The KPI Institute

Celebrating 10 Years of PERFORMANCE

Certified Performance Improvement Professional

Initiative Documentation Forms in Practice

C-PI | 13 pages

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Unique identification			
Initiative name	Monthly spot survey of staff to assess their satisfaction with the service provided by the HR department		
Organisational initiative no.	4	Departmental initiative no.	12
Description and allocation			
Description	Development of a questionnaire in order to survey to level of staff satisfaction with the service provided by the HR department.		
Organisational area	HR Department	Balanced Scorecard perspective	Customer
Scope			
Strategic objective	Maintain high levels of staff satisfaction		
Current state	0%		
Desired state	100%		
Expected outputs	Primary: A monthly report reflecting the state of staff satisfaction and recommendations for improvement. Secondary: Developed staff satisfaction survey. Developed plan for data gathering.		

Specific Measure (Initiative)	**21. Basic first aid training as a condition for obtaining a learner driver permit (licensing, education and response)**
Outcomes / Benefits	• Reduced fatalities (up to 28 lives in WA alone per annum) • Reduced injury / permanent disablement • Reduced risk taking behaviour
Resources Required (per initiative)	• Approx. $150,000 per state / territory (development)* • Approx. $15,000 - $30,000 p/a/ (ongoing management)* *estimate only N.b if states / territories collaborated, costs could be reduced
Evidence	• Global road safety partnership (first aid: it saves lives on the road (2003) • British Red Cross. Anyone can save a life: road accidents and first aid (2001) • EU directive 2001/56/EC (requires member countries to ensure applicants for learner driver licenses have basic first aid qualifications • World report on road traffic injury prevention (2004)
Risks and issues	• Lack of uptake / resistance of state / territory transport authorities / departments • Lack of leadership federally • Must be compulsory to ensure uptake (if a condition of licensing, is an incentive for participation)
No of votes	5

The KPI Institute Template

The KPI Institute

Organization: The KPI Institute

Industry: Management

Year: 2015

Positive aspects:
Has a structured format, with 7 key areas identified.

Recommendations:
Use only the fields that are relevant for company.

Comments:
Initiative documentation should be done by the initiative owner (project manager).

Source:
The KPI Institute (2015), HR Performance Management System Toolkit, available at: http://store.kpiinstitute.org/hr-performance-management-system-toolkit.html

Initiative Description

Unique identification			
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Expected outputs	Primary: A monthly report reflecting the state of staff satisfaction and recommendations for improvement. Secondary: Developed staff satisfaction survey. Developed plan for data gathering.		
Measurement			
KPIs	% Staff satisfaction		
Current result	67%	Target result	90%
Initiative administration			
Initiative owner (title)	HR Specialist	Initiative coordinator (title)	HR Manager
Initiative owner	Ana T	Initiative coordinator	Dan T
Budget	$20,000	Budget source	BS2
Priority	High	Status	Approved
Implementation details			
Start date	01.01.2014	End date	01.12.2014
Major activities	Develop the questionnaire framework. Analyze the data collection solutions and develop a data gathering plan, with identified solutions. Collect data. Generate report.		
Risk profile	Medium Budget overrun		
Interdependencies	Data gathering systems		
Comments			

