# A Plan for Transformation: Integrity Process

Mark A. Bartkoski, P.E.



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# Overview

▶ **Leadership Philosophy Transformation**

▶ **Motivation for Transformation**

▶ **Integrity Process**

- **Foundation**

- **Process**

- **Outcome**

▶ **Integrity Process Pillars**

▶ **Integrity Process Implementation**

▶ **Integrity Process Development Resources**

▶ **Conclusion**

# Transformation must happen in:

▶ **Asset Allocation**

- Reserves
- Equipment
- Site Facilities
- Support Infrastructures

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# Transformation must happen in:

▶ **Asset Allocation**

▶ **Personnel Placement**

- Skill-set
- Aptitude
- Pairings
- Character

# Transformation must happen in:

▶ **Asset Allocation**

▶ **Personnel Placement**

▶ **Operating Style**

- ▪ **Based on 'earning security' together**
- ▪ **Lead by Servant Leadership**

<span style="color:red">May achieve <u>Good</u></span>

ME

Support

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# Transformation must happen in:

- ▶ **Asset Allocation**
- ▶ **Personnel Placement**
- ▶ **Operating Style**
  - ▪ **Based on 'earning security' together**
  - ▪ **Lead by Servant Leadership**

<span style="color:red">Potential to be <u>Great</u></span>

WE

Support

ME

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# Transformation must happen in:

▶ **Asset Allocation**

▶ **Personnel Placement**

▶ **Operating Style**

▶ **Motivation for Transformation**

- Why change (explain, team communication)
- How to address
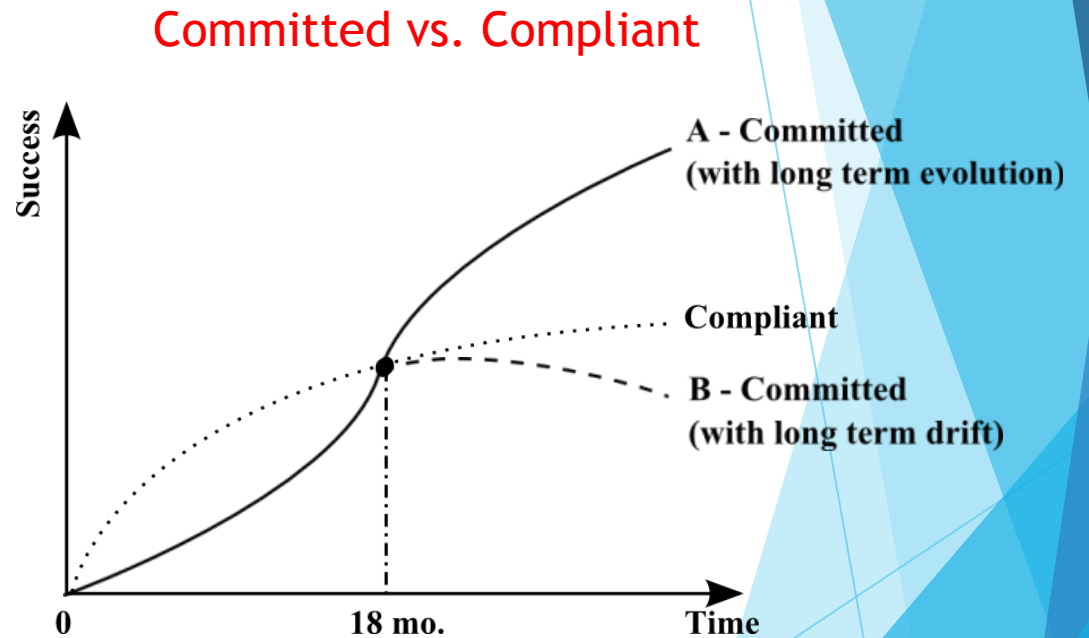
Committed vs. Compliant

# Transformation must happen in:

- ▶ **Asset Allocation**
- ▶ **Personnel Placement**
- ▶ **Operating Style**
- ▶ **Motivation for Transformation**
- ▶ **Business Operating Plan**
  - ▪ Unite under a common Mission Statement
    - ○ Vision – Security is an earned position
  - ▪ Develop a plan
    - ○ Integrity Process

