

NACF Project Ops Integration

NACF > ARS, TSSI, IXD, TNS, ARNS > Support Programs > NACF BP&S > NACF Ops Integration

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1. NACF Project Ops Integration

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Board Owner(s):

Justin Ruiz (jusruiz@) - TG0 & TG1 (Pilot Set up & Execution and Early Adopters Set up), BoG Resourcing, OI Dashboard

Lexie Correa (correaal@) - TG2 & TG3 (Early Adopters Execution and Full Deployment), Weekly OI Report, Quarterly Program Review

2. Ops Integration Strategy Mission

Operations integration (OI) is the strategic management of deploying enhancements through tools, processes, software, and/or hardware into sites. These enhancements can be net new or improvements to existing installations at an FC. Differing from change management and Just Do It (JDI) practices, OI specifically focuses on the hand-off of old to new tools, processes, software and/or hardware through training, KPI identification, prioritization, adoption/adherence enforcement, stakeholder management, and retrospective gathering of customer feedback.

Tenets:

1. Seamless adoption over perfect deployment - We prioritize smooth operator transitions and minimal site disruption over flawless technical rollouts. A project that operators can easily adopt with minor imperfections beats a perfect solution that creates confusion or resistance.
2. Consistent rigor prevents deployment chaos - We apply the same integration framework to all projects regardless of perceived complexity. Small changes can have large operational impacts, so we err on the side of thorough

- preparation rather than reactive problem-solving.
3. Stakeholder alignment drives sustainable success - We invest heavily in upfront communication and resource commitment from all teams. Projects succeed when everyone understands their role and has capacity to deliver, not when we hope for the best.
 4. Voice of customer shapes our decisions - We actively gather and act on feedback from site operators throughout deployment. Their experience using the tools matters more than theoretical benefits or leadership preferences.
 5. Resource capacity determines project timeline - We match project schedules to available team bandwidth rather than forcing ambitious deadlines. Overloaded teams create poor adoption experiences and project failures.
 6. Training enables adoption, not compliance - We design learning experiences that help operators succeed with new tools rather than simply checking training completion boxes. Effective training creates advocates, not reluctant participants.
 7. Retrospectives prevent repeated mistakes - We systematically capture lessons learned and apply them to future deployments. Each project should benefit from the wisdom gained in previous integrations.

[Ops Integration Feedback Survey](#)

[Ops Integration Training](#) - 2026 Projects

3. Ops Integration Resourcing

We are centralizing regional and site level resource alignment to ensure each project receives dedicated support throughout deployment/TG3. The project owner will submit an Asana form prior to pilot, indicating what actions are required in order to adopt the project and the approximate number of hours they will need from each site. From there, NACF BP&S will propose a team to complete the actions. The boots-on-ground (BoG) teams can be Process SMEs, PE, Quality, Learning, and/or PXT, and are determined based on the type of change and actions requested. The OI Committee, made up of members of each of these teams, will confirm the proposed teams and the commitments will be shared with their leadership. To ensure one team does not go over their set maximum hours per week, we will load each project, supporting person by site, and weeks into the OI capacity model. This will generate a heat map to determine any potential overlaps. Once a team is determined to support the project, we prefer to keep the team consistent through pilot and deployment. While setting up for deployment, the project owner will submit the same Asana form with required actions to confirm actions needed and capacity on the team to support. There are multiple checkpoints throughout the tollgates to re-confirm resources.

[Q1 Resourcing Plan w Projects & Owners FINAL](#)

[Q2 Resourcing Plan w Projects & Owners FINAL](#)

[Q3 Resourcing Plan w Projects & Owners FINAL](#)

Submit [this form](#) to gain centralized alignment of partner team resources for your pilot or expansion in 2025!

4. Ops Integration Tollgates

FIRST STEP: Create an Asana Project from [this template](#). Enter full deployment launch date as start date for project. The project will be auto added to the [Ops Integration Tracking Portfolio](#). Each task should be assigned to the correct owner utilizing the roles in the template. See descriptions in each task for resources or examples. This template will be the one Asana template you utilize for your project, and where weekly updates should live.

Ops Integration Tracking - All projects will be tracked through the following tollgates in Asana. Each project will need to graduate from each tollgate.

- What to expect from a tollgate review? Each tollgate review will be scheduled by NACF BP&S team and have the project owner, BoG partner, RLM partner and finance partner. We will review all the tollgate actions, tollgate graduation criteria and answer any questions. Once the tollgate is passed, the project can move to the next milestone, whether that is pilot, early adopters or full deployment.