Education

Central Piedmont Community College

Organization: Central Piedmont Community College

Industry: Education

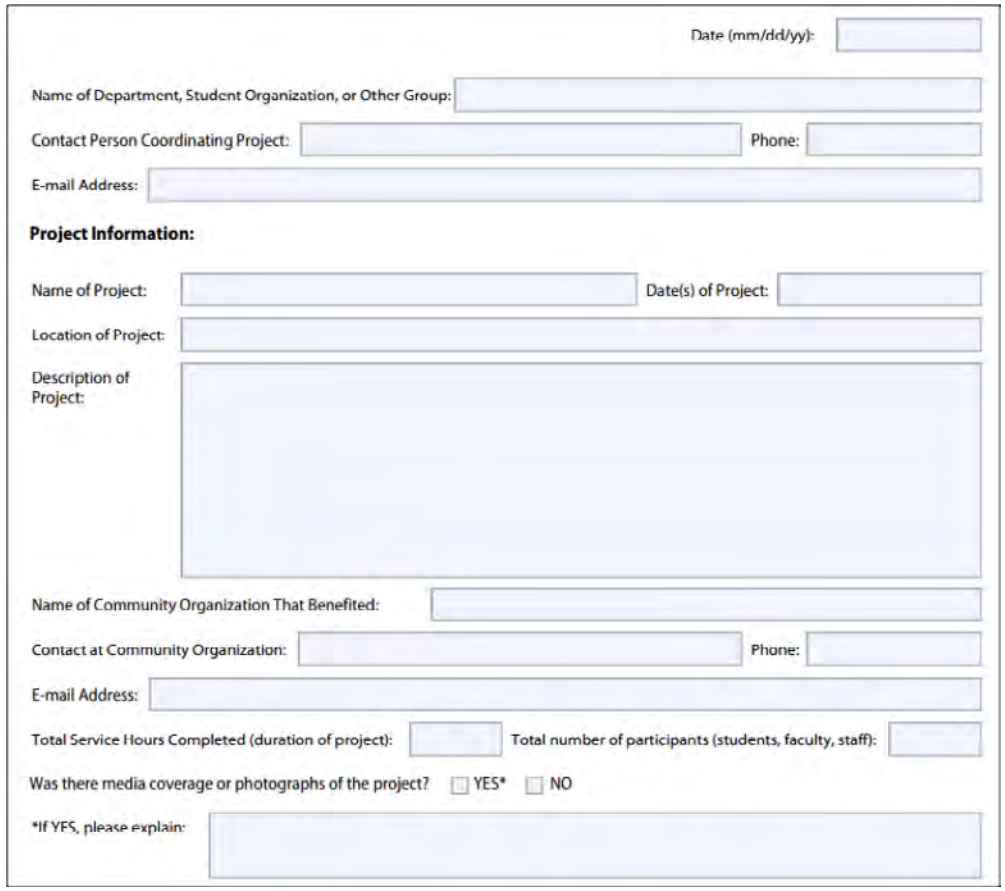
Year: n.d.

Positive aspects:
The template is easy to complete and ensures the minimum amount of information needed in relation to a project

Recommendations:
Use milestones to ensure the project will be delivered accordingly

Comments:
The company which benefited of the implemented project is taken into account, in order to check the extent to which the project was delivered according to expectations

Source:
Central Piedmont Community College (n.d.), Service project documentation form, available at:
http://www.cpcc.edu/service-learning/faculty-staff/serviceprojectdocumentationform.pdf



Date (mm/dd/yy):

Name of Department, Student Organization, or Other Group:

Contact Person Coordinating Project: Phone:

E-mail Address:

Project Information:

Name of Project: Date(s) of Project:

Location of Project:

Description of Project:

Name of Community Organization That Benefited:

Contact at Community Organization: Phone:

E-mail Address:

Total Service Hours Completed (duration of project): Total number of participants (students, faculty, staff):

Was there media coverage or photographs of the project? ☐ YES* ☐ NO

*If YES, please explain:

Education

Michigan Department of Education

Organization: Michigan Department of Education

Industry: Education

Year: 2012

Positive aspects:
Contains a considerable amount of information, with specific details regarding the actions taken.

Recommendations:
Have a better structure template, with a clear overview upon the progress and the outputs.

Comments:
As the implementation lasts 2 years, such a project requires a granular reporting.

Source:
Michigan Department of Education (2014), Michigan part B: Annual performance report, available at:
http://www.michigan.gov/documents/mde/MI_PartB_APR_FFY_2012_446666_7.pdf

Discussion of Improvement Activities Completed:

Timelines	Activities	Status
	PROVIDE TECHNICAL ASSISTANCE	
2011-2013	1. Use graduation, dropout, secondary transition and postsecondary outcomes data to develop and implement technical assistance (TA) and personnel development to increase graduation rate.	Reference Improvement Activity details below.

Improvement Activity 1 Details:

In fall 2012, Michigan required Priority and Focus schools to participate in the Superintendent's Dropout Challenge as an activity of Michigan's ESEA flexibility waiver (https://www.michigan.gov/mde/0,4615,7-140-37818_60094---,00.html). Michigan Department of Education (MDE) staff distributed two surveys; sent in January and May. Staff in these schools were encouraged to report on their use of the early warning signs to identify youth, including students with an IEP, at risk for dropout and disengagement.

The early warning signs data, promoted by the National High School Center (www.betterhighschools.org), is a set of metrics that identify student risk factors in the areas of attendance, behavior, and course proficiency, which are predictive of both negative exits and on-time graduations. In addition, staff reported their use of any and/or all of the six Institute for Education Sciences (IES) *Practice Guide for Dropout Prevention Recommendations* which can be found at the following: http://www.michigan.gov/documents/mde/IES_Dropout_Practice_Guide_293427_7.pdf.