**Safety          Production**

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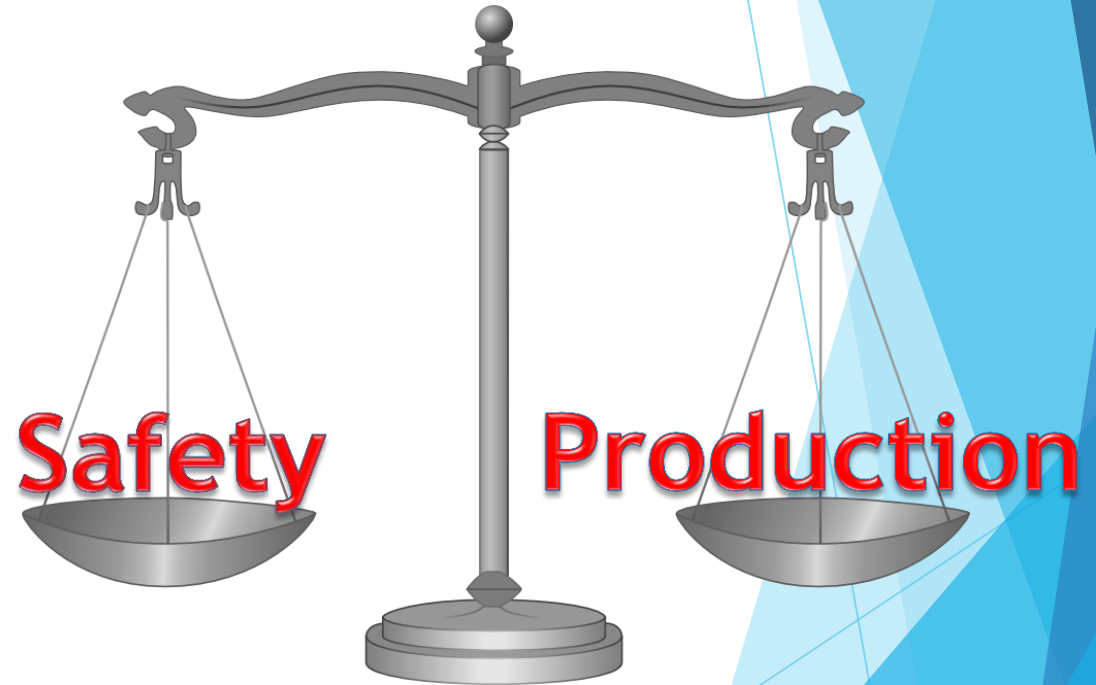
# Integrity Process: The Building of Integrity

**Example:**

1. **Safety**
2. **Prevention***
3. **Teamwork**
4. **Mutual Respect**
5. **Communication***
6. **Training***
7. **Accountability**
8. **Continuous Process Improvement**
9. **Reverence**

