Memo: One Riordan thru Centralized Training   
  
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**Subject: One Riordan thru Centralized Training  
To: All FTE Employees**  
**From: Office of Corporate Planning**

# Challenge Facing Our Company

Good afternoon fellow members of the Riordan Manufacturing family. The inability to share processes, patterns, and practices; between our branch offices has been a challenge plaguing our organization for years. It has stemmed from our company being formed through the mergers of smaller businesses, and needs to be resolved sooner than later. Not only does this cause frustration during any cross office collaboration projects, it is also costing Riordan valuable time and money.

Two years ago, we attempted to unify the company through thru a common set of online instructional training videos. While this program have pushed the company in the right direction, we need to move faster in order to stay competitive.

# The New Directive

Nearly nine months ago, the Office of Corporate Planning was chartered by the Board, to propose a solution to this challenge. After tirelessly working with numerous external consulting firms; Robert Riordan, our CEO and founder, has approved the plan today.

Given the green lighting of the Board and CEO, our office proudly announces the “*One Riordan*” program. Under this program we will flying members of upper and middle management to headquarters. Once there we will get everyone in the same room having a dialog on training and removal of duplicate efforts.

# Specifics of the Program and Deliverables

Simply putting everyone in the same room would be chaotic and result in a shouting match. Instead we will be bringing managers to corporate in “waves” starting with the M5 branch general managers and working our way down to the M3 department managers.

The first wave, of M5 general branch managers, will focus on high level removal of duplication and assigning each branch office a more specific set of objectives. For example all small modeling might be given to the China Branch where mass production is cheaper, while the Pontiac office might focus on chemical research.

The second wave, of M4 division managers, will need to build a plan for making the high level strategic work within their product and business groups. There will be some political concerns but these be solved before the wave ends.

The third and wave, of M3 department managers, will need to build a training plan that outlines how their foremen and supervisors will need to transition under the new program.

# Concerns and Risks

First and foremost we do not want anyone to confuse removing a duplication of effort with removing a duplication of employees. There are no plans of layoffs or downsizing, we still have more than enough work for everyone. At many of our offices there are even several open head counts.

Next we will need to be cautious that our reorganization for the future does not impede our ability to deliver of commits of today. Once the plans have been finalized they will only apply to new work, existing work will stay the current course.

# Quantifying Success

There are several key metrics that will be used to quantify the success of our “One Riordan” program both during the transition phase and afterward.

During the transition phase we will be looking at:

* How long each Wave requires; goal 3 weeks each
* Amount of cooperation from each branch office representative
* Quality of Reported Deliverables

After the transition phase we will need to measure the success thru:

* Cost delta to full an invoice
* Speed improvements from order to shipment
* Polls on Employee Communication Satisfaction

# Value Added to the Company

At the Office of Corporate Planning, we understand that this will be a challenging transition; but can assure you it will be worth it! Once we stop acting as 5 individual companies and become One Riordan; customer satisfaction will increase through receiving orders quicker and the business will make higher margins on each invoice.

With higher margins means more growth for larger opportunities and expansion of the company. Not only will Riordan gain from this program so will our employees. With these higher profits there is more room for better benefit packages, 401K matching, and salary increases.