

Support for the Implementation Champion: The Experience Reference Index

		Levels of Experience							
		New to CII		First Implementation		Repeat Implementation		Integrated Processes	
		Local/ Regional	National/ Global	Local/ Regional	National/ Global	Local/ Regional	National/ Global	Local/ Regional	National/ Global
Index Elements	Implementation Champion Characteristics	Project Link Organization Position Link to Senior Management	Project Link Organization Position Link to Senior Management Organization Network	Project Link Organization Position Link to Senior Management Understanding of Practice	Project Link Understanding of Practice Organization Network Link to Division or Regional Management	Project Link Personality Familiarity with CII Understanding of Practice	Project Link Active in CII Familiarity with CII Organization Network	Project Link Active in CII Familiarity with CII Organization Network	Project Link Active in CII Familiarity with CII Organization Network
	Resource Requests	Implementation Planning Personnel	Implementation Planning Personnel	Implementation Planning Personnel Project Access	Implementation Planning Personnel	Implementation Planning Personnel Budget Communications	Implementation Planning Personnel	Implementation Planning Personnel	Implementation Planning Personnel
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	Organization Scope	Personnel Involvement Operational Objectives Needs Analysis	Single Group or Project Education Change Audit	Single Group or Project Education Change Audit	Single Regional Network Engagement Change Audit Benchmark Development	Single Regional Network Engagement Change Audit Benchmark Development	Single Regional Network Engagement Change Audit Benchmark Development	Single Regional Network Engagement Change Audit Benchmark Development	Institutional Integration Measurable Benchmarks

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CII Member Companies

Abbott	AMEC
Air Products and Chemicals	AZCO
Ameren Corporation	Alstom Power
American Transmission Company	Audubon Engineering Company
Anheuser-Busch InBev	BIS Industrial Services
Aramco Services Company	Baker Concrete Construction
ArcelorMittal	Barton Malow Company
Architect of the Capitol	Bechtel Group
BP America	Bentley Systems
Barrick Gold Corporation	Black & Veatch
Bristol-Myers Squibb Company	Burns & McDonnell
CITGO Petroleum Corporation	CB&I
Cameco Corporation	CCC Group
Cargill	CDI Engineering Solutions
Chevron	CH2M HILL
ConocoPhillips	CSA Group
DTE Energy	Coreworx
The Dow Chemical Company	Day & Zimmermann
DuPont	Dresser-Rand Company
Eastman Chemical Company	eProject Management, LLC
Ecopetrol	Emerson Process Management
Eskom Holdings	Faithful+Gould
ExxonMobil Corporation	Flad & Associates
General Electric Company	Flint Energy Services
General Motors Corporation	Fluor Corporation
GlaxoSmithKline	Foster Wheeler USA Corporation
Global Infrastructure Partners	GS Engineering & Construction Corporation
Huntsman Corporation	Gross Mechanical Contractors
International Paper	Hargrove Engineers + Constructors
Irving Oil Limited	Hatch
Kaiser Permanente	Hilti Corporation
Koch Industries	IHI E&C International Corporation
Eli Lilly and Company	IHS
Linde North America	Industrial Contractors Skanska
LyondellBasell	JMJ Associates
Marathon Petroleum Corporation	JV Driver Projects
National Aeronautics & Space Administration	Jacobs
NOVA Chemicals Corporation	KBR
Occidental Petroleum Corporation	Kiewit Corporation
Ontario Power Generation	Kvaerner North American Construction
Petroleo Brasileiro S/A - Petrobras	Lauren Engineers & Constructors
Petroleos Mexicanos	Matrix Service Company
Petroliam Nasional Berhad	McCarthy Building Companies
Phillips 66	McDermott International
Praxair	Midwest Steel
The Procter & Gamble Company	M. A. Mortenson Company
Reliance Industries Limited (RIL)	Parsons
SABIC - Saudi Basic Industries Corporation	Pathfinder
Sasol Technology	Quality Execution
Shell Global Solutions US	The Robins & Morton Group
Smithsonian Institution	S&B Engineers and Constructors
Southern Company	SAIC Constructors
Statoil ASA	SKEC USA
Teck Resources Limited	SNC-Lavalin
Tennessee Valley Authority	The Shaw Group
TransCanada Corporation	Siemens Energy
U.S. Army Corps of Engineers	Technip
U.S. Department of Commerce/NIST/ Engineering Laboratory	Tenova
U.S. Department of Defense/ Tricare Management Activity	TOYO-SETAL Engenharia
U.S. Department of Energy	URS Corporation
U.S. Department of Health & Human Services	Victaulic Company
U.S. Department of State	Walbridge
U.S. Department of Veterans Affairs	Wanzek Construction
Vale	Wood Group Mustang
	WorleyParsons
	Yates Construction
	Zachry Holdings
	Zurich



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Construction Industry Institute
Implementation Strategy Committee

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Executive Summary

As organizations gain more experience implementing CII practices, the requirements for successful implementation change. Although the fundamentals of implementation remain constant over time, the specific concerns of an organization will change according to the scope of the implementation efforts and the organization's experience at implementing new practices.