Foundation

**Values**

**Mission Statement**
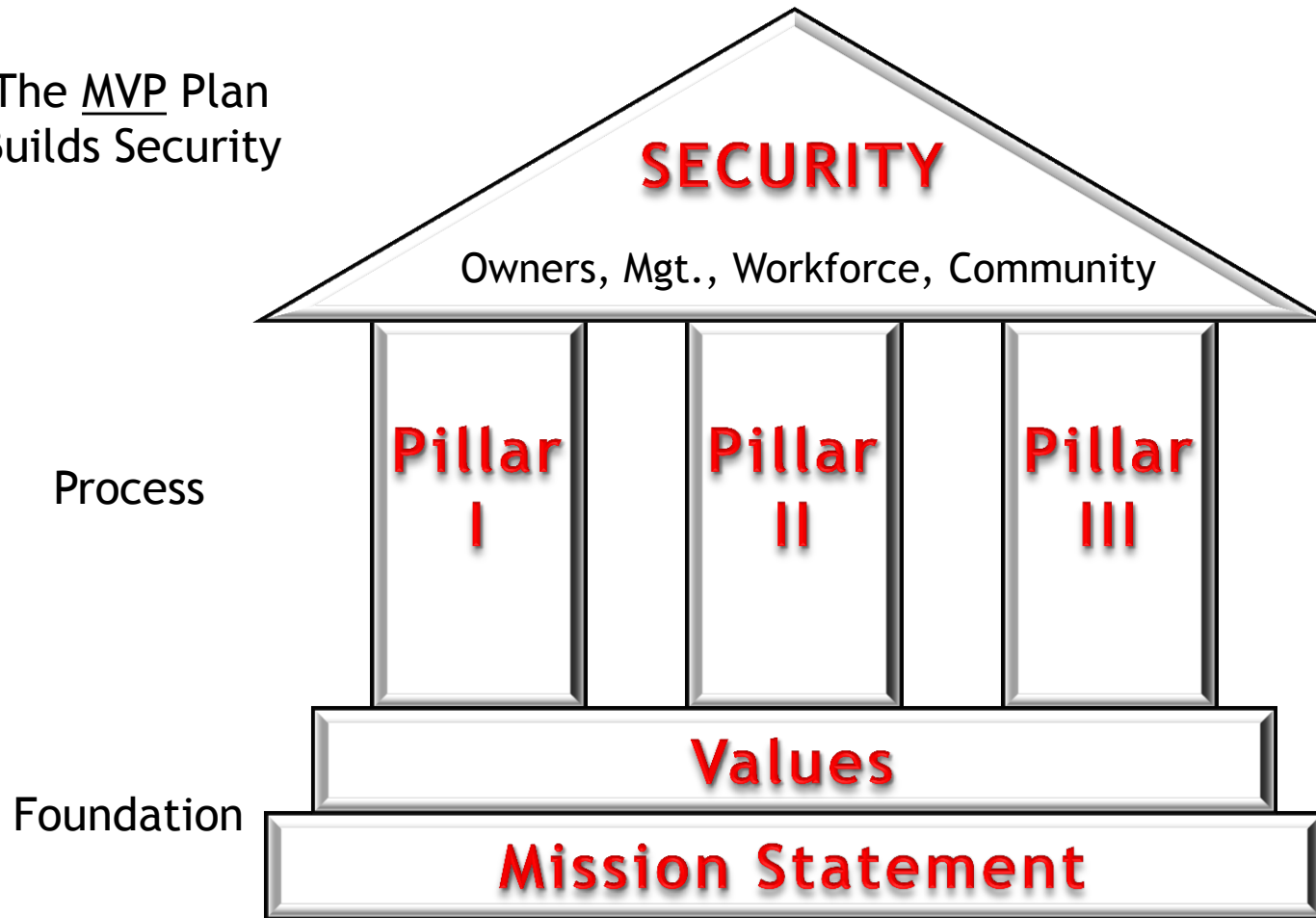
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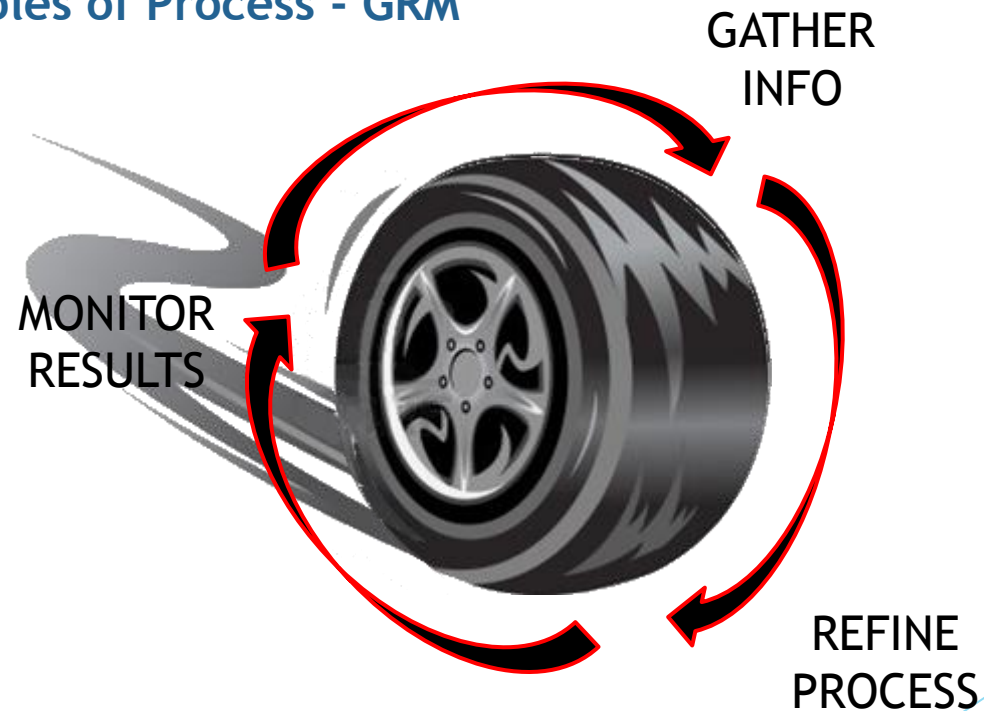DEVELOPMENT CONSULTANTS, INC.

# Integrity Process: Process Pillars

**Process Pillars are:**

- A collection of management tools, techniques, and systems

- Developed after a balance of values is achieved

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# Integrity Process

The <u>MVP</u> Plan Builds Security

SECURITY

Owners, Mgt., Workforce, Community

Process

Pillar I

Pillar II

Pillar III

Foundation

Values

Mission Statement

**Train and Educate:**

- **Cost of Loss***
- **Engage Employees**
- **Function Preventatively**
- **Guard Against Pitfalls***

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# Integrity Process: Process Pillars

## Process Pillars are:

- **A collection of management tools, techniques, and systems**

- **Developed after a balance of values is achieved**

- **Based on Principles of Process - GRM**

<u>G</u>ather

<u>R</u>efine

<u>M</u>onitor

GATHER INFO

MONITOR RESULTS

REFINE PROCESS

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# Integrity Process: Process Pillar I

**G**athering Tools (information)

EI — Employee Inspection – every employee will turn in a daily checklist and comment note on their area.

