Enterprise Transformation…
The Ogden Air Logistics Center
20 January, 2004

Presented By:
LAI SMEs

The Transformation Journey

Transformation Plan Features…

- Up Front ELT Training
- Recommended Change Agent Selection Process
- Recommended Change Agent Selection/Training
  - Training at Industry Courses
- Black Belt Internship with Industry Members
- Bench-Marking (Government and Industry)
- Metrics
- Early Project Identification and Completion
- Senior Level Reviews
- Knowledge Sharing

Transformation Inputs

- ✓ ELT
- ✓ Transformation Office
- ✓ LAI Consortium Engaged
- ✓ Training Materials
- ✓ Recommended Change Agent Candidate Criteria
- ✓ Industry Tools/Templates
- ❑ Define Enterprise Boundaries
- ❑ Resource/Time Commitment

Transformation Outputs

- Transformation Office Credibility
- Continuous Improvement Culture
- EVSMA Completed with Projects ID'd
- Initial Black Belts ID'd and Training Initiated
- Long Term Strategic Plan Completed

Culture Change, Infrastructure, Measurable Change

Resources

- ELT Launched
- Designate “War” room for exclusive use of ELT and Sub Teams
- Nominate and Select Black Best Candidates (11)
- Nominate and Select Interns for Training and assignment to Industry partners (6-8 Mos)

Summary

- Schedule Very Aggressive
- Accelerated Path to Self Sufficiency
- Parallel efforts to accelerate the transformation
  - Internal ALC Black Belt training and cert
  - Internship program
  - Early focus area identification
  - Early project initiation

LEAN AEROSPACE INITIATIVE

Backups

Recommended Candidate Selection Criteria

- The Candidate will:
  - Be Respected and credible
  - Be a qualified Green Belt (Desired)
  - Be promotable and a proven performer within the organization (Recognized performance in current assignment (Exceeds or Far Exceeds)
  - Become certified within 12 months of foundation completion
  - Teach green belt training and coach and qualify green belts
- Black Belts:
  - Possess Leadership, People, Presentation, Facilitation, and analytical skills
  - Have the ability to learn and are open to change
  - Are results oriented with Passion, Energy, Confidence and won't quit
  - Possess Business Acumen
- Also consider Diversity and a Demographic mix of Candidates to mirror the population under consideration
- Note: If a candidate does not meet the above criteria a waiver must be approved by at Directorate Level

Source: Raytheon Company

EVSMA Data Collection

- Phase 2. Stakeholder Value Exchange
  - Existing documentation relative to stakeholder definition and their expectations
  - Customer satisfaction surveys
  - Employee satisfaction surveys
  - Partner performance review reports
  - Supplier assessments or ratings
  - Stakeholder value taxonomy

The Role of a Black Belt

- Change Agent who leads the implementation of projects to achieve business results through Lean.
- Responsible for:
  - Project results
  - Project alignment with business requirements
  - Project planning and management
  - Team facilitation, education
  - Green Belt coaching and qualification
  - Optimization & continuous improvement

Source: Raytheon Company

Agenda 22 January

0700	Introductions	All
0715	Defining the Enterprise	D. Nightingale
0745	Stakeholders and Value	D. Nightingale
0815	Break	
0830	Exercise Stakeholder Value	All
0930	Break	
0945	Strategic Objectives and Metrics	D. Nightingale
1015	Exercise Strategic Objectives and Metrics	All
1115	ALC Strategic Plan and Metrics	ELT Presentation
1200	Lunch	
1300	Enterprise Processes and Process Models	D. Nightingale
1330	Exercise ALC Processes and Models	All
1430	Break	
1445	EVSMA Data Collection (Review)	
1500	Benchmarking and Expectations	
	Change Agents (Process and Criteria)	
	Communication Plan	
	Next Steps/Event Schedule	
1530	Adjourn	

Recommended Selection Process

Identify the Selection Team

- ✓ Selection team shall consist of Senior Leadership. Others involved may include reps from HR and leaders who deploy Lean in their org.
- ✓ Determine business needs for # of candidates
- ✓ Determine demographics of candidate pool for consideration of needs.

Develop a Pool of Candidates

- ✓ Request made to directorate to submit list of endorsed candidate to continue thru selection process. Any Self Nominations are provided to directorate for consideration.
- ✓ Leaders contact all nominations letting them know whether they were endorsed to proceed thru selection process
- ✓ Leaders submit list of endorsed names in accordance with pre-requisites to proceed thru selection process

Obtain Data on Candidates (application, R&R-Past Performance, info session)

- ✓ Information Session for candidates (time permitting) Interested candidates sign up for consideration and interview
- ✓ All candidates submit application form
- ✓ HR summaries
- ✓ Past performance data provided by HR to selection team

Interview the Finalists & Review Past Performance

- ✓ Selection team interviews finalists
- ✓ Competency model serves as “interview protocol”
- ✓ Team members rank finalists considering:
  - ✓application
  - ✓Interview
  - ✓Performance
  - ✓Mgmt discussions
  - ✓Deployment model
  - ✓Diversity Considerations

Select Candidates for Training

- ✓ Selection Team determines recommended candidate list
- ✓ Steering committee (ELT) review list for concurrence
- ✓ Candidate Supervision & Functional Mgmt are contacted to ensure their support & deployment model agreed to
- ✓ All candidates contacted to discuss yes/no decision & development recommendations as appropriate
- ✓ Selected Candidates Attend Training on probationary status

Source: Raytheon CompanyS

EVSMA Data Collection (Continued)

- Phase 3. Strategic Objectives
  - Identify strategic objectives
  - Identify associated metrics
  - Analyze current enterprise performance relative to strategic metrics
  - Identify additional enterprise performance data (Cost Drivers)

EVSMA Data Collection (Continued)

- Phase 4. Enterprise Processes
  - Identify major enterprise processes
  - Collect enterprise process performance data