

Hampton Roads Quality Management Community

Regional Agenda Development

Connecting the Dots

Seth Pillsbury



2010

HRQMC Regional Agenda Development – 2010

AGENDA INITIATIVES

Working Group One

Organizational Development

Kermit Hobbs
Clair Dorcey
Aaron Reinick
Randy Wykle
Nick Nunes

Working Group Two

Outreach

Joe Maggiore
Ellen digs
George Yacus
Glenn Marshall
Linda Cramer
Joe Barto

Working Group Three

Regional Agenda

Doug Smith
Selena Hernandez-Haines
Charlie Brown
Kim Humphrey
Tom Lightfoot

PROJECT CATEGORIES

- 1. Regional Asset Mapping**
- 2. Community of Practice Collaboration**

HRQMC COMMUNITY OF PRACTICE – REGIONAL CONTINUOUS IMPROVEMENT AGENDA

Our planning activities have expanded to include a broader range of issues and participants. Fortunately we have a 5 year economic development focus to align the various events against, and several “burning platforms” to address short term continuous improvement initiatives.

The practical challenge is to keep all of the dots connected. The various agendas need to be made visible for everyone so our planning and execution efforts are efficient.

Introduction	At our recent strategic planning session we set HRQMC’s mission as promoting organizational excellence by facilitating deployment, execution, and sustainment of continuous improvement initiatives.
Community Perspective	<p>As a community of organizations, initiatives to improve productivity must align to enterprise objectives and to the overall economic trends of our region.</p> <p>The American economy has and still runs on regions. Our economic fundamentals started with farming regions (tobacco), coal, oil, and steel production regions, as well as many other areas offering basic sources of value. In Hampton Roads our economy derived from maritime resources and operations.</p> <p>The basic business model to generate maximum value during the industrial era was the hierarchical structure with a centralized authority. The basic metric was financial. Labor was not the most expensive resource; workers were readily available as the workforce grew continuously.</p> <p>Those fundamentals have changed.</p> <p>The economy still runs on regions, but technology brings foreign regions into competition with us. The workforce rate of growth has declined significantly.</p> <p>The challenge of continuous improvement has expanded from a focus on efficiency and capital to include innovation and collaboration.</p> <p>This perspective offers a specific set of challenges necessary to develop an innovation-based economy:</p> <ul style="list-style-type: none">• Promoting regionalism• Building and retaining talent resources• Transitioning industrial enterprises to advanced manufacturing units• Networking knowledge assets• Energizing the entrepreneurial assets in the region <p>In terms of activities a community of practice such as HRQMC can undertake, there are two options that address the entire list of challenges:</p> <ol style="list-style-type: none">1. Developing a regional asset map2. Facilitating a variety of collaborative initiatives among regional enterprises.

As we establish our agenda for 2010, our focus should be to collect information about our region into an Asset Map so we can reference our efforts to a credible baseline. We need to produce appropriate activities to facilitate collaboration on issues of regional development, and serve as a neutral broker among groups such as academia, commercial leaders, professional societies, municipal agencies, etc.

To bring regional groups together we need to provide an agenda of activities they are interested in participating in, both as means to share their unique capabilities with the community, and to benefit from resources/opportunities that a community agenda may offer. And there must be direct value for community participants:

- Providing the means to align/relate societies to significant regional changes
- Providing small and medium enterprises the means for immediate gain in terms of cash flow and process improvement.
- Providing larger enterprises, including federal and municipal agencies, the opportunity to engage in regional initiatives and achieve significant economic development goals.

Our Regional CI Conference in December pointed out Energy Resource Development as the significant economic development focus for Hampton Roads over the next 3 to 5 years. Aligning regional initiatives toward that opportunity is clearly the most appropriate strategy by which community continuous improvement capabilities may be enhanced.