**R**efining Procedures (process)

WR — Work Request – repairs or preventative measure are prioritized, responsibilities assigned, completion checked, and progress tracked.

**M**onitoring Systems

BL — Backlogs – outstanding WR are monitored for completion, time to finish, and repeating trends.

CL — Cost of Loss – failed items or losses are evaluated in total economic terms and publicized.

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# Integrity Process: Process Pillar II

**G**athering Tools (information)

| | |
|---|---|
| ES | Efficiency Survey – an on-shift interview with an employee probing for input, ideas, or suggestions to improve safety and productivity. |
| PS | Process Study – a data gathering and motion study of each job and its effect on flow. |
| AT | Action Team – a group of employees selected to work on a specific issue. |

**R**efining Procedures (process)

| | |
|---|---|
| BP | Best Practice – the agreed upon most efficient way to do a job and/or process. |
| MI | Major Initiatives – a highlighted improvement project. |
| WR | Work Request – repairs or preventative measure are prioritized, responsibilities assigned, completion checked, and progress tracked. |

**M**onitoring Systems

| | |
|---|---|
| EA | Efficiency Audits – an on-shift study (motion, input, and observation) on the compliance to BP's (job and process). |
| ROI | Return on Investment – the calculated result of an improvement project. |
| BL | Backlogs – outstanding WR projects are monitored for completion and time to finish. |

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# Integrity Process: Process Pillar III

