



Project Execution Process Improvement

Summary

Using Lean principles, TAG, DAS, and NHARNG established a model to improve interagency communication and collaboration, leading to an MOU, delineating the respective roles. Lean Phase II is now underway to improve specific operational processes.

Sponsors

- COL Maldonado
- Comm. Hodgdon
- Gen. Protzmann
- Gen. Reddel

Facilitators:

- Lt. Chris Wagner
- Roberta Bourque

Lean Team

- LTC Bridgham
- Stephanie Milender
- Judy Chen
- Mike Connor
- Doreen Wittenberg
- Mark Nogueira
- Tom Carleton
- Mary Kibbee-Lee
- Kim France
- LTC Mikolaities
- WO1 Rea
- LT Thompson

The Service

Successful completion of NH Army National Guard construction projects requires coordination of planning, construction specifications, project management, and financial controls among four entities.

The Problem

The Adjutant General (TAG), the NH Department of Administrative Services (DAS) and its Bureau of Public Works (BPW), the NH Army National Guard (NHARNG), and the US Property and Fiscal Office (USPFO) each play a role, or multiple roles, in the development and execution of NHARNG projects. From identifying the project need to estimating project costs – from designing construction plans to managing contractors and construction work – from billing and invoicing to seeking federal reimbursement: the full spectrum of project management involving these multiple entities is complex, time-consuming, and frustrating.

Prior to the Lean event, there lacked an understanding of each party's roles and responsibilities and respective statutory mandates, regulations, and policies. In the absence of this information, processes have been fragmented and inefficient, compliance with various requirements may not have been consistent, and the affected parties have experienced disappointment and tension among one another. At times design and construction costs have been estimated incorrectly but not identified as such until a project went out to bid, scope of work has been unclear or misunderstood, quality of the end product has been below expectations, and invoices have not been paid in a timely manner.

The Goal: Phase I

To understand the full spectrum of NHARNG project execution as a basis for improving the processes related to overall project and resource management.

The Lean Process

The Team, with the assistance of skilled Lean facilitators from the NH Department of Safety, mapped the current process, using the repair of a roof on a state-owned facility used by NHARNG as an example. The Team identified each party's roles and responsibilities, bottlenecks in the overall process, duplicative steps, and points of frustration. The Team then mapped a new process.

The Results

- Memorandum of Understanding to memorialize agreed upon responsibilities – effective 6/11/13
- A follow-up event, 8/21/13 which planned a series of Kaizens to design and implement SOPs

Phase II Kaizen Events

- Contractor invoices
- State reimbursement
- BPW fees
- Line item exceptions
- Encumbrances vs. obligations
- Roles & responsibilities

Phase II Facilitators

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Mike Moranti, NHANG
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