

Continuous Process Improvement/Innovation (CPI²)

Program Overview

CPI² provides the Department of Defense (DoD) a time-tested and proven approach for analyzing how we currently conduct business and improve our operations. CPI² was built upon the best management practices from scientific studies and industry applications and has been around since the early 1900's. CPI² concepts have been employed in the private and public sectors and have shown to be relevant and applicable to any organizational process in industrial, service, office and field operational environments. It is the DoD's choice in executing how we will improve our systems and processes.

CPI² provides leaders and personnel with proven performance improvement tools to build a strong warfighter support structure. It works in improving cycle time and reliability, optimizing costs, improving safety, reducing energy consumption, and improving availability of warfighting capabilities. We must understand and apply CPI² so we, our organizations, the Air Force, Space Force, and the DoD can obtain strategic, never-ending, incremental refinement of the way we perform tasks and processes.

Implementing performance management provides an effective means for commanders to execute their "Manage Resources" and "Improve the Unit" obligations. Key principles contained in CPI² methodologies include alignment of mission and metrics at all organizational levels, redesigning processes to improve flow and reduce waste, eliminating factors that degrade product quality, identifying and overcoming process constraints or even completely redesigning processes using clean-sheet thinking.

CPI² principles and tools enable organizations to change the day-to-day operating style to integrate continuous improvement into the full spectrum of their operations. Even good processes can be made better. The improvements must be centered on the core missions that organizations are responsible for conducting—maintaining the asymmetric advantages and capabilities that we deliver in air, space, and cyberspace.

CPI²'s Five Desired Effects

The CPI² Five Desired Effects guide improvement initiatives at every level to contribute to the demands of the warfighter. Everyone should know and understand these five desired effects, in order to better improve processes that contribute to their organizations priorities while generating efficiencies and savings. The CPI² Five Desired Effects are:

- Increase productivity of our people: *Doing more of the right things with the same or less effort*
- Increase critical equipment availability rates: *All assets available at a greater rate from aircraft, to information technology, to range space, etc.*
- Improve response time and agility: *Quicker response time to the warfighter*

- Sustain safe and reliable operations: *Reduce injury rates, increase people safety and safe use of material assets*

- Improve energy efficiency: *Make energy conservation a consideration in everything we do*

Consistent application of CPI² principles enables everyone to integrate continuous process improvement concepts into daily routines. This will improve performance across the full spectrum of our operations. Everyone will better manage resources, improve units and underwrite a path to faster decision making and agile maneuvering in both warfighting and business operations.