**G**athering Tools
(information)

**R**efining Procedures
(process)

**M**onitoring Systems

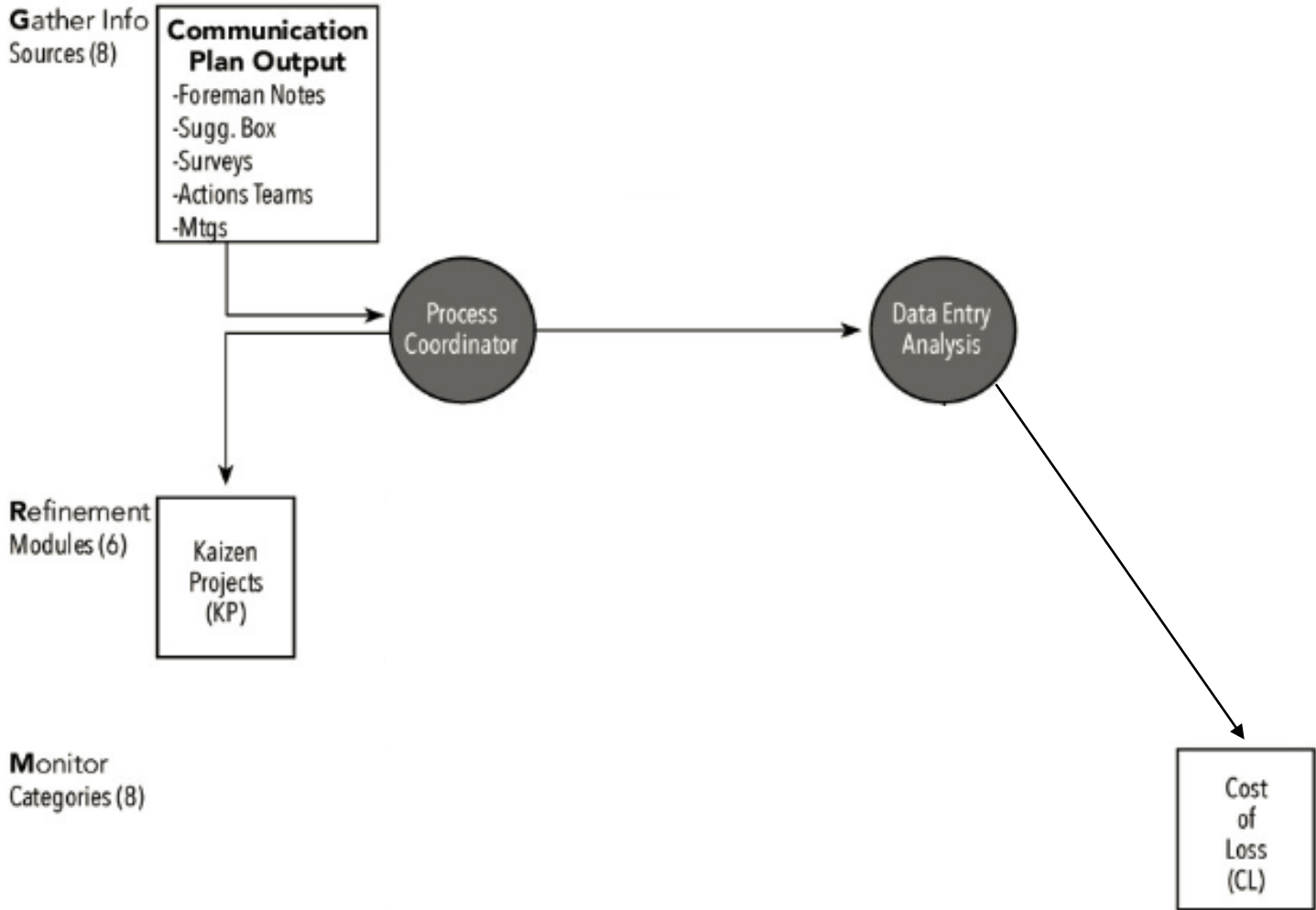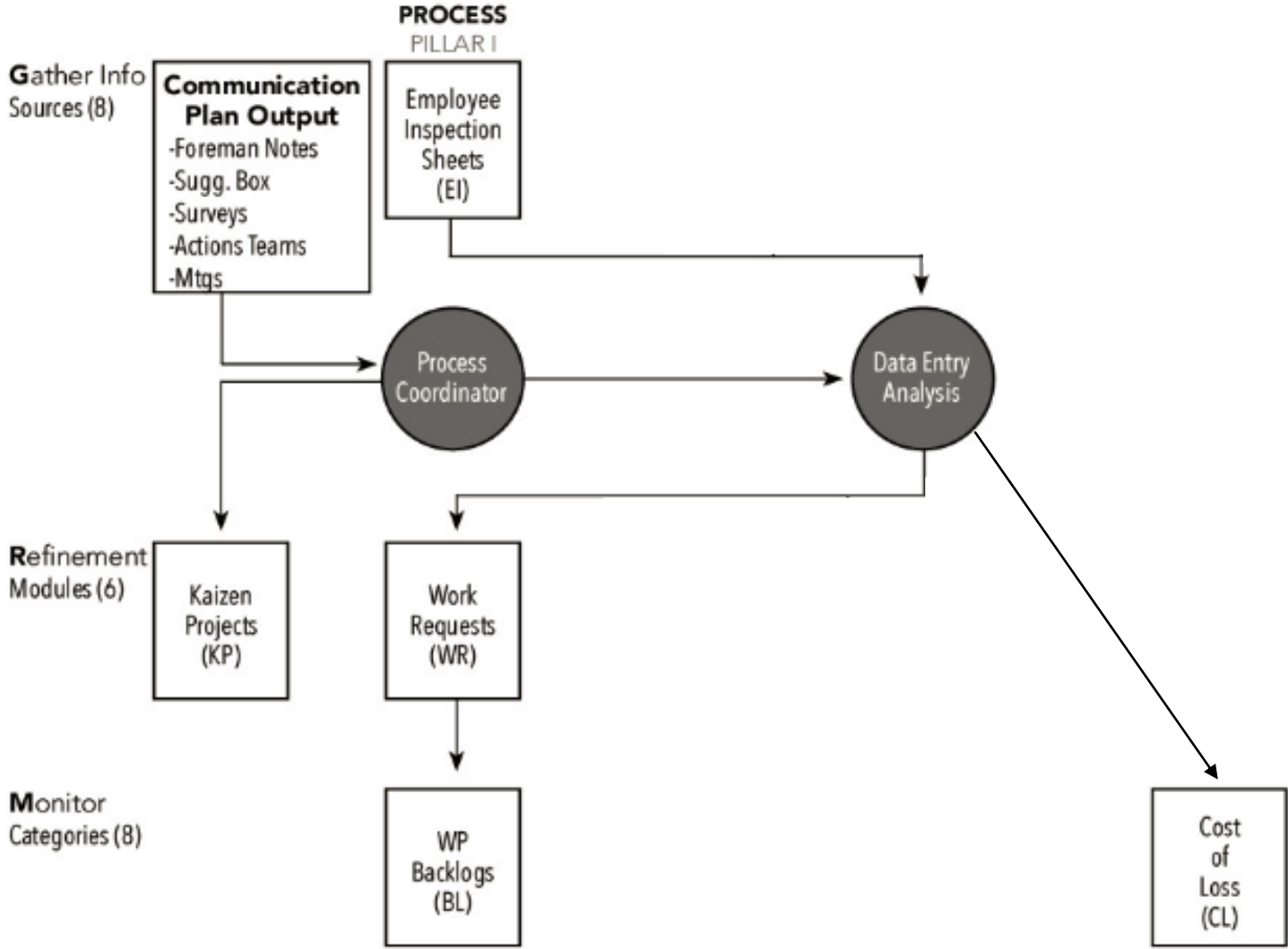| | |
|---|---|
| SR | Shift Report – any report that conveys production/output and/or downtime information. |
| LI | Loss Intervention – a study and recommendations pertaining to a loss (injury, violation, downtime, rework, or waste) or near miss. |
| RA | Risk Assessment – a study and recommendations pertaining to a potential loss. |
| FM | Failure Maintenance – repair of the damaged item. |
| PM | Preventative Maintenance – proactive action to eliminate or push out a loss. |
| WR | Work Request – repairs or preventative measure are prioritized, responsibilities assigned, completion checked, and progress tracked. |
| DT | Downtime – delay caused by a loss. |
| PI | Performance Indicators – performance measurement that tracks progress. |
| OC | Operating Cost – cost calculated per each piece of equipment, it is the cost of the downtime and cost of repair parts/supplies and cost of maintenance repair time. |
| BL | Backlogs – outstanding WR projects are monitored for completion and time to finish. |

