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**OAP Model: Administrative and Operative Projects  
Post Evaluation**  
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It is well known in the industry that every project or task closure must include a post evaluation of all “learned lessons”. Based on this, I am willing to share with colleagues, a general overview of the OAP model, a proposal based on a combination of successful tendencies and approaches, as well as on my experience as consultant and employee at different industries.

As starting point, the OAP model is based on the following:

**Points to evaluate:** Concise points are considered and identified. The wider definitions we use, the less certainty and knowledge we will get.

**Participating Staff:** This includes project personnel and support personnel external to the project, at all levels.

**Methodology:** The latest Methodology or the Methodology “on fashion” will not exactly provide the best solution to our evaluation. The secret is to follow up at 100% the one we decide to define.

**Publishing and Distribution:** This point will give an official and motivational touch for all those people involved in the process. It is highly recommended to include in the final report, an executive summary that allows us to have key information of the task, in a friendly format, for everybody.

**Actions Plan:** A preventive and/or corrective action plan must be the finished product of this evaluation. We must never consider our project evaluation document just an “extra piece of paper” in our desk.

Briefly expressed, the steps of the OAP’s model are as follows:

1. Matrix/Matrixes Evaluation preparation, containing the points to measure each phase of the project.
2. Objective feedback from all participants.
3. Diagnosis and analysis of opportunity areas. It is recommended to use graphical material for easier interpretation.
4. Publication.
5. Use of effective tools for analysis and problems solving.
6. Continuous follow-up and publication of results and/or actions taken.

Based on above steps, we are ready for a general review throughout the OAP model process.

**1. Matrix/Matrixes Evaluation preparation, containing the points to mark for each phase of the project.**

Besides what has been said, it is important to include the target to reach in the project execution, to clearly identify the gap between the ideal and desired states.

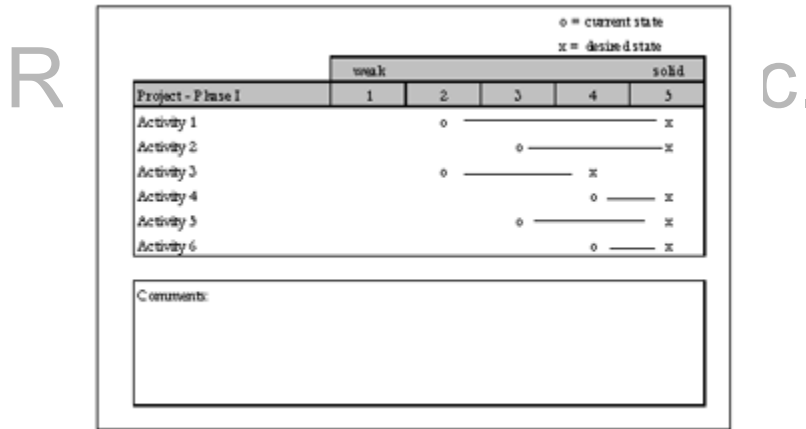
Among others, the evaluation elements to consider along all the phases of the project are:

- Technical work
- Scope Management
- Processes and procedures of the project
- Costs
- Risk Control

**2. Objective feedback from all participants.**

It is highly recommendable to involve all participants at all levels; we can find interesting answers and suggestions in people who are not operatively involved at 100 % at a certain phase. This, considering our project team, as well as the internal and external customer/suppliers we worked with.

A suggested design for our questionnaire is shown below. It is important to mention that this model considers a questionnaire per phase or task.



**3. Diagnosis and analysis of opportunity areas. It is recommended to use graphical material for easier interpretation. This step includes:**

- Documentation / summary of ranking of project:

**PROJECT RANKING**

o = current state  
x = desired state

Project - Phase I	weak					solid
	1	2	3	4	5	
Activity 1		o	_____			x
Activity 2			o	_____		x
Activity 3		o	_____	x		
Activity 4				o	_____	x
Activity 5			o	_____		x
Activity 6		o	_____			x

Project - Phase I	weak					solid
	1	2	3	4	5	
Activity 1			o	_____		x
Activity 2			o	_____		x
Activity 3		o	_____	x		
Activity 4				o	_____	x
Activity 5			o	_____		x
Activity 6				o	_____	x

Project - Phase I	weak					solid
	1	2	3	4	5	
Activity 1		o	_____			x
Activity 2			o	_____		x
Activity 3	o	_____		x		
Activity 4				o	_____	x
Activity 5			o	_____		x
Activity 6				o	_____	x

Project - Phase I	weak					solid
	1	2	3	4	5	
Activity 1				o	_____	x
Activity 2			o	_____		x
Activity 3		o	_____	x		
Activity 4				o	_____	x
Activity 5			o	_____		x
Activity 6				o	_____	x

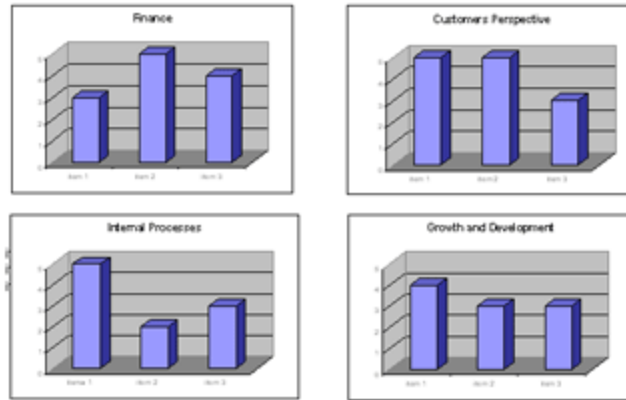
General Comments:

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- “Score Card” of project. Including the traditional aspects of this useful tool:

Finance  
 Customer Perspective  
 Internal Processes  
 Learning and growth



• QFD Matrix resulted from “Balanced Score Card”, in order to determine priorities and impact of actions; we can use what is proposed in “Tzun Tzun the art of the business strategy”. (read for reference)

This methodology helps us to establish priorities through a numerical calculus, which allows us to have a much more objective and real view of the situation we are analyzing.

