Continuous Capability Improvement

People CMM Level 5 Process Area

*CSC in India’s Experience*
> **Challenge**

Continuous Capability Improvement (CCI) aims towards facilitating continuous improvement in an organisation and help the organisation perform at the highest maturity level (optimising) with respect to its workforce practices. CSC in India provides a foundation for individuals and workgroups to continuously improve their capability to perform competency-based processes thus helping the organisation accomplish and sustain its competitive advantage.

CCI inherently reverses the organisational pyramid to help it achieve its vision for business leadership. To focus on organisational change and development through CCI, we had to address the following challenges:

- Build consensus on the CCI concept and get buy-in of all concerned stakeholders starting from senior management at large
- Design optimum vehicle for CCI implementation
- Motivate stakeholders to try out the concept, realise benefits and convert the practice into a habit

> **Methodology**

CSC in India has established a voluntary framework for continuously improving personal and workgroup operating processes. The various steps it had taken to address these challenges are:

- Built consensus to help create awareness among the people and benefit from them. For this, training sessions were conducted to provide an insight of CCI implementation and the best CCI practices that could be rolled out throughout the organisation were identified.
- Identified Lotus Notes database as the vehicle to collect and implement ideas and practices that aid employees to enhance their productivity.
- Motivated employees to embrace this new CCI philosophy and use it to enhance the quality of their professional life. To facilitate the process, detailed PCMM training were conducted by an external expert and a pilot team.

Choosing Lotus Notes database as a communication medium for CCI implementation, optimum impact was provided to maximum resources. At an individual level, the Lotus Notes database was designed to allow employees follow a structured process towards their self-improvement. Whereas, at a workgroup level, it was designed to collect inputs from employees and track the implementation of suggestion to its final roll out depending on the benefits realised post piloting. Figure below shows the workflow at individual and workgroup level:

Employee Speak

At an individual level, CCI has helped me to think and implement innovative ideas that aid me to enhance my day-to-day productivity. For example, I was not very good at tracking the status of the issues assigned to me for improvement.

On daily basis, I was assigned 8-9 issues out of which few issues required monitoring for rework.

I was not in practice of using any tools/applications that could help me in tracking issue status. Due to this, I missed some issues which required my attention for rework and thus resulted in delayed delivery.

After some analysis, I started using an Excel sheet to track issue-wise status. This led to quick turnaround of the issues leading to their closure.

After implementing this solution, many issues got moved up to the production and my productivity improved.

Pankaj Ohri
CSC Noida Employee
Continuous Capability Improvement Goals

- The organisation establishes and maintains mechanisms for supporting continuous improvement of its competency-based processes.
- Individuals continuously improve the capability of their personal work processes.
- Workgroups continuously improve the capability of their workgroup’s operating processes.
- The capabilities of competency-based processes are continuously improved.
- Continuous Capability Improvement practices are institutionalised to ensure they are performed as defined organisational processes.
> **Innovations Introduced**

CSC in India has been making efforts to support continual improvement at all levels of the organisation. Following steps have been taken to encourage employees participate in this important exercise:

- At an individual level, a pilot team has been created involving members from across CSC hierarchy to champion the cause of CCI initiative by mentoring and motivating the employees to participate at large
- Designed a CCI logo in-house encapsulating the basic philosophy of the program and used it in an innovative series of poster campaigns to establish the connect between the organisational objective and individual interests
- **Reward** the owners of the CCIs in a special session with the senior management to have maximum impact on employees
- Resources like Request Handling System (RHS), CCI database and pilot team are available to capture employee feedback and based on the feedback improvement plans are planned and tracked
- Chosen a **CCI day** when all the winners are required to come in their CCI t-shirts to enhance the visibility of the activity in the organisation and motivate others to come forward and participate in this exercise
- Regular mail blasts, quizzes with attractive reward schemes and display of posters with photographs of the best CCI/best improvement suggestion winners at various locations throughout the facility to help get massive participation from the employees
- Individuals **analyse** their performance in personal work processes, evaluate, set quantitative targets for improvements and **share** with other employees to have organisational wide improvements
- Workgroups evaluate their performance through process capability baseline (PCB) and customer satisfaction survey (CSS), set objectives for improvements and measure the same

> **Impact**

The accomplishment of the broader objectives as laid down by the CCI framework led to benefits at multiple levels such as individual, workgroup and organisation. Individual CCI program has generated considerable participation and participants have realised benefits:

- On an average 1.5 CCIs were logged per employee covering a targeted (employees who have completed at least 6 months in the organisation) base of approximately 700 employees
- Over 97% of the employees reported prominent improvements in their daily productivity
- Over 100 CCIs were selected for organisation-wide implementation through a stringent two-step process involving two different sets of management teams
- CCI facilitates the building up of employee morale and motivation resulting in enhanced productivity and capability by providing a platform to involve employees in identifying and implementing improvement opportunities across the organisation
- Resistance to major changes is substantially smoothened out through increased employee participation and incremental process implementation
CCI facilitates a holistic build up of organisational excellence with an equal focus on performance and competency capability.

As a critical success factor, the automation incorporated plays a major role in effective roll out and implementation of the framework across the organisation.

> References

LN-Apps/PCMM/PCMM Repository (Internal to CSC in India)

> Contacts

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