



Improvement process evaluation and success

Use of the 17-step process and rating system. (At that time, in 1994/5, the process had 16 steps).

On page 2 you will see the results of an evaluation exercise, using the rating system, that I did in connection with a chemical plant in Holland. On page 3 you find a letter from a client company where the consultant used the 17-step process.

Evaluation exercise

Purpose of the exercise was to see how well the improvement process was followed in the organization, looking at it from various angles: safety, quality and environment.

Sitting around the table were five people (the quality manager, the safety manager, the environment manager, their boss the HSEQ manager and myself), we used the “16-Step rating system” (now 17 steps) as a reference. The people around the table, knowing the efforts in their area of responsibility, provided their judgement when establishing the activity level in each of the 16 steps, using the evaluation detail provided for each step (this detail is provided in my E-book). The whole session took about 3 – 4 hours to come up with the results.

The table below provides the point score allowed per step for safety, environment and quality while the maximum score per step is provided in the column “Score per step”. I then added the three areas together to look at the combined score which resulted in 102 points out of a maximum of 300, or just about 30%. As you can see from the results, there was sufficient room for improvement.

The reason why safety got the highest score (42/100) was that at that time there was a drive to bring the accident rate down. But even so, you can see that the efforts on the side of the company to make their own success were rather limited.

To a consultant (internal or external) an evaluation system like the 17-steps rating system provides a good instrument to uncover possible weaknesses in the improvement process that should be installed within your client’s organization. Without a proper process, success may just be wishful thinking and at some time your client may be asking you some serious questions. As a consultant you may wish to sit down with your client and establish their path to success, which then could become the “working agreement” between you and your client.

Letter from client

The third page shows a copy of a letter that was received from a client. I guess any consultant would love to get such letter from the client that he/she is serving. The consultant in this case was using the 16-step process when he started with his client. That way the 16 step process really became the roadway to the success that the client mentions. After the successes were obtained we looked back at the process to find out that 15 of those steps were taken as intended.



16 Steps

02/24/95

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STEP	Safety score	Environment score	Quality score	Score per step	Max. score 3 areas	Actual; score 3 areas
1	3	2	1	5	15	6
2	3	3	4	5	15	10
3	4	1	0	5	15	5
4	4	2	1	5	15	6
5	1	5	0	6	18	6
6	0	0	0	5	15	0
7	4	3	1	5	15	9
8	3	4	1	5	15	7
9	4	3	0	6	18	7
10	6	1	2	7	21	9
11	1	1	1	6	18	3
12	3	3	4	8	24	10
13	1	1	0	8	24	2
14	0	0	1	6	18	1
15	4	4	5	10	30	13
16	2	1	5	8	24	8
TOTAL	42	34	26	100	300	102



CC: [unclear] [unclear]

., January 5, 1994

RE : ACHIEVEMENT AT (Company)

Thanks to Mr. (Consultant) we achieved within 1 year level 6 coming from level 2 in January 1993.

Other major safety results in 1993 :

- new record on number of accident free days ; now already > 300 (previous record : 113).
- moving annual average of the reportable accident rate went down from 0,024 to 0,006 during 1993 (a reduction of 75 %).

This is not only a (Company) achievement, but especially a XXXX (Company) achievement.

By this memo we want to thank XXXX for the good cooperation and with i (Consultant), XXXX has an excellent consultant. During 1994 we will continue the ISRS implementation and we will probably start with ISO 9000 implementation, using TQM, because we have a 3-years experience already in TQM at (Company)

When we start with TQM our strong preference is to use (Cons) also for this project.

Best regards and I wish you and your company all the best for 1994.

Company = client company; Consultant or Cons = the consultant; XXXX = consulting company; TQM = Total Quality Management



As a management consultant, what knowledge is more important to help your client to improve?

- **The technical information of your client's operation?**
- Or**
- **The process through which your client will improve himself? (with your help)**