



CASE
STUDY

Competitive Business Solutions

CONSOLIDATE TO WIN: CREATING A SINGLE PROCESS-BASED SYSTEM

A new spin-off from an aerospace business with about 1200 employees needed to simplify the procedures from the old business to achieve ISO 9001 certification. The old procedures were developed independently by each functional organization with little coordination resulting in a large volume of documents with numerous conflicts. Procedures were published in paper manuals, which were located in managers' offices and were rarely opened. The system had little credibility and minimal compliance.



INDUSTRY

Aerospace & Defense

SOLUTION AREA

Program and Product
Management, Operational
Excellence

BUSINESS CHALLENGE

The challenge was to consolidate all procedures into a single process-based system. Multifunctional teams needed to be established in order to develop and approve the process flows. There was no current process in place to create or approve procedures. Emphasis needed to be placed on document simplicity and brevity. Experience would determine where more detail was needed.

“Because CBS consultants have done my job in the past, they can pinpoint the source of a problem, fix it themselves or pull the right skills from their team to help.”

— CEO, Industrial Products

SOLUTION

Procedures were released to an intranet site with access by all employees. All documents were html-coded to keep them simple and allow the use of a readily available search tool. The search tool displayed all documents meeting the search criteria and included the paragraph containing the matched text. As a result, the desired information was frequently found with the first level search. Hyperlinks were used to avoid repeating common information shared by multiple documents. Printed copies were only allowed for short term use. Because of the risk associated with lean procedures, a commitment was made to employees that all procedure problems would be resolved within 5 business days.

A Process Owner was assigned to each document and given the responsibility to review all complaints or suggested improvements and recommend document changes to the Procedure Lead. The Procedure Lead is a single individual responsible for assuring that the Process Owner's solution did not cause unexpected problems. The review team was given 2 workdays to complete their review. A response was only required if there were concerns. If concerns were raised, the Procedure Lead facilitated an expeditious resolution. At the end of the review process, the Procedure Lead released the change. At the end of each week, the Procedure Lead published a list of all changes released that week on a web page and sent the link to all employees. All employees were responsible for awareness of all changes that impacted them.



RESULTS

The business achieved about an 80% reduction in volume of procedure documents and a 90% reduction in the staff required to support the system. Employees found procedures easy to access and regularly consulted them. As a result, relations with auditors and resident customer representatives dramatically improved. The Procedure Lead used web page counters to monitor usage and report the metrics to management at monthly reviews. ISO 9001 certification was achieved 9 months after the facility opened. As expected, after implementation, some procedure growth was experienced to address proven needs for added process guidance.

Ready to optimize the transformation of your organization? We can help.

REAL BUSINESS CHANGE. FASTER THAN YOU THOUGHT POSSIBLE.

Our operational problem-solvers bring unmatched industry experience, creative thinking and a collaborative approach to every client engagement. Call us at [973-509-0110](tel:973-509-0110) x147 for a private consultation to learn how we can help you with your continuous improvement efforts.