The Conference also identified Market Optimization, Operational Sustainment, and Energy Savings Projects as issues of immediate concern to most small and medium sized area businesses. Lean/Six Sigma tools, along with the Baldrige criterion, were identified as the means to best improve enterprise performance as they articulate useful metrics and instruct across organizational and industry lines

MISSION	Execution	Immediate schedule	Organizational Dev Outreach Regional Agenda
	Deployment	Outreach Seminars on specific topics	
	Sustainment	Long range agenda of events and initiatives toward Offshore development initiatives.	

Following is a planning outline for developing and tracking specific events and projects against the principle of alignment and regional sustainment. The challenge is to provide events and projects that managers will see as critical to their near and long term benefit.

Category 1: Regional Asset Mapping

Reference (a) – *Measuring Regional Innovation*. A Guidebook for Conducting Regional Innovation Assessments, Prepared for the U.S. Department of Commerce, Economic Development Administration by the Council on Competitiveness

Reference (b) – *Comprehensive Economic Development Strategy (CEDs)* prepared by Vision Hampton Roads [Draft 1/5/2010]

Objective	To establish an appropriate baseline of data on the region of Hampton Roads to support collaborative economic development initiatives.	
Background	<p>Reference (a) provides a description of assets and an outline of survey procedures based on national research and application. Information collected as prescribed in this guidebook will be appropriate to support collaborative initiatives regionally and across the state.</p> <p>Reference (b) provides an expansive database of current state conditions among regional communities and will be invaluable as a starting level for the development of a description of Regional Innovative Environment Inputs and Outputs</p>	
Approach	A complete regional innovation assessment involves data collection, analysis, and recommendation development.	<p>Human Capital Research and Development Institutions Financial Capital Industrial Base Culture Physical Infrastructure Legal and Regulatory Environment Quality of Life Networks</p>
	Additionally, interviews with regional stakeholders shall be conducted -	<ul style="list-style-type: none"> • To develop a deeper understanding about the forces/institutions that helped and hindered the region as it reached its present state of development. • To assess how alliances and networks support and promote regional innovation

- To explore and confirm survey results and the subsequent regional priorities for action.

Resources	Volunteer agents will be sought from stakeholder communities	Academia Professional Associations Continuous Improvement CoP Participants
Product	<p>An analysis of the information collected and survey inputs shall be made to support recommendations for specific regional collaborative initiatives.</p> <p>An initial report of the effort shall be made to the Regional collaborative Continuous Improvement Forum in December 2010.</p>	

Category 2: Community of Practice Collaboration

Regional Issues	Regional Projects
Promoting Regionalism	<ol style="list-style-type: none"> 1. Quarterly Continuous Improvement Forums <ol style="list-style-type: none"> a. Annual and event themes b. Black Belt Networking sessions c. High visibility keynote speakers d. Surveys for expectations and fulfillment e. Status reports on other initiatives 2. Programs to collaborate on: <ul style="list-style-type: none"> • Operational Sustainability • Market Optimization • Energy Cost Savings • Training – CI skills • Procurement Opportunities • Green element in D-M-A-I-C projects
Building and Retaining Talent	<ol style="list-style-type: none"> 3. Technical Career Education Program 4. Maritime Industrial Trade School Collaboration 5. Intern/Mentor Distribution Center 6. Establish Mentoring Community to provide multi-enterprise structure for school-business mentoring program
Transitioning to Advanced Manufacturing	<ol style="list-style-type: none"> 7. Establish Adv Manufacturing Community to provide multi-enterprise structure for deployment of skills and projects to implement Advanced Manufacturing capacities.
Networking Knowledge Assets	<ol style="list-style-type: none"> 8. Establish Communities of Practice focused on issues identified by the Regional Asset Map. <ul style="list-style-type: none"> • Defined Neutral Broker roles • Formal communications plans • Support conferences <ul style="list-style-type: none"> ○ Goodman’s Gov’t Contractor Day ○ VA Commerce Dept events ○ International professional society events
Energizing the Entrepreneurial Economy	<ol style="list-style-type: none"> 9. Establish a Regional Entrepreneurial Initiatives Culture 10. Establish a Business Development Community of Baldrige criterion and business model principles.

