

PMP FOCUS

ACHIEVING EXCELLENCE IN SERVICE

RETHINKING MULTINATIONAL ACCOUNT MANAGEMENT

2003 ISSUE 2

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INTO CLAIMS*

AIG
PMP PERFORMANCE
MANAGEMENT
PROGRAM
Achieving Excellence in Service

Multinational Account Reengineering is a joint DBG-AIU initiative that is identifying improvement opportunities in the management of multinational accounts. The Reengineering team is focusing on how the programs are administered; how claims are reported; how cash is moved to captives; and how business processes vary across accounts and across countries.

Team Facilitator and Master Black Belt Elizabeth McInerney explains that, "In the past, AIG did not have standard metrics and performance reporting driving our multinational account processing, which led to a wide variance worldwide in everything from the time taken to turnaround a quote to the booking of the multinational policy." In order to address these issues, the Multinational Account Reengineering team is zeroing in on two key project areas: technology and information exchange, and claim reporting.

Technology & Information Exchange

AIU's Chuck Berntson is leading the Technology and Information Exchange initiative. His team is finalizing a number of process improvement recommendations and developing a business case for new technology. The new approach will reduce

rework, streamline processes and upgrade accuracy at every phase of multinational account management from submission to booking of the multinational program. These changes will also improve cash flow.

According to Mr. Berntson, "AIG's financial strength, global network and breadth of products make us extremely competitive in the multinational account arena. We are always striving to improve our ability to implement and service multinational programs. Our proposed recommendations will put in place the organization, technology, training, and process improvements that will make AIG a leader in servicing multinational programs," he said.

Claim Reporting

Frank Meaney, executive in charge of the claim reporting project, and Stuart Rose, project leader, are spearheading the Claim Reporting initiative, which focuses on improving claim reporting for multinational accounts. The team's recommendations include local system enhancements, the development of quality control processes and procedures to support more accurate

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The Performance Management Program, implemented in DBG as a formal way to address process improvement opportunities, continues to positively impact domestic business and is expanding to other areas within AIG.

The Six Sigma methodology used by PMP is based on eliminating defects, designing reliable and consistent processes, and implementing change necessary to sustain gains and foster continuous improvements. Metrics, defined processes and disciplined improvement strategies have produced clear benefits that have been widely recognized by AIG's customers. We are confident that PMP's continued development and use will help AIG deliver a consistent and predictable product that meets customers' expectations.

Recently, AIG Chairman M. R. Greenberg offered his perspective on the program's growth and success to date.

CHAIRMAN'S LETTER



M.R. GREENBERG,
CHAIRMAN AND CHIEF
EXECUTIVE OFFICER

The success of the Performance Management Program (PMP) is known throughout AIG. PMP was launched in 1999 to enhance AIG's ability to deliver consistently superior service to our customers. Since that time, we have reached many of the goals we set for ourselves through process improvements, cycle time reductions and defect elimination.

PMP has had a major effect on how we deliver our domestic property casualty products, from how we collect premiums and bills to how we key in codes. PMP has already had a dramatic impact – and will continue to have an even greater impact – on our expense ratio. It is allowing us to retain far more of the business than we have in the past.

I have personally heard from major AIG clients who have expressed an increased level of satisfaction with our performance. They have noticed our focus on service excellence, while we continue to meet their coverage needs with products that deliver real value.

In a competitive, service-driven industry such as ours, AIG's ability to meet and surpass the needs of our clients has never been more important, and each employee is critical to the success of this effort. Our commitment to the goals and objectives of PMP will help us maintain our long-standing position as market and industry leaders.

A handwritten signature in black ink that reads "M.R. Greenberg". The signature is fluid and cursive, with a long, sweeping underline.

EXECUTIVE VICE PRESIDENT'S MESSAGE



KRISTIAN P. MOOR,
EXECUTIVE VICE
PRESIDENT, DOMESTIC
GENERAL INSURANCE

DBG's Performance Management efforts continue to have a positive impact in our organization and make a meaningful difference in the experience of more DBG customers. Our *Voice of the Customer* interviews reveal that customers are more satisfied with the overall service we provided this past year.

Issues and improvement opportunities, identified through *Voice of the Customer*, continue to drive change within DBG. Initiatives focusing on payment processing, reinsurance, multinational account management, paid loss booking and billing, and regulatory compliance/change management are just some of the projects many DBG staff are working on to improve our service. In addition, the regional offices launched numerous improvement projects. Implementation and tracking of the performance scorecards measurement tool continues to expand within DBG and now includes the Small Business Underwriting Center and several lines of business within WorldSource. Specific quality and compliance indicators have become a measurement within eligible employees' performance appraisals.

As people are the heart and soul of our quality management efforts, we are also continually improving our Performance Management training, adding new programs and enhancing existing ones. Recent additions to the PMP curriculum include courses focused on project leadership, executive awareness, and Design for Six Sigma – a Six Sigma methodology which develops new processes when improvements to existing processes do not meet customers' expectations for improvement. We are developing a Six Sigma certification program (Green Belt, Black Belt, or Master Black Belt) which opens new career paths for individuals who want to perform change management full-time.



THE PMP TEAM TOOK HOME THE ARTHUR QUERN
QUALITY AWARD IN 2002.

