



NAC Executive Insights

Continuous Performance Improvement: Detailed Work Processes – Check

Key Points

- Addresses the Check stage of Continuous Performance Improvement, the third stage in a Quality Management Plan-Do-Check-Act cycle, to be used in conjunction with companion Executive Insights examining the other stages of CPIP.
- Details the Check stage as comprised of four principal processes: regulatory compliance and industry best practices and standards management system; the system to identify pertinent regulations; and the system to identify specific requirements.
- Provides flow charts with a clear guide to each process and a starting point for adaptation and implementation.

Introduction

This Executive Insight provides a detailed look at the Check stage of Continuous Performance Improvement Processes, complemented by a series of Executive Insights providing flow charts for each of the various processes employed as part of a Plan-Do-Check-Act cycle. These Executive Insights reflects the author's experience both in industry executive roles as well as consulting in this area.

This Executive Insight examines:

- Performance Measurement System (Figure 1)
- Regulatory Compliance and Industry Best Practices/Standards Management System (Figure 3)
- System to Identify Pertinent Regulations (Figure 3)
- System to Identify Specific Requirements (Figure 4)

Check

The Check phase of continuous performance improvement incorporates four principal management systems that encompass four distinct processes illustrated by the flowcharts in this Executive Insight.

The **Performance Management System** (Figure 1) reviews all goal setting initiatives to ensure that expectations and critical success factors have been clearly and completely defined. Measures to meet the established expectations are identified and aggregated and processes to cascade these into the organization specified. The resultant measures are tracked and reviewed and assessed for effectiveness.

The **Regulatory Compliance and Industry Best Practices/Standards Management System** (Figure 2) is applied to a pipeline company but easily adaptable to other industries that face regulatory requirements and seek to implement industry best practices. Many of these compliance processes have annual cycles as reflected in the flowchart but other cycles are possible.

The **System to Identify Pertinent Regulations** (Figure 3) is a clear, comprehensive process for ensuring pertinent regulations have been identified and can be expanded to include any other regulatory regimes that specific industries or projects might face.

The **System to Identify Specific Requirements** (Figure 4) identifies particular requirements to be addressed by individual organizations.

Conclusion

The four processes that comprise the Check stage of Continuous Performance Improvement Processes provide a ready starting point for organizations. These are broadly applicable and can be modified to reflect specific industry and company needs. Companion Executive Insights describe the Plan, Do, and Act stages of Continuous Performance Improvement.