1. Quarterly Continuous Improvement Forums

Objective	Mechanism to articulate and track regional continuous improvement initiatives. Support CI practitioner networking, and best practice sharing. Select speakers to address regional CI deployment issues and provide CI champion credibility.
Background	Feedback from Forum participants specifies a need for training on Employee Engagement initiatives, as well as opportunities for increased networking among CI practitioners, particularly Black Belt certified individuals.
Approach	An HRQMC Working Group is tasked to administer the Forums. An annual theme will be selected, and speakers asked to support the theme with their presentation. Surveys will be used to collect expectation and fulfillment data.
Resources	CI Project leaders among regional organizations. CEOs committed to business development based on CI concepts and initiatives.
Result	<ol style="list-style-type: none">1. Track regional CI deployment initiatives.2. Establish a sustained regional agenda of CI activities

2. Collaboration Opportunities

Objective	To support deployment of CI capabilities among regional organizations through the establishment and operation of various collaborative initiatives which provide immediate benefit as well as cultural change.	
Background	Fundamental to the successful deployment of continuous improvement capabilities is the quality of sustainability. By collaborating with other organizations, participants can expand their experience beyond the individual enterprise. This broader horizon will provide more opportunities for leadership growth and skill development. Further, association of each organization's CI deployment program with others across the region will institutionalize the effort, resolving the "flavor of the month" criticism such programs often receive.	
Approach	<p>Programs to collaborate on:</p> <ul style="list-style-type: none">• Operational Sustainability• Market Optimization• Energy Cost Savings• Training – CI skills• Procurement Opportunities• Green element in D-M-A-I-C projects <p>Collaborative initiatives are an immediate means to establish CI Community of Practice activities as regional in character. By addressing opportunities with short-term pay-off, the concept can be seen to be self-supporting and of considerable value. Subsequently initiatives of longer-term may be undertaken with assurance of success and potentially greater benefit.</p>	
Resources	Regional Asset Map	Define requirements and opportunities for development unique to Hampton Roads
	Community of Practice	Use the CoP structure to network and support collaborative actions among various organizations without formal partnership agreements. Documents from Council on Competitiveness. Link – U.S. Green Building Council
Result	<ol style="list-style-type: none">3. Short-term performance benefits.4. Foundation set for sustained regional continuous improvement agenda	

3. Technical Career Education Program

Objective	Modify current regional educational programs to more appropriately support economic development needs as well as substantially improve individual standards of living.
Background	Academia performance is defined by curriculum qualities and test performance of individual students. Workforce performance, however, is defined by team operations and skill performance. Further, little direct collaboration between commercial employers and academia leaders exists to address this miss-alignment issue. Most K-12 output currently is directed toward college entrance standards rather than career skill development.
Approach	Identify 4 or 5 leaders/champions of this issue; sponsor a seminar among regional interested parties to develop an agenda. Establish link between a Technical Career Education program and a significant economic development initiative such as energy infrastructure and generation management.
Resources	Technical Educational Programs Manufacturing outreach programs 21 st Century Job Skill programs. – Educational Standards Movement
Result	_____ Number of Tech Education graduates and workforce recruiting metrics.

4. Maritime Industrial Trade School Collaboration

Objective	Establish a regional Trade School as a single source of certified maritime skills for Hampton Roads.
Background	<p>Duplicate maritime apprentice schools are currently operated by NGSB and NNSY. Other industrial enterprises and shipyards frequently must seek recruits outside of the region.</p> <p>Collaboration of the maritime skill training programs would reduce costs and provide certified workers for the organizations critical to the economic foundation of the region.</p>
Approach	<p>Identify leaders of current regional Trade Schools. Sponsor a seminar to discuss options and opportunities appropriate to each organization.</p> <p>Review data and information developed by the Regional Asset Map.</p>
Resources	<p>Current trade school operations and facilities.</p> <p>Maritime industry workforce requirements.</p> <p>Local association of contractors - sponsorship</p>
Result	Significantly lower costs for certified maritime trades workers. Potential for supplying workers to areas beyond Hampton Roads.