In the January 2013 survey, 269 schools reported (99 percent response rate) the following top ten student dynamics in which they intervened:

- poor course proficiency/low grades
- family related factors
- lack of classroom participation
- attendance related factors
- repeated behavior referrals
- peer pressure leading to poor decision making
- psychological issues
- lack of connections with classmates
- frequent suspension/expulsions
- lack of access to specific interventions.

Education

Port Blakely Tree Farms Environmental Education Program

Organization: Port Blakely Tree Farms Environmental Education Program

Industry: Education

Year: 2015

Positive aspects:
The template provides a narrative section, that allows more information to be added

Recommendations:
Include clear timeframes from the beginning, to understand the complexity of the project and the expected end date

Comments:
A good practice when documenting projects is to identify not only the costs involved, but also the revenue resources able to cover those costs

Source:
Port Blakely Tree Farms Environmental Education Program (2015), 2015 grant application, available at:
http://portblakely.s3.amazonaws.com/2015/02/20/2015%20Grant%20Application%20form-52f858b6.pdf

Project overview

Project title	
Project type (supplies, curriculum materials, project, school enhancements, etc)	
Grade level(s) involved	Number of students involved
Amount requested	Matching funds (if any)
$	$

Project Narrative (limit response to each question to 200 words)

Provide a narrative of your proposed project (who, what, when, why).
Explain how this project is tied to environmental education and/or sustainability.
Describe how your project will benefit the students involved.

Budget

Item	Cost	Funds Requested

Governmental

Bureau of Infrastructure, Transport and Regional Economics

Organization: Bureau of Infrastructure, Transport and Regional Economics

Industry: Governmental

Year: 2014

Positive aspects:
It has a structured and simple format, with focus on the most important aspects

Recommendations:
Include milestones to show progress towards finalizing the initiative and responsible persons to ensure its completion

Comments:
The need to implement the initiative is very well documented under the evidence section

Source:
Bureau of Infrastructure, Transport and Regional Economics (2014), National Road Trauma Review: Analysis of Surveys and Workshop Outcomes, available at: https://bitre.gov.au/events/2014/files/National_Road_Trauma_Review.pdf

Specific Measure (Initiative)	**21. Basic first aid training as a condition for obtaining a learner driver permit (licensing, education and response)**
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Evidence	• Global road safety partnership (first aid: it saves lives on the road (2003) • British Red Cross. Anyone can save a life: road accidents and first aid (2001) • EU directive 2001/56/EC (requires member countries to ensure applicants for learner driver licenses have basic first aid qualifications • World report on road traffic injury prevention (2004)
Risks and issues	• Lack of uptake / resistance of state / territory transport authorities / departments • Lack of leadership federally • Must be compulsory to ensure uptake (if a condition of licensing, is an incentive for participation)
No of votes	5

