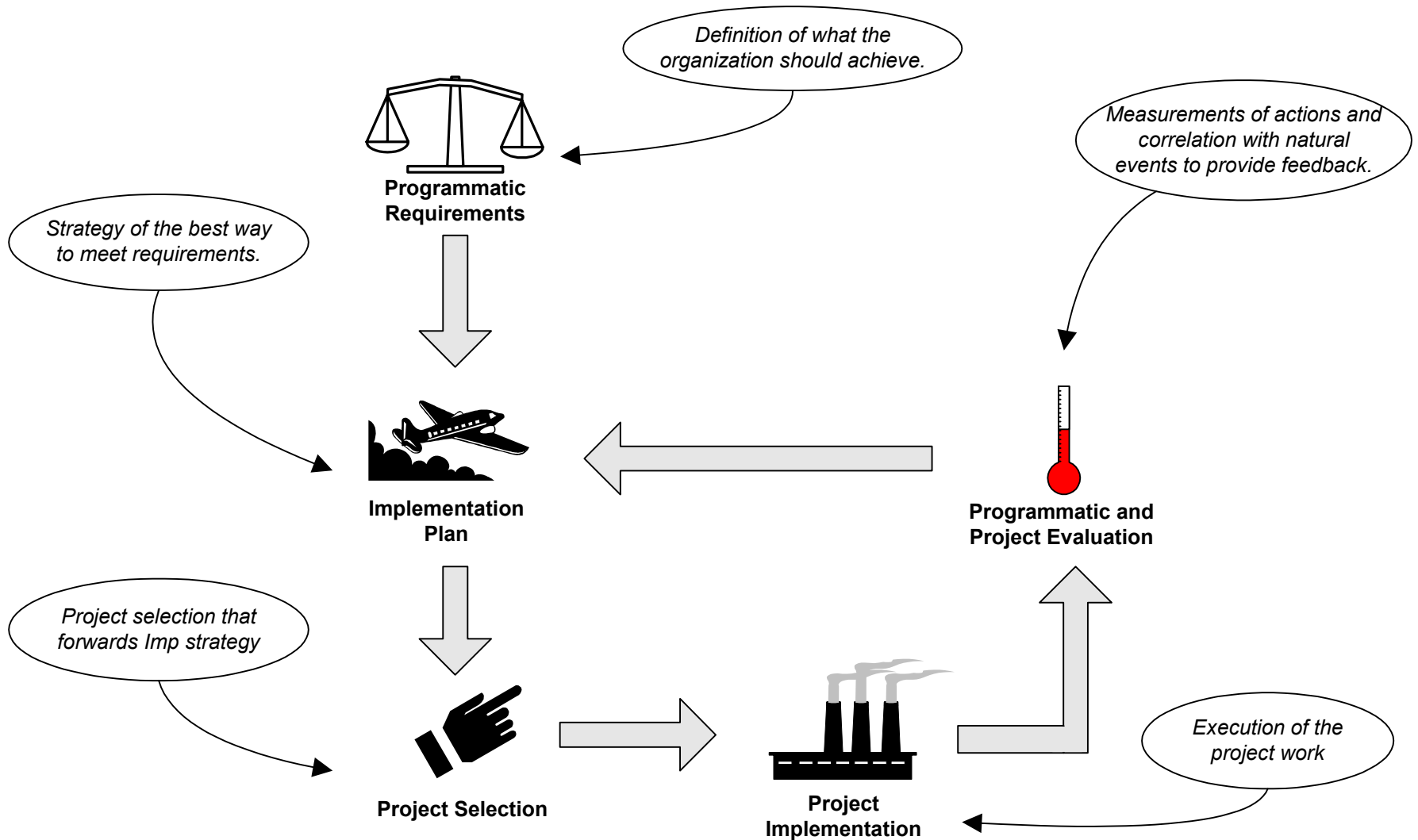


# F&W Process Improvement Initiative Council Update

March, 2004  
Helena, Montana

# High-Level F&W Process Overview

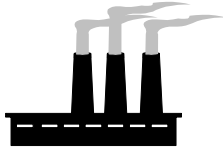
*F&W has developed a model of its business.*



# Process Improvement's Focus

*The Process Improvement Initiative will focus on project management first.*

## PI Will Focus On:



**Project  
Implementation**

Process improvement will focus on project implementation activities, but develop requirements for what it needs from other areas.