5. Intern/Mentor Distribution Center

Objective	To facilitate the availability of interns for regional businesses, and establish a regional agenda for mentoring support to all CI deployment initiatives.
Background	Such intern and mentoring programs as exist are short term and inconsistent. Such programs should be responsive to specific continuous improvement initiatives.
Approach	Establish a central coordination agency for intern and mentor assignment, in response to regional and collaborative continuous improvement initiatives.
Resources	Initiatives as listed in the Regional Asset Map. Intern availabilities from universities nationally. Regional black belts.
Result	Sustained research support for regional CI initiatives. Sustained leadership development program. Access to nation-wide student recruits for regional workforce requirements.

6. Establish a Mentoring Community

Objective	To establish a regional multi-enterprise collaboration of mentoring support to participating organizations.
Background	Currently there is no regional structure for CI Mentoring.
Approach	Charter a Mentoring Group among CI CoP participants. Publicize activities across regional outreach networks.
Resources	Regional professional society chapters. Economic development agenda issues.
Result	Self sustained mentoring group within the region of Hampton Roads.

7. Establish and Advanced Manufacturing Community

Objective	Charter a group of organizations to collaborate as they implement advanced manufacturing capabilities.
Background	Improving competitiveness depends more on the ability to develop economies based on advantage of product design, production speed, logistics, improved end-user experience and superior marketing. Simply focusing on efficient operations without regard of integration of functions and the full value chain is insufficient.
Approach	Develop a list of initial advanced manufacturing projects that are appropriate for participating organizations. Charter the collaborative effort with specific note of note only benefits to each enterprise but the value of the collaborative effort.
Resources	Regional vendors, Mentoring Group, professional society expertise.
Result	Track record of value from the collaborative effort to improve competitive posture of participating organizations.

8. Establish Communities of Practice in support of Development Opportunities Unique to Hampton Roads

Objective	Charter Communities of Practice focused on issues identified by the Regional Asset Map analysis as of particular value to regional economic development.
Background	Several highly developed Knowledge Centers within the region offer significant value to economic development initiatives in addition to their current purpose. Additionally, several conferences are conducted in Hampton Roads annually to address issues of great significance to national and international communities.
Approach	<p>Research of regional networks nationally indicates cooperation between various groups for entrepreneurial, educational, and venture project development. However, the programs are generally evaluated as ineffective.</p> <p>An initial step would be to identify some existent regional networks, integrate them into a project chartered by HRQMC and seek to enhance the level of cooperation with focus on specific CI initiatives.</p> <p>Issues: Workforce development, energy development and distribution, High Performance Computing application, etc.</p>
Resources	Communications plans, charters, and regional forum platforms to publicize and evaluate the network performance.
Result	Strengthened regional linkages and forums on specific CI/economic development initiatives.

9. Establish a Regional Entrepreneurial Culture

Objective	Encourage the appreciation for difference and diversity, willingness to collaborate, and appreciation for risk-taking.
Background	While many regions have established programs to support development of new businesses and seek venture capital, there is little evidence of programs to encourage the behaviors entrepreneurs should exhibit.
Approach	Include in each forum, a workshop/speaker to address risk and innovation; offer opportunity for entrepreneurs to brief at such events.
Resources	Draw from contracts in Mentorship and workforce development programs.
Result	Established structure within which new businesses may plan and execute development actions with the support of enterprises across the region.

10. Establish a Business Development Community of Baldrige criterion and business model principles.

Objective	Charter a group of organizations in collaborative initiative to implement Baldrige business model principles as a basis for their CI deployment
Background	USCG Atlantic Area employees this practice as a means of establishing a sustained CI program at their various commands. Baldrige program has a number of tools appropriate for CI deployment support and sustainment.
Approach	Establish a community of organizations using common business model principles to create a self-sustaining CI deployment program. Provide their example and support as basis for expansion throughout the region.
Resources	Baldrige materials and training expertise.
Result	Another chartered, self-sustaining element of regional CI deployment initiatives to establish a sustaining agenda in the region along with other programs listed above.