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# Integrity Process: Flow Chart



Gather Info
Sources (8)

**Communication Plan Output**
-Foreman Notes
-Sugg. Box
-Surveys
-Actions Teams
-Mtgs

Process Coordinator

Data Entry Analysis

Refinement Modules (6)

Kaizen Projects (KP)

Monitor Categories (8)

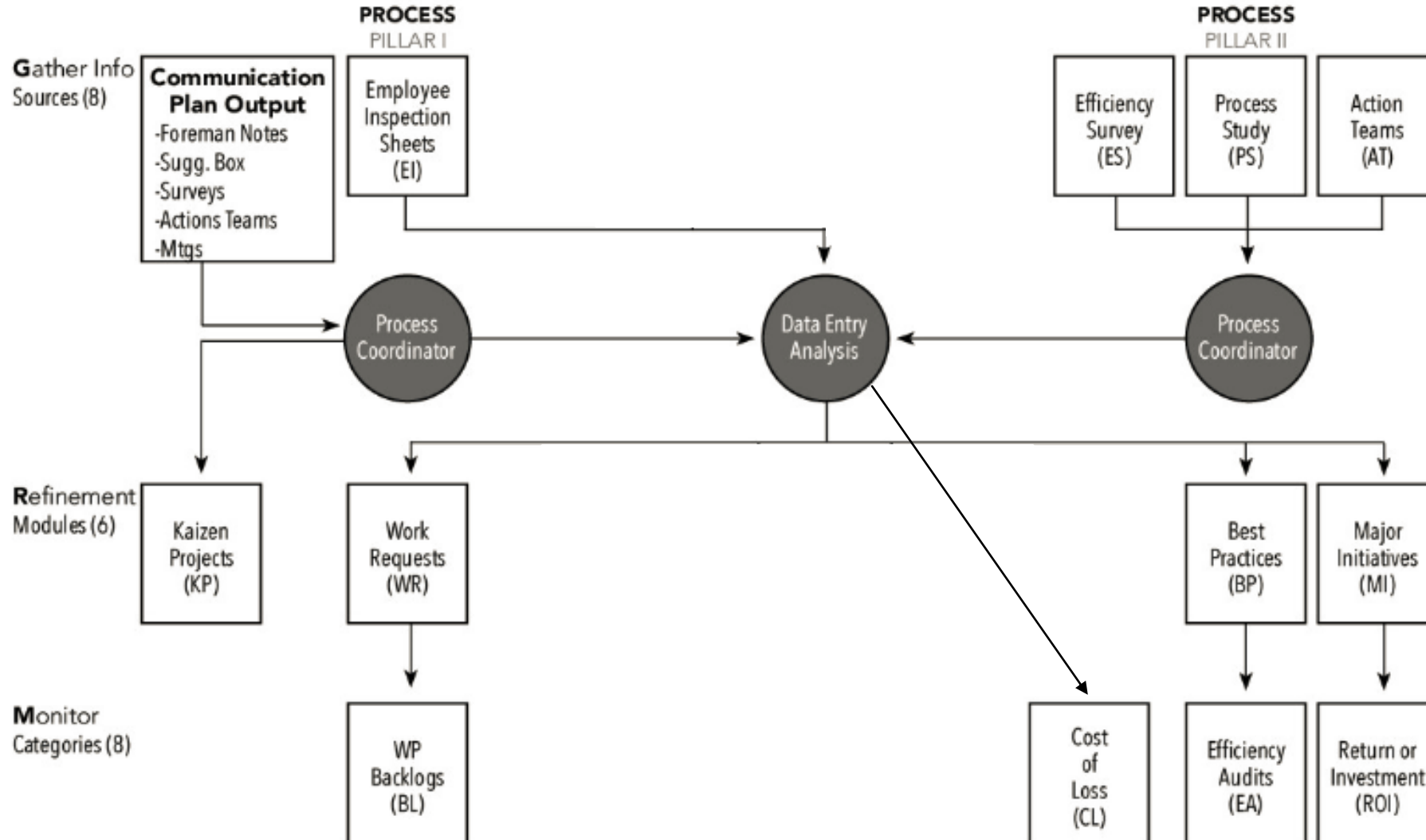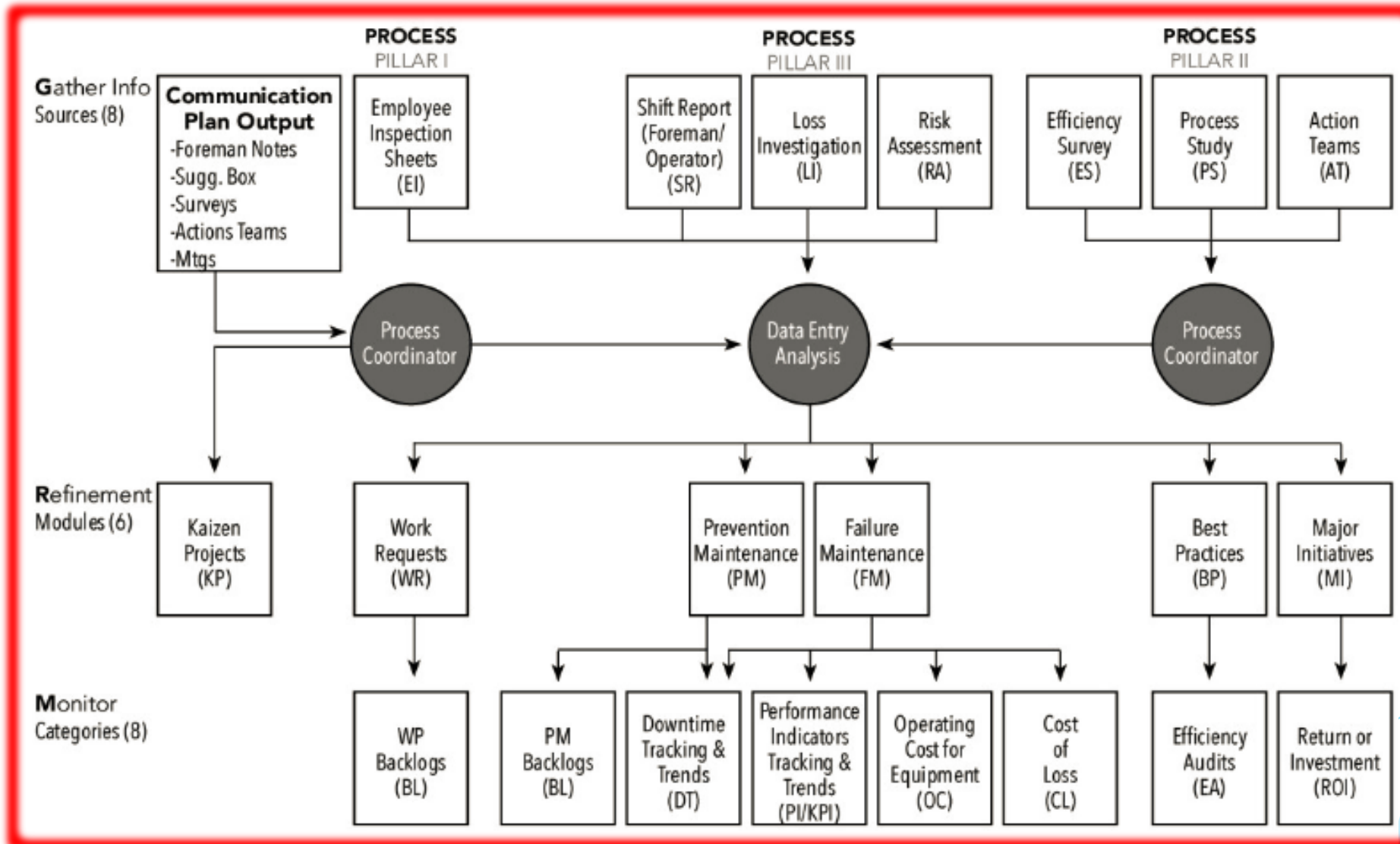Cost of Loss (CL)