Governmental

Department of Finance and Personnel

Organization: Department of Finance and Personnel

Industry: Governmental

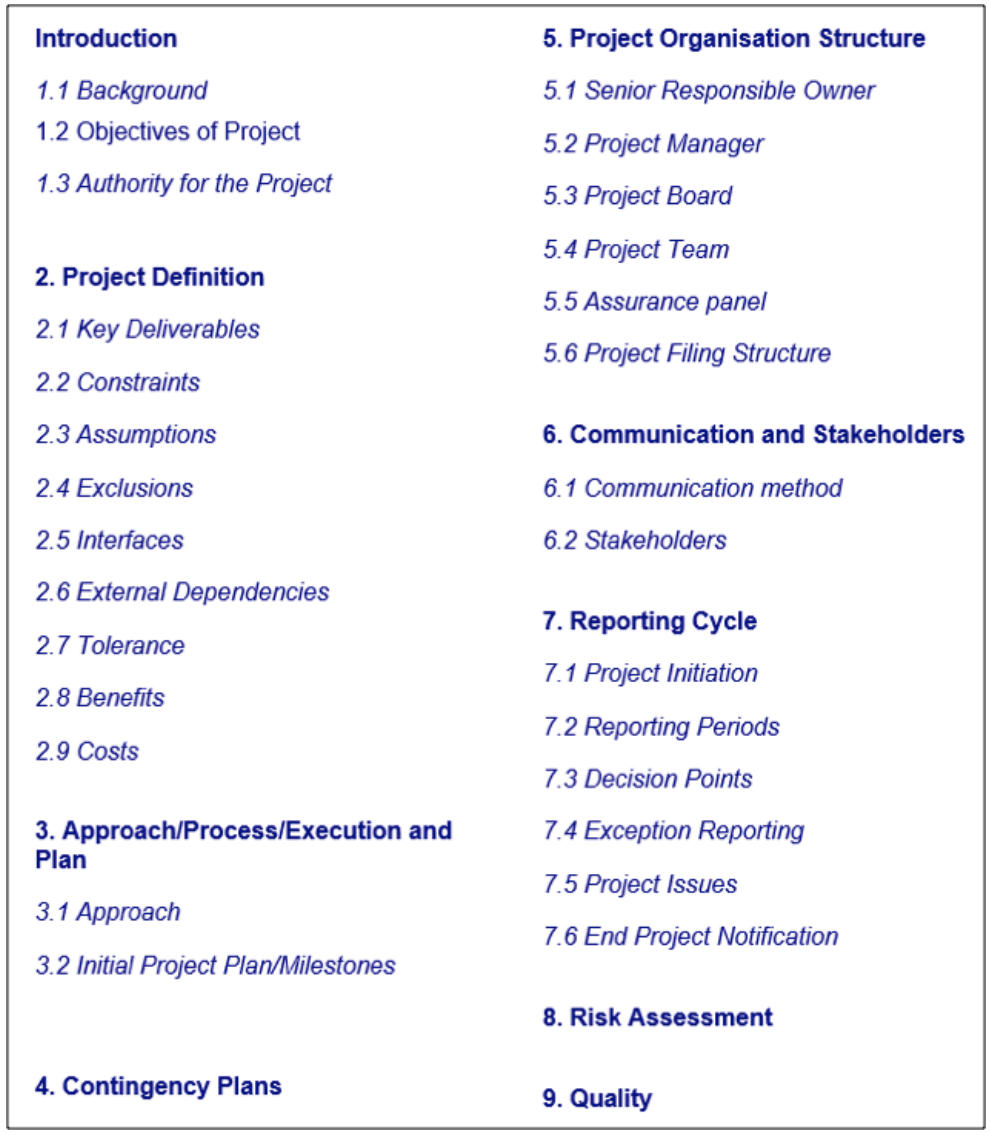
Year: 2014

Positive aspects:
The current template provides access to a large amount of data regarding the project, starting with objectives, deliverables, costs and responsible, to reporting frequency, risk assessment and quality related aspects

Recommendations:
Automatize as much as possible the completion of this template, because it is very complex and time consuming

Comments:
Contingency plans are taken into consideration, in case results are not the expected ones. This is very useful for risk management

Source:
Department of Finance and Personnel (2014), Project Initiation Document, available at: http://www.dfpni.gov.uk/index/procurement-2/successful-delivery/project-management/content_-_successful_delivery-project_initiation_document.htm



Introduction

1.1 Background

1.2 Objectives of Project

1.3 Authority for the Project

2. Project Definition

2.1 Key Deliverables

2.2 Constraints

2.3 Assumptions

2.4 Exclusions

2.5 Interfaces

2.6 External Dependencies

2.7 Tolerance

2.8 Benefits

2.9 Costs

3. Approach/Process/Execution and Plan

3.1 Approach

3.2 Initial Project Plan/Milestones

4. Contingency Plans

5. Project Organisation Structure

5.1 Senior Responsible Owner

5.2 Project Manager

5.3 Project Board

5.4 Project Team

5.5 Assurance panel

5.6 Project Filing Structure

6. Communication and Stakeholders

6.1 Communication method

6.2 Stakeholders

7. Reporting Cycle

7.1 Project Initiation

7.2 Reporting Periods

7.3 Decision Points

7.4 Exception Reporting

7.5 Project Issues

7.6 End Project Notification

8. Risk Assessment

9. Quality

Governmental

Metropolitan Council

Organization: Metropolitan Council

Industry: Governmental

Year: 2012

Positive aspects:
The online format of this project documentation enables an easy completion, as some sections have a drop-down menu

Recommendations:
Include project reporting meetings frequency, to establish from the beginning how often the project status is reviewed

Comments:
This table format is followed by a narrative part, with clear instructions for each section

Source:
Metropolitan Council (2012), 2012-2016 Regional Service Improvement Plan, available at: http://www.metrocouncil.org/METC/files/68/68d373e3-d886-4f86-afd9-37fcad57cc39.pdf

PART A- PROJECT INFORMATION

1. Service Provider:

2. Project Name:

3. Year of Implementation: Select a year:

4. Service Type: Select a service type: If Other:

5. Project Purpose (select all that apply):

- ☐ Increase Capacity to Meet Growing Demand
- ☐ Improve Network Connectivity and Coverage
- ☐ Develop New Transit Markets
- ☐ Increase Service Quality (Frequency, Span of Service, Speed)

6. Briefly describe the proposed service improvement. Please attach a map of the route(s) with the proposed change(s) or the new route(s).