<div>Tollgate 0</div> <div><ul style="list-style-type: none">• Tollgate Owner: Project Owner• Complete development of solution• Set up for pilot</div>	<div>Start: ATL OP2</div> <div><div>Graduation Criteria:</div><div><ul style="list-style-type: none">1. Follow pilot guidance & gain Laminar approval2. OI Resourcing Commitment3. Confirm Sizing with BoG Operator4. All TGO Playbook Actions Complete</div></div>
<div>Tollgate 1</div> <div><ul style="list-style-type: none">• Tollgate Owner: Project Owner• Complete pilot & resolve feedback• Set up for deployment</div>	<div>Start: Execute Pilot</div> <div><div>Graduation Criteria:</div><div><ul style="list-style-type: none">1. Meet success criteria for pilot2. Submit CM (Laminar) ticket for expansion to early adopters3. Metric & Training creation in progress4. OI Resourcing Commitment5. All TG1 Playbook Actions Complete</div></div>
<div>Tollgate 2</div> <div><ul style="list-style-type: none">• Tollgate Owner: Project Owner• Complete early adopters testing• Finalize deployment details</div>	<div>Start: Execute Early Adopters</div> <div><div>Graduation Criteria:</div><div><ul style="list-style-type: none">1. Approval from Early Adopter sites GM2. Completed CM (Laminar Ticket) & approval conditions met3. Executed comms & training plan, for each wave if applicable.4. Metric Bar Raising Review Complete (QuBIT Approval)5. All TG2 Playbook Actions Complete</div></div>
<div>Tollgate 3</div> <div><ul style="list-style-type: none">• Tollgate Owner: BoG Team• Roll out project to all applicable sites• Drive metric compliance & resolve feedback</div>	<div>Start: Execute Deployment</div> <div><div>Graduation Criteria:</div><div><ul style="list-style-type: none">1. RTB Deployment Actions closed & enter Variation Reduction2. Meet financial commitment or adoption goal3. Lessons Learned Captured in standard form4. All TG3 Playbook Actions Complete</div></div>
<div>Tollgate 4</div>	<div>Start: Daily SW Reporting from Maintenance Team</div>

5. Ops Integration Report

Each week, a report is sent to relevant stakeholders to show progress of upcoming projects through tollgates and adoption status of launched projects. Risks to any project are highlighted and links are included to the [NACF OI Portfolio](#) to see full project updates. Each project owner should update their playbook asana in the OI portfolio weekly.

Email List: nacf-ops-integration-interest@

6. Ops Integration Resources

Team RACI

In 2024, the main teams involved with Ops Integration are ACES, PE, Learning, CX, PMO and Operations. Each team will have a defined role through the RACI template. The RACI will be created by the project owner at the start of deployment with clear owners for each task and serve as part of the playbook throughout the deployment of the project. The high-level roles each team will play are defined below.