This research addresses the question "How do implementation requirements differ based on experience and organizational characteristics?" This research studied the extent to which experience with CII practices is an indicator of how implementation efforts within an organization should change over time. The research is a continuation of the CII Research Team (RT) 246 effort to develop an implementation methodology. This document and the Experience Reference Index (ERI) it introduces should be used as supplemental resources to Implementation Resource (IR) 246-2, *The Implementation Planning Model*. As such, this implementation resource will help implementation teams refine their development of successful implementation strategies.

Developed from the data obtained in this study, the ERI provides a detailed extension of the Implementation Planning Model, and is based on a recognition that implementation concerns will change over time for an organization. Specifically, it recognizes five key elements affecting implementation success. Each of these elements has a different focal point, depending on the level of experience and the geographic deployment of the organization. Implementers should use the ERI to ensure that specific focal points are addressed at the organization's particular level of implementation experience.

The results of the background study indicate that implementation concerns change as organizations become more engaged in implementing CII practices. Specific findings on such changes in perspective include the following:

- Experienced implementers place a greater emphasis on obtaining communications assistance to convey the implementation message to the organization.
- Experienced implementers understand the value of the link between the Implementation Champion and the network of experts in an organization.
- The geographic deployment of an organization is a primary indicator for determining which focal points an organization should consider.
- Minimal differences exist between contractors and owners in terms of their needs over time and in terms of their perspectives on the primary factors for implementation success.

Introduction

In a continuation of the ISC mission to support Implementation Champions (ICs) specifically and CII members in general during the implementation process, the institute sponsored a study to determine how organizations with different levels of CII experience require different forms of implementation support. The goal was to develop an Experience Reference Index (ERI), a tool that has two main uses: 1) it can help organizations determine what focal points they should emphasize during different phases of their CII experience and 2) it can help new ICs determine the appropriate types of implementation resources for their organizations. The benefits of this research to CII member organizations are as follows:

- Recognize and communicate the different requirements for implementation as the levels of experience change over time.
- Provide guidance for the selection of Implementation Champions who have preferred attributes for particular levels of experience.
- Understand the specific changes that should be made in recommended implementation scope for implementation plans, depending on the level of experience.

The ERI is intended to serve as a support element during the initial phase of the implementation planning effort. As such, it is a guidance tool, designed to determine the impact of experience on the implementation process. The ERI is divided into a matrix with four levels of experience across the top. These levels reflect the organization's familiarity with the implementation process. The vertical side of the matrix comprises index elements that reflect the specific areas that are affected by the levels of experience. Finally, the index specifics are the individual focal points within the matrix that require attention as the level of experience increases over time. Together these components create the ERI matrix, a tool that helps organizations find the best approach to implementation, regardless of experience. *Descriptions of these elements are provided in the following sections and refer to the ERI matrix illustrated on page 3.*

The ERI is intended to directly affect the manner in which an organization and its Implementation Champion approach an implementation effort. Specifically the ERI provides guidance at the following levels:

- *Organizations new to CII get guidance on how to PREPARE for the implementation process and how to select the individuals and projects that are appropriate for initial implementations.*
- *First implementers are encouraged to focus on early process elements that are key to any implementation effort; they are also encouraged to build the networks that are critical to implementation success.*
- *The ERI encourages repeat implementers to emphasize the integration of the effort into existing project and organizational networks; they are also encouraged to understand the importance of communicating results.*

- *Finally, the ERI encourages organizations that are integrating CII processes into their work processes to consider the elements that are required to move new implementations from being individual success stories to being standard operating procedures; these include benchmarking and implementing communication networks.*

From this perspective, the ERI should be used as a lens that ICs use to focus their organizations on the essential areas that lead to success, depending on the level of experience of a given organization.

The following sections introduce the use of the ERI during the implementation process. First, the elements of the ERI are introduced. These are followed by examples of how the ERI is used differently, depending on level of experience. Finally, the conclusion discusses the considerations for how this tool should be used in conjunction with existing implementation documents.

THE CII EXPERIENCE REFERENCE INDEX (ERI)

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	Organization Scope	Personnel Involvement Operational Objectives Needs Analysis		Single Group or Project Education Change Audit	Single Region Network Engagement Change Audit Benchmark Development	Limited Projects or Groups Visible Returns Community of Practice	Visible Returns Network Involvement Consideration of Complete Organization	Institutional Integration Measurable Benchmarks	Measurable Benchmarks Full Organization Awareness