7. Describe any existing or future capital facilities or runningway investments associated with this service improvement, including funding status:

8. Explain how the project will benefit the disability community:

9. Describe how the project will benefit minority and/or low-income populations:

10. If applicable, explain how the project mitigates congestion:

11. Describe how the service improvement is innovative:

PART B- PROJECT COSTS/REVENUE

12. Document the methodology and assumptions used to determine ridership, cost and revenue estimates:

13. Identify planned or potential funding sources:

Transportation

US Department of Transportation, Federal Highway Administration

Organization: US Department of Transportation, Federal Highway Administration

Industry: Transportation

Year: n.d.

Positive aspects:
It is structured on key areas, including: objectives, costs, benefits, participants, funding opportunities, prioritization and deployment.

Recommendations:
Include milestones, to have a clear track of the progress.

Comments:
Governmental institutions have to report more details to the public regarding the projects they are undertaking.

Source:
US Department of Transportation, Federal Highway Administration (n.d.), Regional ITS architecture guidance document, available at:
http://ops.fhwa.dot.gov/publications/regitsarchguide/6imp.htm#s6.1

Project Title	U.S. Route 7-Shelburne Road Smart Corridor
CCMPO Project Number	ITS-001
Project Objectives	Provide traveler information to increase user-friendliness
	Mitigate construction-phase traffic impacts
	Collect traffic planning and operations data
	Monitor operation of median U-turn lanes
	Expedite movement of emergency vehicles (Phase II)
	Improve long-term traffic management (Phase II)
ITS Functional Areas	Advanced Traffic Management Systems
	Advanced Traveler Information Systems
	Emergency Management Systems
	ITS Planning and Data Archiving
Geographic Extents	U.S. Route 7 corridor, Towns of Shelburne and South Burlington. Subsequent phases might include key traffic signals in the southern portion of the City of Burlington.
Estimated Cost	Phase I: $207k + $25k O+M/year
	Phase II: $653k + $65k O+M/year
Anticipated Benefits	Mitigation of construction congestion
	Improved construction management
	Real-time traveler information
	Improvement in travel time reliability
	More effective incident detection and management
	Reduced travel times and vehicle emissions
	Increased modal split to commuter rail
	Emergency vehicle prioritization
	Enhanced planning data collection

Non-profit

United Nations Development Programme

Organization: United Nations Development Programme

Industry: Non-profit

Year: n.d.

Positive aspects:
It is a complex report, covering a variety project related data.

Recommendations:
Use a table based reporting to show the projects' results more easily.

Comments:
Key lessons learned are identified, to keep in mind for future projects.

Source:
United Nations Development Programme (2011), China governance assessment: Project assessment, available at:
http://www.undp.org/content/dam/undp/library/Democratic%20Governance/Democratic%20Goverannce%20Thematic%20Trust%20Fund/china-governance%20assessment.pdf

Context and Strategy

For some years, China has been shifting from a development model based on economic growth to one that incorporates equity, inclusion, and balanced development. While

Activities

i. Three national and one international workshop were held to review international experience of governance assessments and indicators and develop the governance assessment framework for China. Chinese scholars, government officials, and representatives of CSOs

Efficacy

The project did contribute to the achievement of Country Programme Outcomes and Outputs, although indirectly and partially[6]:

Efficiency

The project was implemented efficiently. It was executed nationally through the China International Centre for Economic and Technical Exchanges (CICETE), which reports to the Ministry of Commerce with CCCPE responsible for implementation. The budget was fully disbursed to support a large number of quite complex activities involving many participants from many organizations, in a short implementation period of, effectively, eight months.