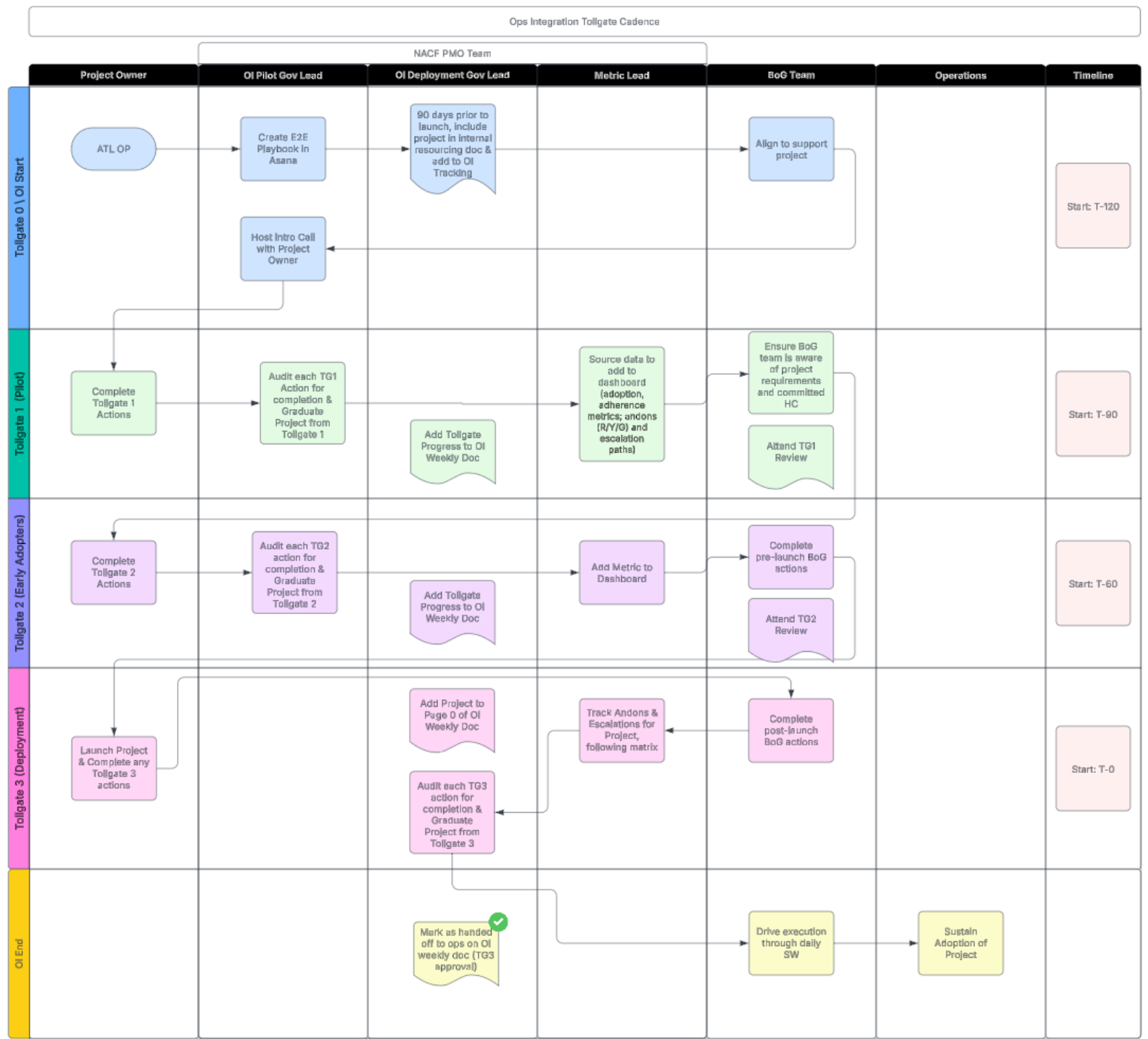
- **Project Owner (ACES, Quality, PE, etc):** The project owner is responsible for the change management process, developing VOC mechanism, metric reporting including adoption glidepath, and communication plans. They will also identify project rollout dependency and following support team processes to gain support (i.e. PE Deployment Intake SIM). They will be accountable for ensuring all other Ops Integration Tasks are complete.
- **Process Engineering (PE):** PE is responsible for boots on the ground support utilizing the Site PEs (SPE). This includes gathering VOC, driving metric performance at individual sites, ensuring deployment actions are complete, conducting audits and sharing best practices.
- **Customer Experience (CX):** CX supports driving site performance for projects specific to post-SLAM & DEA. This includes ensuring deployment actions are complete, conducting audits and sharing best practices.
- **Process SMEs: Site SMEs** support site Process Engineers (PE) in implementing new tools and process updates from Amazon Customer Excellence System (ACES) and Central Operations teams. Site SMEs will assist PE in gaining operator buy-in to drive the successful rollout and implementation of new tools and projects. SMEs will communicate new tool rollouts across all four corners of the organization. They will serve as the operations point of contact for leaders who have questions or encounter issues.
SME Academy Leaders manage a Super Region, with two leaders dedicated to the East. Responsibilities include setting up and managing Slack channels and Asana projects, preparing Weekly Business Review (WBR) decks, conducting virtual Week 3 teach sessions when applicable, and maintaining SME roster for the assigned Super Region.
L7 Super Region SME meet with ACES/PE/CO to review projects scheduled for the next 30, 60, and 90 days. Communicate project status to field SMEs promptly. Provide timely, accurate answers to specific process path questions in the designated Slack channel. Communicate/follow up with the SME Academy Leadership on any outstanding tasks for site(s) in your super region. Attend/Lead scheduled training week 3 of every month
- **Learning:** The Central Ops Learning team (or whomever this should be for associate/onboarding) is responsible for partnering with ATA and SMEs to create training for the project and gather VOC. The training could be through onboarding content updates or PUTL depending on the project. Once training is created, they gather resources to deliver the training to desired audience and monitor feedback and efficacy. Through the CM process, the Technical Education team work with PMs to build and deploy technical training, through Learn, for managers if required. They will also ensure any standard work resources (Policy 2.0, Quiriosity) are updated. Additionally, they support gathering VOC about the change through an audit created by the project owner.
- **Operations:** As the customer of the change, Operations will work in partnership with Learning and PE to utilize site resources to complete deployment actions, and deliver communication or training.

The goal is to reduce the burden on operations as much as possible through Ops Integration for a seamless adoption experience.

- **NACF/ACES PMO:** PMO will support the mechanisms for lifecycle identification and management. In other words, PMO will ensure that all projects are utilizing the templates for the RACI, GANT, and GTM strategies and will ensure that the OI team is aware of which projects are coming due for the OI process.

Depending on the project, the RACI will change and may involve other teams such as IT, RME, etc. Other teams identified on the RACI for a specific deployment action will be responsible for completion and driving adoption of project. The OI STL will gather list of OP2 projects and requirements by team at the start of the year to clearly communication stakeholder expectations and gain support. This will be continuously updated and monitored with ownership by team.

OI Swimlanes



Attributes

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User/Group	Role	Is Inheritable	Is Inherited	Primary Owner	Secondary Owner
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correaal	ContentOwners	True	False	False	False