A sample of the chart to be used to determine priorities is shown below.

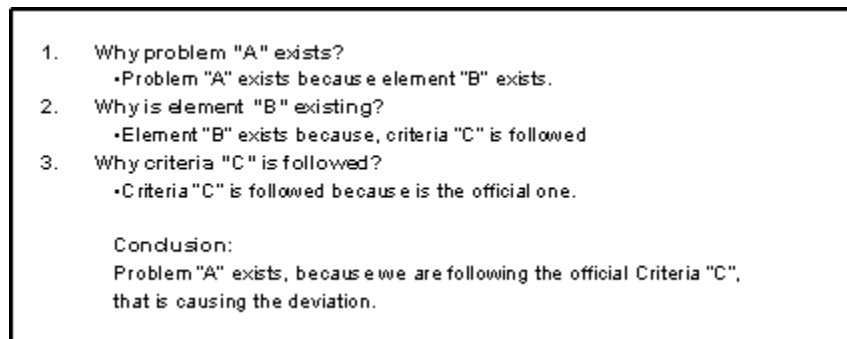
The table is a QFD matrix. The top-left section is a shaded triangle labeled 'HOWS' (top) and 'WHATS' (bottom-left). The top-right section is a shaded grid labeled 'Project Management Strategies'. The bottom-left section is a grid with rows for 'Financials', 'Customer Perspective', 'Internal Processes', and 'Learning and Growth', each with four 'action' sub-rows. The bottom-right section is a grid with columns for 'Score', 'Priority Weight', and 'Risk Level'. A legend at the bottom left defines priority levels: High = 12, Medium = 8, and Low = 4.

Publication: Here, we are ready to start working in opportunity areas detected during our analysis. From here, we can work on improve our projects management, set new performance indicators, etc.

**5. Use of effective tools for analysis and problems solving. The industry is full of quality tools for the analysis and solution of problems. The key is to choose the right one for our needs. As reference, we can mention:**

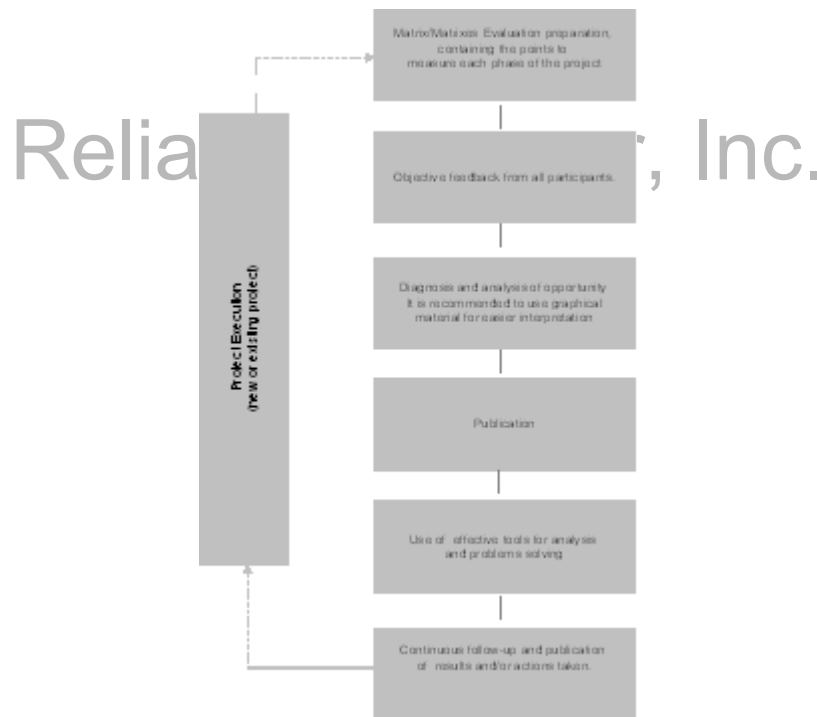
1. Affinity graphs
2. Relation graphs
3. Tree graphs
4. Arrow graph
5. Brainstorms

One of the tools, I recommend the simple technique of the “three whys” (“3 ?’s”) This is simple, concrete and consists of following mechanic:



**6. Continuous follow up and Publication of results and/or actions taken. The key point and the one that will make the difference between success or failure on this evaluation task, is the monitoring of the actions that we established in order to assure improvement for our next project or our operation. If necessary, it is sometimes necessary to include our Action Plan in our Company Improvement Program.**

**Conclusion Graphic**



**Bibliography:**

Yoshinobu Nayatani. The Seven New QC tools: Practical Applications for Managers. JUSE Press LTD., Japan, March 1994.

S.F. Lee & Andrew Sai On Ko. Building balanced score card with SWOT analysis, and implementing “Sun Tzu’s The Art of the Business Management Strategies” on QFD Methodology. Managerial Auditing Journal, 2000. MCB University Press.

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