Utilities

Loudoun Water

Organization: Loudoun Water

Industry: Utilities

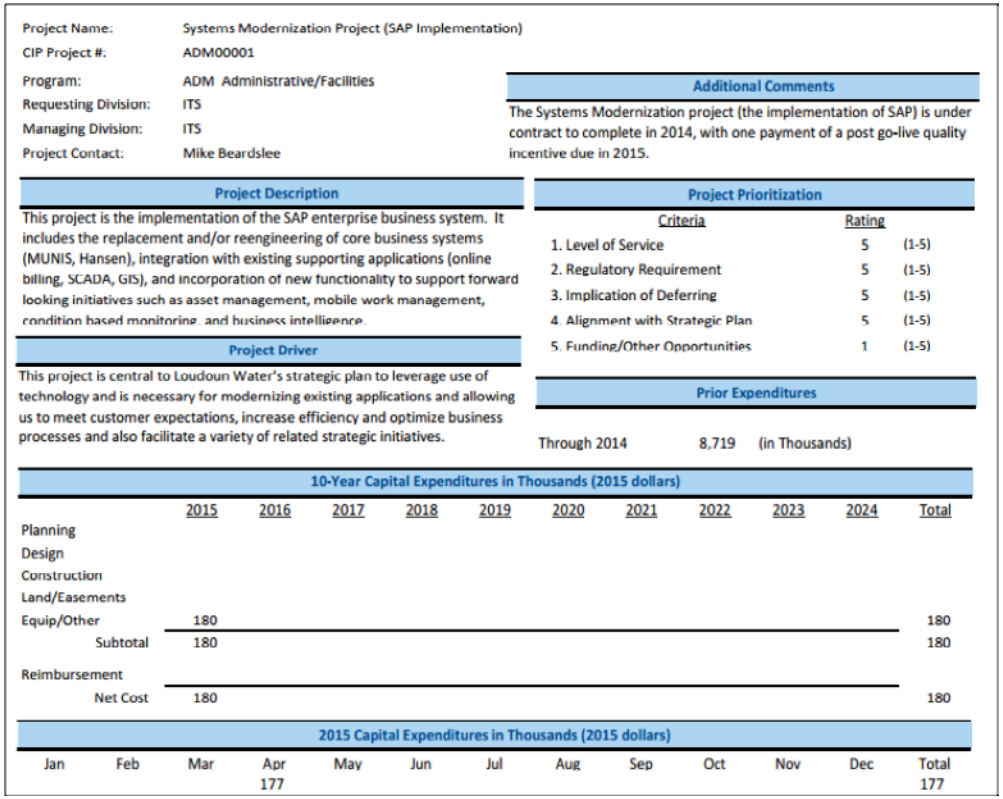
Year: 2015

Positive aspects:
The project has assigned an ID number, for easily identification

Recommendations:
Use KPIs to prioritize projects, instead of the actual 5 criteria, as they are less subjective

Comments:
The expenditure section is very complex, providing information related to prior, current and 10 year estimate expenditures

Source:
Loudoun Water (2015), Capital Improvement Plan 2015 - 2024, available at: http://www.loudounwater.org/uploadedFiles/Loudoun%20Water%2010-year%20CIP%202015%20-%202024%20view%20w%20bookmarks.pdf



Project Name: Systems Modernization Project (SAP Implementation)
CIP Project #: ADM00001
Program: ADM Administrative/Facilities
Requesting Division: ITS
Managing Division: ITS
Project Contact: Mike Beardslee

Additional Comments
The Systems Modernization project (the implementation of SAP) is under contract to complete in 2014, with one payment of a post go-live quality incentive due in 2015.

Project Description
This project is the implementation of the SAP enterprise business system. It includes the replacement and/or reengineering of core business systems (MUNIS, Hansen), integration with existing supporting applications (online billing, SCADA, GIS), and incorporation of new functionality to support forward looking initiatives such as asset management, mobile work management, condition based monitoring, and business intelligence.

Project Prioritization

Criteria	Rating	
1. Level of Service	5	(1-5)
2. Regulatory Requirement	5	(1-5)
3. Implication of Deferring	5	(1-5)
4. Alignment with Strategic Plan	5	(1-5)
5. Funding/Other Opportunities	1	(1-5)

Project Driver
This project is central to Loudoun Water's strategic plan to leverage use of technology and is necessary for modernizing existing applications and allowing us to meet customer expectations, increase efficiency and optimize business processes and also facilitate a variety of related strategic initiatives.

Prior Expenditures
Through 2014 8,719 (in Thousands)

10-Year Capital Expenditures in Thousands (2015 dollars)

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	Total
Planning											
Design											
Construction											
Land/Easements											
Equip/Other	180										180
Subtotal	180										180
Reimbursement											
Net Cost	180										180

2015 Capital Expenditures in Thousands (2015 dollars)

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
			177									177





The KPI Institute

Celebrating 10 Years of PERFORMANCE

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