### PI will focus on Project Implementation because:

- It is the aspect most within our control.
- It is an area in which we receive criticism.
- It is an area in which we think we can bring dramatic improvement for many involved.
- It is a great way to develop requirements for other areas.
- We can't change the whole program at once.
- This is where we interact with so many parties across the region.

## PI Will Support and Develop Requirements For Other Areas



**Programmatic  
Requirements**

Define what information about programmatic requirements is required in order to meet them.



**Implementation  
Plan**

Illustrate how projects can be tied to implementation plans.



**Project Selection**

Develop requirements for what information is required from the project selection process.



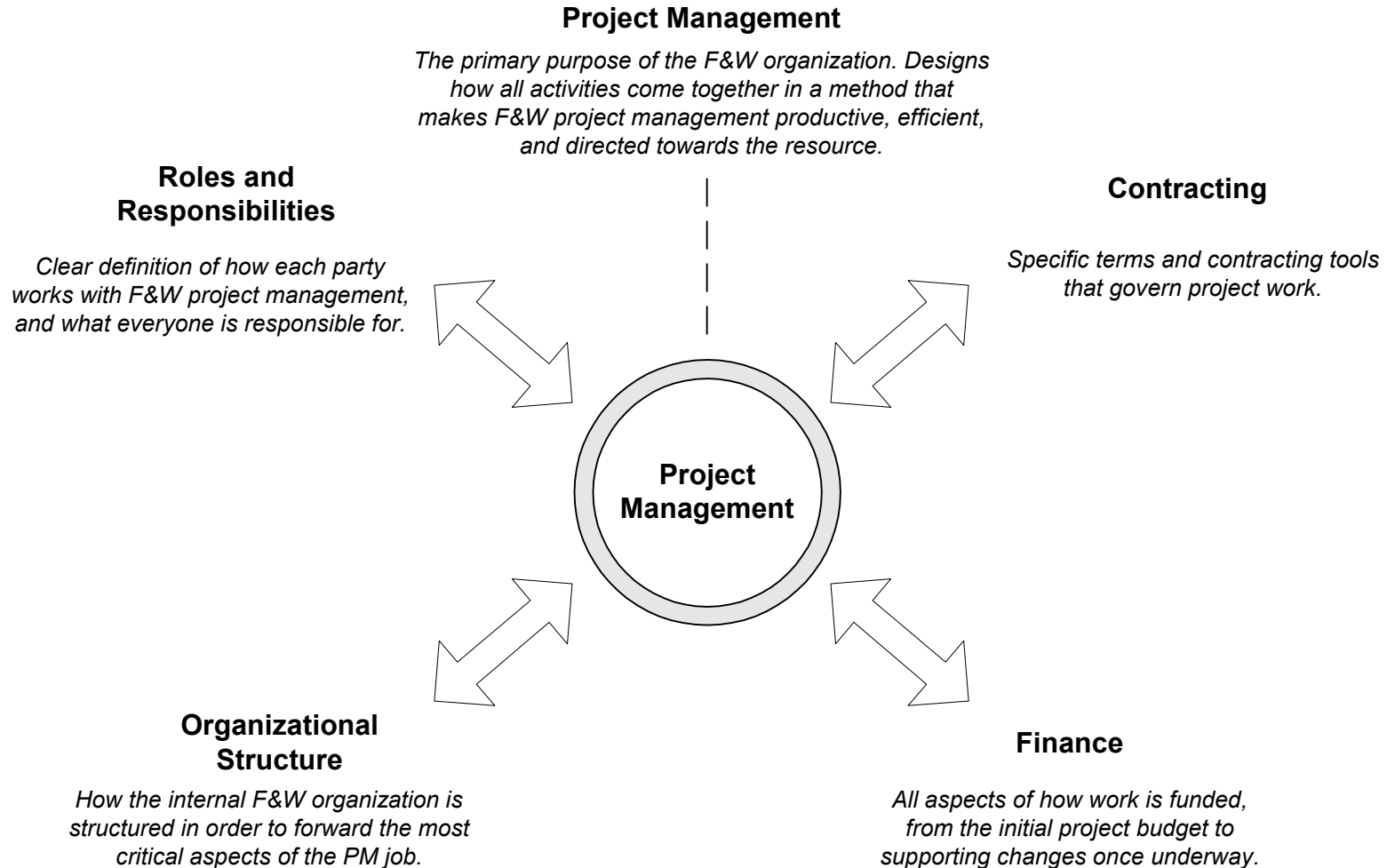
**Programmatic and  
Project Evaluation**