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# Integrity Process: Flow Chart
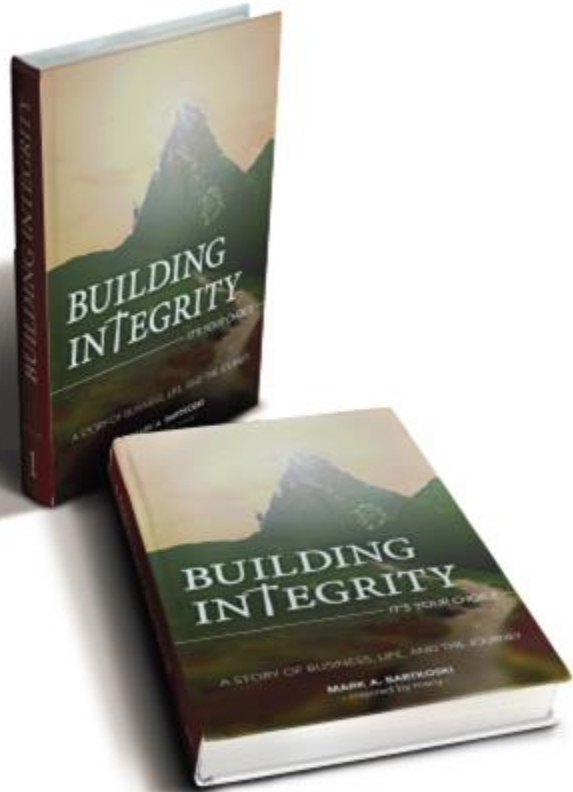
# Integrity Process: Flow Chart

