# 1. [SUPPORT FOR THE IMPLEMENTATION CHAMPION: THE EXPERIENCE REFERENCE INDEX (RS246-1)](https://www.construction-institute.org/support-for-the-implementation-champion-the-experience-reference-index-0a8d2e24322ff082c28378deaa138fef)

**Report Summary:** The requirements for the successful implementation of CII practices change as an organization’s implementation experience increases. Although the fundamentals of implementation remain constant over time, the specific concerns of an organization will change according to the scope of its implementation efforts and its experience with implementing new practices. This research examined an organization’s experience with CII practices as an indicator of needed changes for its implementation efforts over time.

Based on survey data, the research team developed the Experience Reference Index (ERI) as a detailed extension of the CII Implementation Planning Model. The ERI recognizes that an organization’s implementation concerns will change over time. Specifically, the ERI addresses five key elements that affect implementation success: (1) characteristics of the Implementation Champion, (2) resource requirements, (3) implementation plan focus, (4) senior leadership requirements, and (5) organizational scope. Each of these key elements has different focal points depending on the level of experience and the geographic deployment of the organization. Implementers can use the ERI to supplement the development of their implementation plan and to ensure that the appropriate focal points are addressed based on the organization’s level of implementation experience. The results of the background survey suggest that implementation concerns change as organizations become more engaged in the implementation of CII practices. For example, due to enhanced engagement with CII practices, the following outcomes can be realized:

* Experienced implementers place a greater emphasis on obtaining communications assistance to convey the implementation message to their organization.
* Experienced implementers understand the value of the link between the Implementation Champion and the network of experts in the organization.
* Experienced implementers consider the geographic deployment of their organization to be a primary indicator of the focal points that the organization should consider.

Minimal differences were evident between contractors and owners among the population surveyed in terms of their experience-based needs and their perspectives regarding the primary factors for implementation success.

[IR 246-2](https://www.construction-institute.org/the-implementation-planning-model-steps-to-success-version-1-2) provides a 10-stage model to systematically implement new implementation practices.

* Stage 1: Conduct needs analysis.
* Stage 2: Establish management buy-in.
* Stage 3: Establish steps.
* Stage 4: Adapt a matrix.
* Stage 5: Develop a plan.
* Stage 6: Communicate the plan.
* Stage 7: Perform a change audit.
* Stage 8: Implement tasks/plan.
* Stage 9: Perform step evaluations.
* Stage 10: Establish Benchmark.

**Key Takeaways:**

## (1) Place emphasis on obtaining communications assistance to convey the implementation message to respective organizations.

## (Project Phase: Prefeasibility through Operate Facility)

* Identify experienced implementers who can provide guidance and support in developing effective communication strategies.
* Engage with new implementers to understand their current communication mechanisms and identify areas where additional resources are needed.
* Utilize e-mail distributions, staff meetings, and other existing communication channels to disseminate information about Construction Industry Institute (CII) -related activities.
* Develop a comprehensive communications plan that incorporates the perspectives of both new and experienced implementers.
* Collaborate with the Implementation Champion to establish clear lines of communication and ensure consistent messaging across all levels of the organization.

## (2) Understand the value of the link between the Implementation Champion and the network of experts in the organization.

## (Project Phase: Prefeasibility through Operate Facility)

* Identify experienced implementers who can provide guidance and support to the Implementation Champion in developing effective implementation strategies.
* Recognize the importance of establishing a strong connection between the Implementation Champion and networks of experts within the organization for successful implementation.
* Foster open communication channels between the Implementation Champion, network experts, and other stakeholders to ensure consistent messaging and collaboration.
* Develop training programs or workshops that educate Implementation Champions on ways to leverage expert knowledge and resources in their organizations.
* Encourage Implementation Champions to seek input from subject matter experts when developing implementation plans to increase the likelihood of successful outcomes.

## (3) Consider the geographic deployment of an organization to be a primary indicator of the focal points that an organization should consider.

## (Project Phase: Prefeasibility through Operate Facility)

* Identify: Determine the organization's geographic scope and distribution across different regions or divisions.
* Assess: Evaluate how this geographic deployment affects the organization’s implementation needs, such as regulatory requirements or local cultural differences.
* Prioritize: Focus on implementing processes that are most critical to each region or division based on its specific needs and challenges.
* Customize: Tailor the implementation approach for each region or division according to its unique characteristics, resources, and constraints.
* Monitor: Continuously monitor progress across different regions or divisions and adjust the implementation strategy as needed.

## (4) For implementation success, acknowledge minimal differences between contractors and owners in terms of their experience-based needs and their perspectives.

## (Project Phase: Prefeasibility through Operate Facility)

* Recognize: Acknowledge that the contractor organizations and the owner organization share similar experiences and perspectives regarding implementation success.
* Align: Ensure that the implementation approach is aligned with the commonalities identified between contractors and owners, such as emphasis on the importance of understanding the proposed practice for Implementation Champions.
* Collaborate: Foster collaboration opportunities to leverage shared knowledge and best practices that are used by both contractor organizations and owner companies.
* Focus: Prioritize factors that are critical to implementation success, regardless of whether they are for the contractor or owner organization, by focusing on key attributes such as understanding the proposed practice.

## [(5) Tool: The Implementation Planning Model: Steps to Success, Version 1.2 (IR246-2)](https://www.construction-institute.org/the-implementation-planning-model-steps-to-success-version-1-2)

## (Project Phase: Prefeasibility through Operate Facility)

* Establish a structured process: Follow the 10-stage model to implement new practices systematically, beginning with needs analysis and ending with benchmarking.
* The 10-stage model steps are to conduct needs analysis, obtain management buy-in, establish steps, adapt matrix, develop plan, communicate plan, perform change audit, implement tasks/plan, perform step evaluations, and benchmark.
* Adapt and customize: Use the Implementation Matrix to tailor each implementation phase according to organizational needs, which include specific tasks, barriers, and success metrics.
* Emphasize communication and support: Secure buy-in and continuous support from management and staff, employing clear communication to reduce resistance.
* Thoroughly prepare: Conduct a change audit to assess readiness across eight key areas including vision, support, communication, roadmap, necessity, champion, empowerment, and education to address gaps before implementation.
* Monitor and evaluate: Utilize tools such as Step Evaluations to measure progress at each stage, thereby ensuring that goals are met before advancing to the next phase.

## [(6) Tool: Support for the Implementation Champion: The Experience Reference Index (IR246-3)](https://www.construction-institute.org/support-for-the-implementation-champion-the-experience-reference-index)

## (Project Phase: Prefeasibility through Operate Facility)

* Define implementation needs based on the organization’s experience with CII practices using the Experience Reference Index (ERI) for better-focused strategies.
* Emphasize the role of an Implementation Champion with strong organizational connections and adapt support as experience levels evolve.
* Adjust implementation plans with a focus on communication, resources, and leadership requirements at each level of organizational maturity.
* Use the ERI’s structured levels, New, First, Repeat, and Integrated, to guide the implementation process and adapt the scope and support over time.
* Address additional considerations, such as organizational size and geographic scope, to refine implementation strategies effectively.