Connect project management activities to pre-defined measurements of program actions and effectiveness.

# Analysis Model

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*The key to improving F&W project management is by examining the entire system.*



# February Update On F&W Process Improvement

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- **We have assembled a team of internal project managers who are working on the Process Improvement project**

We are gathering input from all F&W staff through a tiered structure with three levels of participation:

- The highest is a "Dedicated" Team whose members spend 50% to 100% of their time on Process Improvement (5 PMs).
- The middle is a "Participatory" team whose members spend 10% to 25% of their time on Process Improvement (7 PMs).
- The lowest level is "Consulted", which includes the rest of the team who receive periodic updates, documents to read, and the opportunity to contribute feedback at any time.

Our solutions will be designed by our project managers and those contractors participating in the analysis.

- **Recently, we sent a letter to fish and wildlife program contractors and sponsors elaborating on the project originally announced at Council meetings**

Because the participation of F&W contractors is critical to the project's success, we are developing a tiered structure for their participation similar to that for internal PMs. Activities will include bi-weekly conference calls, review of documents, and discussion with other project partners.

Our goal is to develop solutions that will benefit all parties who participate in the F&W program.

➤ **We have developed a connection with CBFWA and Council staff on the topic of Process Improvement**

CBFWA and Council staff support the effort and share our motivation to improve the program. They will be involved in our analysis and contractor communications as we go forward.

➤ **There are exciting similarities between improvements advocated by internal staff and those suggested by our external partners**

The symmetry in the recommendations we have received on how to improve the program from CBFWA, Council staff, BPA project managers, and contractors suggests that we are on the right track.

We are encouraged that our common goals will carry us forward when it comes time to tackle more contentious topics.

➤ **Another F&W agency (Washington's Salmon Recovery Funding Board) has offered to share a software tool that could significantly enhance our F&W project management**

We are investigating the possibility of applying the PRISM system, a project management tool used in Washington with great success.

Some of our contractors are already familiar with, and supportive of the tool. Council members have voiced their support for BPA using the software. Internal reaction to the tool has been overwhelmingly positive.

- **Because we are taking a comprehensive approach to our analysis, our solution will be productive and sustainable. The results are looking promising...**

We are considering all aspects of the F&W program – our project management, contracting, regional roles and responsibilities, financial practices, and internal organizational design – as part of creating a better business model.

Our major activities include:

- Exploring alternative contracting tools for F&W projects that will strengthen our agreements and increase our contractor's accountability to deliver results.
- Documenting the F&W project management process, and defining what the F&W PM is expected to accomplish in each stage. Aligning work with implementation plans, maintaining up-to-date status reports throughout the project's life, and being able to measure project results.
- Mapping new F&W process on top of our organization to create the roles our team needs to be successful and validate that the improved design is feasible.
- Defining the specific role of business partners in enabling a better project management and contracting approach. We are preparing to make a clear statement of expectations for all participants, such that the system runs well.
- While working on our project management and contracting processes, we are designing systems that will provide better financial information and make the year-end accrual process more accurate and easier to conduct.