# Integrity Process: Flow Chart

# Integrity Process Development Resources:

▶ ***Building Integrity*** has been written. It is a fictional example of a corporate rebuild using Integrity Process. The book also offers business/training reference material via 40 Appendices.

▶ ***Refining Integrity*** is being written now. Release is expected in 2015. The second book will dive deeper into the value training and process techniques.

Book information and ordering instructions can be found on www.IntegrityDevelopment.us

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# Integrity Process Development Resources:

## Objective:

To introduce an alternative operating style. It is one of focused vision, foundational values, and centered around Integrity Process. It is a philosophy and practice team empowerment that undergirds the common goal of "earning security." A win-win from the board room to the employee's homes. Applicable in any industry challenged to optimize process through their people.
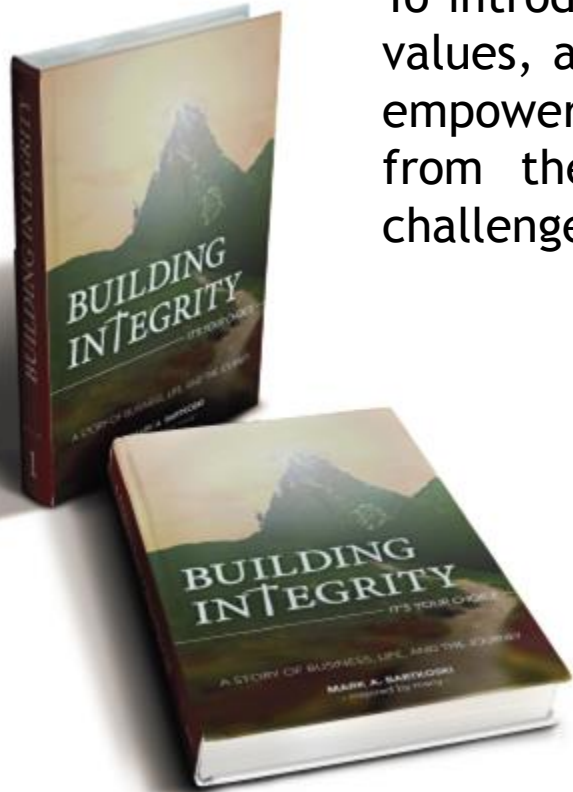
### INCLUDED APPENDICES:

Appendix A: Notable Quotes
Appendix B: Support References
B.1 Suggested Reading List & Bibliography
B.2 Property Evaluation Categories
B.3 Process Study Obstacles
B.4 Mine Economics 101
B.5 Super Unit Comparisons
B.6 Critical Performance Efficiency Ratios
B.7 Mine Planning 201
B.8 Typical Time Distribution
B.9 *Cost of Loss* – Safety
B.10 *Cost of Loss* – Production
B.11 Heinrich Triangle
B.12 Reasons for Loss
B.13 Parallel Processes
B.14 Maximized Scheduling
B.15 Mine Support 301
B.16 Proactive Employee Relations Programs
B.17 Deep Mine Performance Indicators
B.18 Key Performance Indicators
B.19 Trending Categories

B.20 Restructuring Forecast
B.21 Process Coordinator Responsibilities
B.22 Corporate Transformation Downfalls
B.23 Prevention Tenets
B.24 Corporate Communication Plan
B.25 Bulletin Board Components
B.26 Weekly Crew Communication Meeting
B.27 Training Lay-out
B.28 Definitions of Complacent
B.29 Reasons for Not Breaking a Habit
B.30 Integrity Process Basics
B.31 Work Request Flow Chart
B.32 Action Plan Form
B.33 Loss Symptoms vs. Root Causes
B.34 Preventative Maintenance System
B.35 Integrity Growth Assessment
B.36 Personal Efficiency Challenge
B.37 Examples of *Creep*
B.38 Integrity Process Flow Chart
B.39 The SHARE Plan
B.40 *Refining Integrity*

## Release Date: March 13, 2014      Available At: www.IntegrityDevelopment.us

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# Conclusion

Integrity Process is a Business Plan Model that is intertwined with the strengthening of ones character, thus the motto:

"Integrity of Character,

       builds Integrity of Process"

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# Thank You