



UNITED STATES MARINE CORPS  
MARINE CORPS AIR STATION  
BOX 99100  
YUMA, ARIZONA 85369-9100

StaO 5220.12  
BP/REA

07 OCT 2010

STATION ORDER 5220.12

From: Commanding Officer  
To: Distribution List

Subj: CONTINUOUS PROCESS IMPROVEMENT (CPI) PROGRAM

Ref: (a) MCO 5220.12 15 May 2009  
(b) DoD 5010.42 May 15, 2008  
(c) COMARFORPAC MSG 262333Z Apr 07  
(d) MCIWEST Policy Letter 4-07

1. Situation. In accordance with the references, this station order provides policy and guidance in addition to, assigning responsibilities to institutionalize CPI as one of the primary approaches for assessing and improving the efficiency and effectiveness of our national defense missions. CPI enhances readiness and warfighting capability by improving the speed, quality, and affordability of our business processes and practices.

2. Mission. Establish guidance, policy and procedures to administer and conduct a CPI Program on board the installation that improves our readiness posture, supports the warfighting capability, and complies with all Department of Defense, Secretary of the Navy, and Marine Corps requirements.

3. Execution

a. Policy. Marine Corps Air Station (MCAS) Yuma's end-state is to achieve a high level of continuous, measurable improvements in business functions and processes in order to meet customer requirements and actively support Marine Corps combat readiness and warfighting mission capabilities. Our CPI efforts will be aligned with our strategic plan and centered on core functional area projects that reduce cycle time, provide optimum process reliability, ensure affordability, and enhance support of mission readiness and force retention.

b. Implementation. The concept of implementation at MCAS Yuma will be a top down, synchronized approach and will be concentrated in three areas: direct leadership involvement;

establishment of project charters with quantifiable deliverables; and education and training opportunities in order to affect results and sustainable cultural change.

c. Subordinate Element Missions

(1) The Executive Officer is designated as the CPI Deployment Champion and has overall responsibility and management oversight for the CPI program on board MCAS Yuma. The Deployment Champion will:

(a) Establish and chair an Installation Senior Review Group (ISRG) to develop and lead CPI program development.

(b) Implement the Project Development Process outline to align strategic priorities, conduct Value Stream Mapping (VSM) and analysis, identify High Impact Projects (HIP), and develop a Rapid Improvement Plan (RIP).

(c) Publish deployment guidance and communicate the program vision and implementation requirements in accordance with higher headquarters guidance.

(2) The ISRG will be responsible for reviewing, prioritizing, advising, and updating the Commanding Officer on projects across the organization. The ISRG will formulate CPI policy and develop a project selection and prioritization criterion that aligns projects with the Strategic Plan.

(3) The Business Performance/Resource Evaluation & Analysis (BP/REA) Manager will serve as MCAS Yuma's CPI Implementation Champion and will act as the single point of contact for all matters pertaining to CPI. In addition, the BP/REA Manager will direct the CPI support team, which is comprised of the BP/REA staff and other trained black and green belts. The CPI Implementation Champion works closely with the Deployment Champion to coordinate and support the implementation of organizational CPI efforts. Responsibilities will be to:

(a) Serve the deployment Champion, ISRG, and Project Sponsors as the CPI Black Belt Advisor, facilitator, and maintain documentation on all ISRG and CPI actions.

(b) Establish and implement a CPI training and development program. Project assignments will drive scheduling of Green Belt and Black Belt attendees and courses.

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(c) Establish and communicate project execution requirements, timelines, metrics, reporting requirements and continue to monitor/sustain project results.

(d) Maintain project portfolios and assist principle staff with the selection of projects, training, and assignment of project participants.

(4) MCAS Yuma Resource Managers are responsible for improving customer service and overall effectiveness of their functions and processes. Specifically, they will:

(a) Lead CPI within their organization by initiating, driving, supporting and endorsing the program.

(b) Identify, assign and support project participants to conduct CPI projects in their respective functional areas.

(c) Support cross-department and/or joint process improvement projects.

(d) Review project progress and ensure execution and sustainment of improvement results.

4. Administration and Logistics. Directives issued by this Headquarters are published and distributed electronically. Electronic versions of Station Orders can be found on MCAS Yuma SharePoint pages at <https://intranet.mciwest.usmc.mil/yuma> .

5. Command and Signal

a. Command. This station order is applicable to all Resource Managers and staff under the cognizance of the Commanding Officer, MCAS Yuma.

b. Signal. This order is effective the date signed.

  
M. A. WERTH