



DEPUTY SECRETARY OF DEFENSE

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MAR - 6 2007

MEMORANDUM FOR UNDER SECRETARIES OF DEFENSE
ASSISTANT SECRETARIES OF DEFENSE
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE
DIRECTOR, OPERATIONAL TEST AND EVALUATION
INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE
ASSISTANTS TO THE SECRETARY OF DEFENSE
DIRECTOR, ADMINISTRATION AND MANAGEMENT
DIRECTOR, PROGRAM ANALYSIS AND EVALUATION
DIRECTOR, NET ASSESSMENT
DIRECTORS OF THE DEFENSE AGENCIES
DIRECTORS OF THE DOD FIELD ACTIVITIES

SUBJECT: Continuous Process Improvement (CPI) Baseline Assessment

CPI has proven to be an important tool to drive operational effectiveness in the Department. Request your help to identify ways that CPI supports the warfighter, gauge our overall level of CPI maturity in OSD, and identify the expertise we are developing to support CPI efforts. This information will help establish a baseline to gauge future CPI efficiencies and employ the appropriate process improvement tools moving forward.

Please complete the attached CPI Baseline Assessment and return it by March 27 to Mr. David Pauling, Chairman of the DoD CPI Senior Steering Committee at david.pauling@osd.mil, with a copy furnished to Colonel Ric Sherman at ricky.sherman@osd.mil.

Thank you in advance for your support of this important effort.

Attachment:
As stated

cc:
Secretaries of the Military Departments
Chairman of the Joint Chiefs of Staff

OSD 02731-07



3/9/2007 8:28:58 AM



Continuous Process Improvement (CPI) Baseline Assessment

Principal Staff Assistant: _____

1. CPI Deployment and Strategy.* *Experience in both the public and private sectors indicates that a CPI infrastructure that supports strategically aligned outcome-focused goals is an important aspect of sustainable, long-term improvement efforts. Please respond to the six questions below to indicate your current activity in this area:*

a. What is the status of your organization regarding CPI implementation?

- Just beginning
- Several CPI initiatives underway
- Several CPI initiatives completed

b. Have you completed a mission, vision, and strategic planning review within your organization to help guide your CPI initiatives? What are your 6-, 12-, and 18-month CPI goals and objectives?

c. Have you employed value stream analyses to support and prioritize your process improvement projects/initiatives? How have you done/do you plan to do this?

d. Have you developed an organization-wide CPI operational improvement plan to provide consistent CPI deployment within your organization? What are/will be its key elements?

* A discussion of CPI deployment, as well as other key facets of CPI may be found in the DoD Continuous Process Improvement Transformation Guidebook, dated May 2006. A PDF version of the document can be located at the following link: http://www.dau.mil/pubs/Online_Pubs.asp

e. Do your organizations involved with development and maintenance of software intensive systems include Software Engineering Institute's Capability Maturity Models (CMMs) as a CPI element?

f. What help, if any, do you need in this area?

2. CPI Expertise. *Successful CPI implementation requires a variety of responsibilities and skills sets. Some of the responsibilities fall upon existing organizational roles, others involve additional capacities that support CPI project identification and implementation and related activities. Please respond to the eight CPI expertise questions below:*

a. How many staff members have received some level of introductory Lean Six Sigma or other CPI training, including on-line training, and what percent of the staff does that represent?

b. How many managers have completed CPI Champion training?

c. How many Master Black Belts – (CPI Level 3) are on staff and what percent of the staff does that represent?

d. How many Black Belts – (CPI Level 2) are on staff and what percent of the staff does that represent? Are your Black Belts available to assist other organizations? If so, please provide their contact/e-mail information.

e. How many Green Belts – (CPI Level 1) are on staff and what percent of the staff does that represent?

f. How many have been trained in other CPI methods, such as capability maturity models for software intensive system development and maintenance?

g. What is your organization's CPI training plan for CY 2007?

h. What help, if any, do you need to meet your CPI training requirements?

3. CPI Activities. *Successful CPI projects, aligned with organizational and customer outcomes, are a key measure of merit for program success. Please answer the following four questions related to on-going and planned CPI activities.*

a. How many, and what type, of CPI activities did your organization complete in 2006? (e.g., value stream analyses, rapid improvement events, and LSS/CPI projects, or CMM implementation). Please provide an indication of the category of the activity (e.g. Safety, Acquisition, Recruitment, Logistics, etc.) as well as the results achieved through these efforts, as available.

b. How many, and what type, of CPI activities are currently on-going within your organization? (e.g., value stream analyses, rapid improvement events, projects, CMM)

c. How many, and what type, of CPI activities does your organization have planned for 2007? (e.g., value stream analyses, rapid improvement events, projects, CMM)

d. What help, if any, do you need in this area?