides a set of analytical tools and concepts for analyzing and improving complex interrelated processes and systems to improve overall system functioning and capability. TOC is helpful when addressing the complex extended business enterprise in the Marine Corps.
- Balanced Resource Management. The key elements of balanced resource management are accurately identifying and articulating budget and manpower requirements; effective budget execution and alignment of resources to strategic priorities; and process improvement (since waste can consume up to 75% of the typical business process).

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- Extended Enterprise Management recognizes the network of entities required to effectively deliver products and services and create value for customers. Extended Enterprise Management extends process analysis, improvement, and management to all the organizational components of the larger organization as well as the outside entities that contribute to consistently delivering quality products and services in a timely manner.
- Integrated Performance Management (IPM) is an approach/tool that supports the implementation of Extended Enterprise Management and the organization's Strategic Plan. IPM links organizational goals and objectives between the levels and across the processes of an organization and provides a balanced set of strategically aligned measures.

(7) Does the Six Sigma concept of "3.4 defects per million" have any relevance in the support processes within the Marine Corps?

Answer: This nearly perfect "Six Sigma" defect rate symbolizes the highly efficient process performance that is attainable through continuous process improvement. However, the cost and effort associated with achieving a quality standard of 3.4 defects per million is not feasible in every environment or situation. In our current environment of budget austerity, we must consider and balance both customer requirements and cost to determine the acceptable level of process performance and affordability.

A complimentary approach to setting targets for process performance is outlined in the book, *Demystifying Six Sigma*, in which the author, Alan Larson, states that the standard Six Sigma "rate of improvement goal" is a ten-fold improvement every two years. For example, if 50 out of 100 documents (such as travel orders, contract documents, work requests, etc.) require some type of correction or rework, your target should be to improve to 5 errors per 100 documents within two years. This approach not only assists in establishing realistic targets, but also helps everyone understand the timeline for meeting the target goal.

(8) What support is available to implement CPI?

Answer: HQMC will provide general implementation and training support for initial establishment of CPI.

It is anticipated that over time, all organizations will develop organic capability to support continuous process improvement in their operations. HQMC Regional CPI Support Teams composed of business process improvement specialists (CPI Master Black Belts

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and Black Belts) are positioned in key locations to provide consulting, coaching, and training support. The CPI Support Teams are under the cognizance of the Director, Marine Corps Business Enterprise Office. These teams will provide general support to commanders, managers, and teams of functional personnel as they conduct process improvement studies and apply CPI tools.

The Installation CPI Support Team will provide a wide array of general support from project leadership and execution through advice and mentoring, and will function as the most respected resource for CPI excellence. The Installation CPI Support Team can provide planning materials, guidance, tools, templates, infrastructure, and the project support needed to get CPI initiatives off to a fast start. Working with the Installation CPI Support Team ensures the use of a methodology on all projects that has proven effective in the USMC.

In addition to the general consulting and training support provided by the Installation CPI Support Team, a CPI portal will provide access to a full array of information and a set of project support tools and templates to assist in the successful conduct of process improvement projects.

(9) Who keeps any resource savings resulting from CPI projects?

Answer: The primary focus of the Marine Corps CPI is improving support of MAGTF capability and readiness. The CPI Program will simply be used to meet existing financial pressure while maintaining high-quality support to the warfighter. SECNAVINST 5220.13 dated 30 November 2007 codifies tracking results using the CPI program management support (IT) tool. Marine Corps Requirements and Oversight Council Decision Memorandum 06-2007 established the policy that generating organizations can retain any cost benefits from CPI projects.

(10) How is the concept of security related to LSS?

Answer: There have been many advances in the fields of security management and LSS. The LSS methodology can be used to improve the security of key processes in addition to improving process performance. In particular, LSS and CPI can be used to improve security risks identified by security personnel.

(11) Where can I get more information?

Answer: For more information contact the Comptroller Business Performance Team at 252-466-4630 or DSN 582-4630.