Figure 1

PERFORMANCE MEASUREMENT SYSTEM

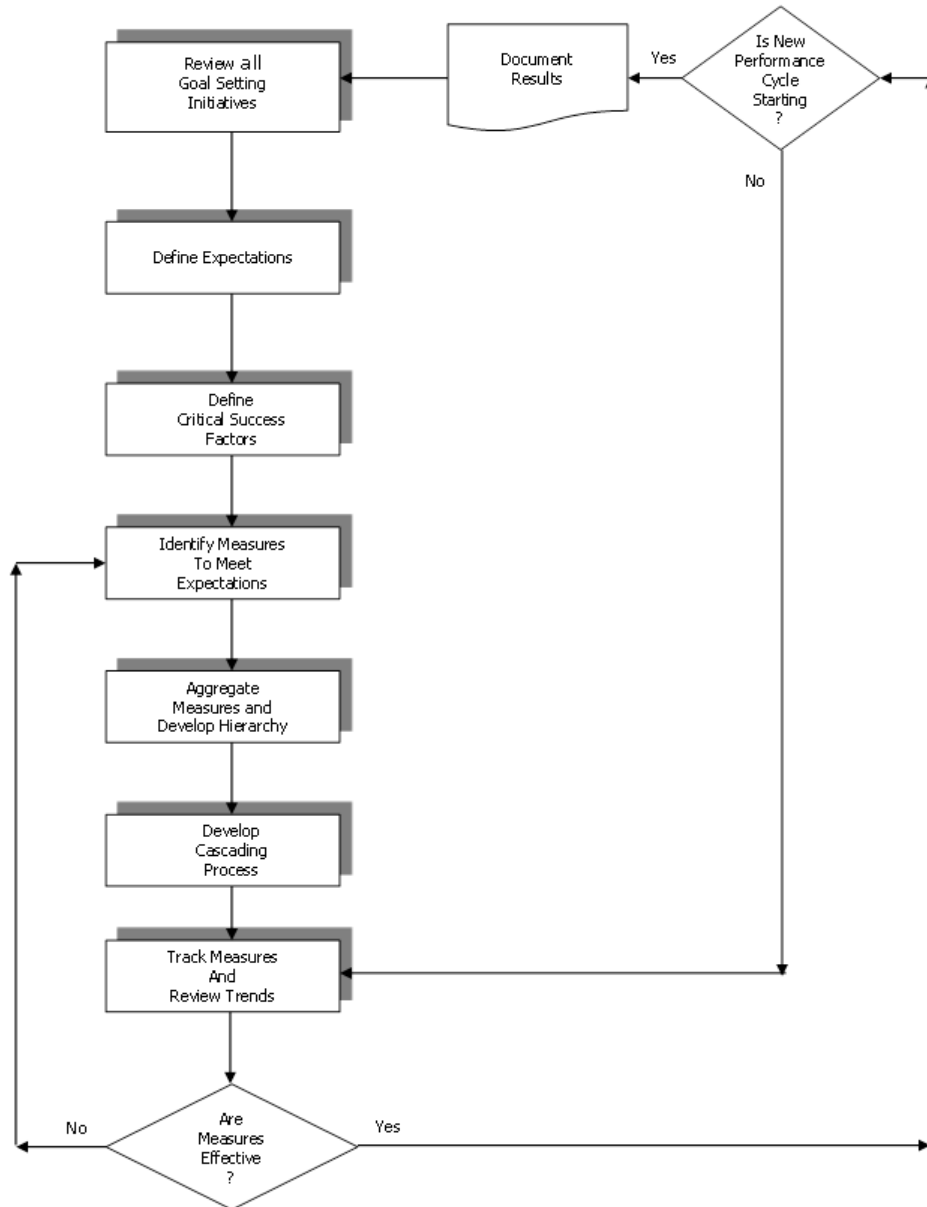


Figure 2

**REGULATORY COMPLIANCE AND
INDUSTRY BEST PRACTICES/STANDARDS
MANAGEMENT SYSTEM**

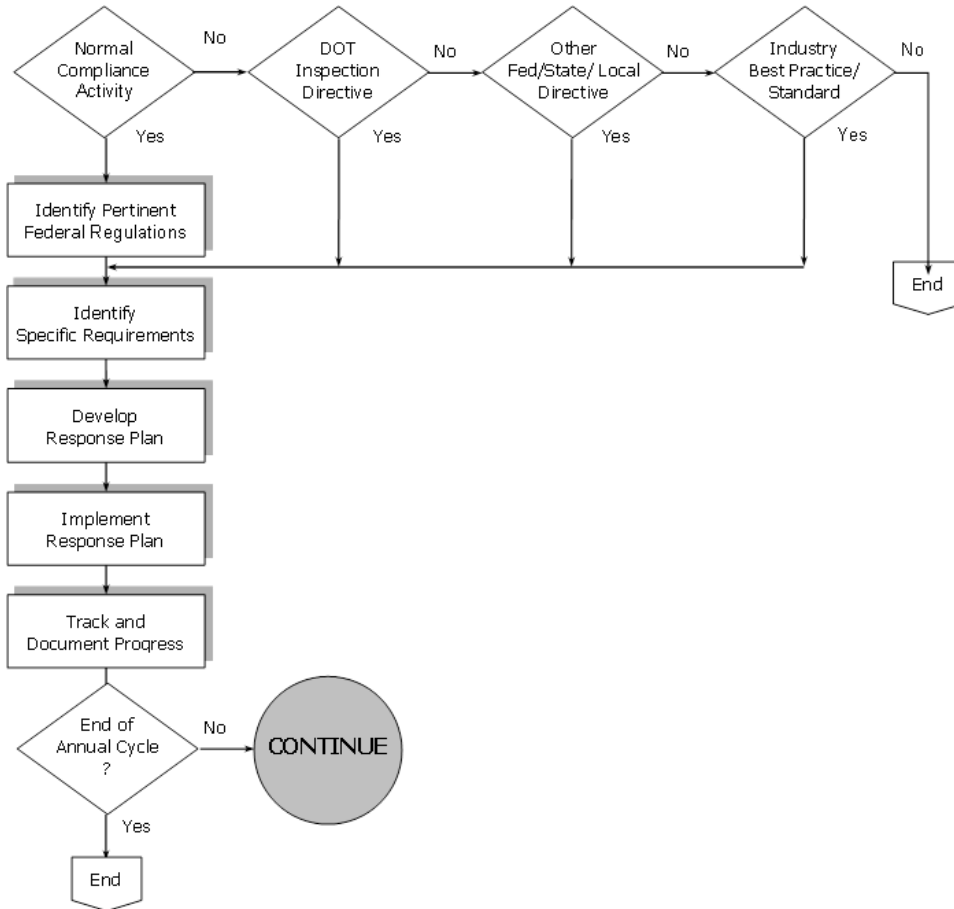


Figure 3

SYSTEM TO IDENTIFY PERTINENT REGULATIONS

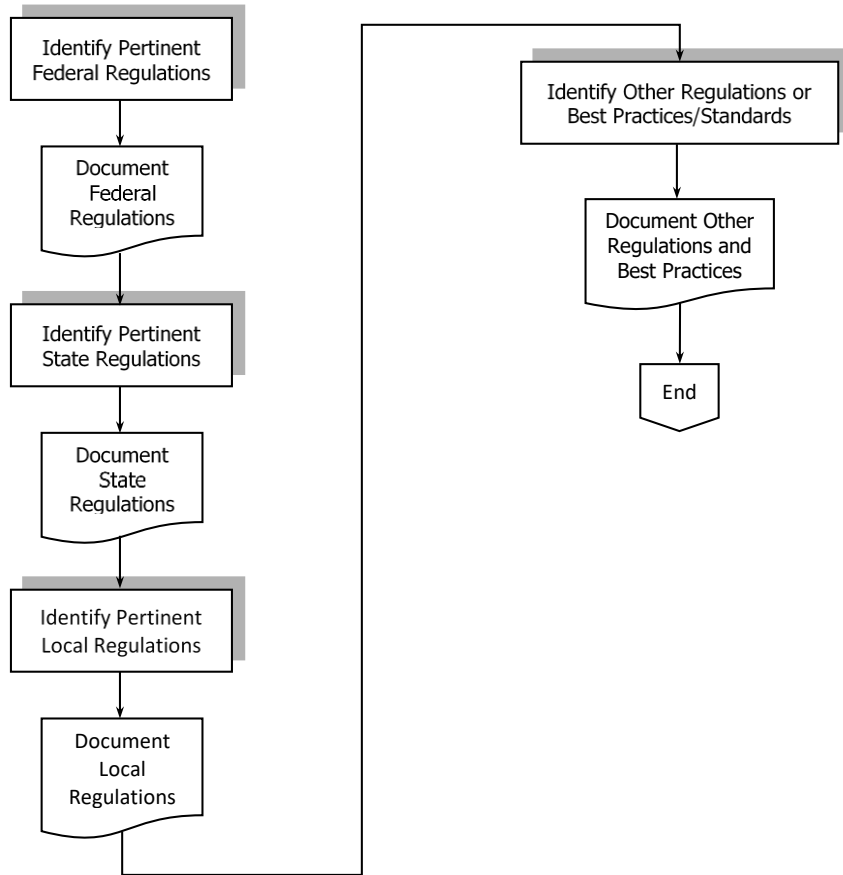
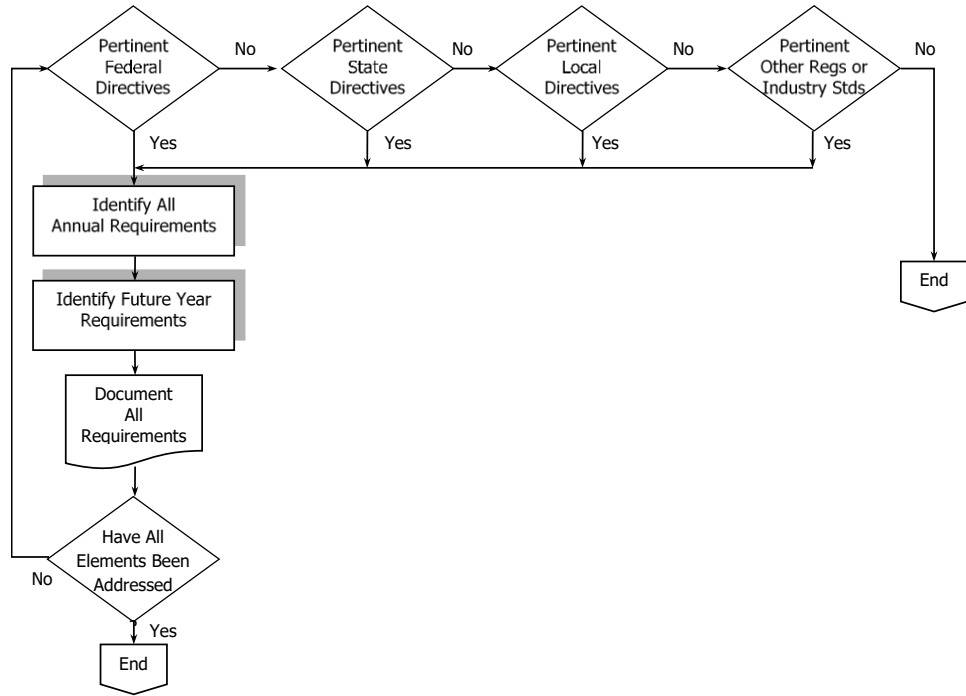


Figure 4

SYSTEM TO IDENTIFY SPECIFIC REQUIREMENTS



About the Author

Joseph W. (Joe) Martinelli is a charter member of the National Academy of Construction. He was president of Chevron Pipe Line Company before forming Performance Improvement Consultants in 1998, now PiPRO. Previously, he was the general manager of Chevron's Engineering Technology Department, vice president of Petro-Canada, and held numerous domestic and international positions with Gulf Oil. He is a former chairman of the Construction Industry Institute (CII) and was a Baldrige Quality Award examiner for three years.

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