PMP's approach of continuously improving AIG's product delivery to our customer hasn't gone unnoticed by the risk managers and customers that we service. The Risk Insurance Management Society awarded the 2002 Arthur Quern Quality Award to PMP's policy issuance quality and timeliness initiative. The award recognizes a product or program that personifies quality in risk management and has contributed toward raising the quality of products or services offered within the field of risk management. Everyone who has played a role, large or small, in our Performance Management effort can take pride in this honor.

Let's keep up the good work!

TAKING TRAINING TO A NEW LEVEL

ENHANCED TRAINING INCLUDES A FOCUS ON PROJECT LEADERSHIP,
A NEW METHODOLOGY, AND THE REWARDS OF SIX SIGMA CERTIFICATION

Since the inception of AIG's Performance Management Program (PMP), nearly 6,000 AIG professionals have trained to support the company's quality and process improvement efforts. Fueled by these professionals, PMP has spread beyond the Domestic Brokerage Group to AIG Marketing (AIGM) and American International Underwriters (AIU). Keeping pace with PMP's rapid expansion, training has evolved as well. "New courses have been added, old courses have been enhanced, and all programs are continually fine-tuned to best meet the needs of AIG's global operations and local project teams," said Patrick Misciagna, PMP Director, Project Facilitation and Training.

A New Methodology

Among the most significant additions to the PMP training program is a course focused on a new methodology being added to the PMP "toolkit." "DMEDI" (Define, Measure, Explore, Design and Implement) is joining "DMAIC" (Define, Measure, Analyze, Improve, Control) as a core methodology of PMP.

The two fill very different needs, Mr. Misciagna explained. DMEDI focuses on creating a new process where no process exists, or replacing a process incapable of meeting customer requirements. DMAIC, commonly deployed by PMP project teams today, centers on improving existing processes in order to drive incremental improvement. "DMEDI can be called into

action when a project team realizes that where AIG wants to be is quite a distance from where we are today," Mr. Misciagna explained. "For instance, if a competitor delivers something in one day and it takes us ten, incremental performance improvement is not likely to be enough. A new approach is needed to spur dramatic improvement." DMEDI helps organize the thinking and the workflow of a project that could achieve such substantial results.

More Additions & Enhancements

Courses promoting executive awareness and sharpening project leadership skills are among the new additions to PMP training. Several other courses have been updated and enhanced. "This expanded PMP training regimen gives AIG professionals the knowledge they need to use PMP methodology effectively and prove their proficiency at Six Sigma practices. Ultimately, professionals can also apply training to achieve professional Six Sigma certification," Mr. Misciagna said.

Synopsis of PMP's Training Curriculum Awareness

This recently updated introductory course is designed to increase understanding of Performance Management principles and practices, and encourage the benefits of looking at things differently while applying

an organized methodology to enact positive change and a more effective management of any project.

Prerequisites: None. All AIG employees are invited to attend.

Duration: Half-day.

Executive Awareness

This new course equips management with a practical understanding of PMP and how to apply Performance Management best practices and DMAIC methodology for results.

Prerequisites: Attendees must be in a managerial role.

Duration: One day.

DMAIC Baseline Training

This recently expanded and revitalized two-part course helps teams apply DMAIC most effectively to their specific project. Part one focuses on launching the project and defining, measuring and analyzing. Part two hones in on improving and controlling performance and helps the team walk away with potential solutions directly applicable to their project.

Prerequisites: Part One participants must be involved with quality improvement projects. Completion of Part One is required to attend Part Two.

Duration: Four days each part (eight days total).

Statistics

This curriculum centers on using Minitab, a data analysis software tool, to integrate sound statistical analysis into the performance management process.

Prerequisites: DMAIC Part One graduates are invited to attend this course.

Duration: Two days.

Project Leadership: Building and Managing Successful Teams

This new course focuses on what it takes to build and manage successful teams. As part of the lessons, project managers face down the real-life problems and decision-making dilemmas that come with leading a project. Interactive computer simulations allow participants to test decision-making and learn from the results.

Prerequisites: Completion of Awareness course or current participation with quality improvement project teams.

Duration: Three days.

PMP Design for Six Sigma

Facilitated Learning: DMEDI

Launched in March 2003, this course trains professionals to apply the DMEDI method-

ology to develop new processes, or to replace old ones that simply cannot be incrementally improved to meet critical customer requirements.

Prerequisites: Completion of Awareness course, member of a DFSS quality improvement project team, or completion of DMAIC Baseline Part One coursework.

Duration: Four days.

Taking it to the Next Level: Certification

All employees are encouraged to participate in PMP awareness training. And employees can now take training to a new level, applying it to achieve professional Six Sigma certification as a Green Belt, a Black Belt or a Master Black Belt. PMP is

in the final planning stages of creating a certification program. Certifications are achieved based on training, project management, leadership and coaching experience, as well as formal exams.

"These certification programs are a way for AIG to recognize those individuals who are truly driving change in our organization. Certification programs also open the way to achieving new professional goals and pursuing challenging new career paths," said Mr. Misciagna.

For more information on PMP training or certification, contact Patrick Misciagna, 212-820-4543, patrick.misciagna@aig.com. ■

RETHINKING MULTINATIONAL ACCOUNT MANAGEMENT (CONTINUED FROM PAGE 1)

reporting of claim data and the development of local data quality training. According to Frank Meaney, "The team has made significant progress in identifying the problems and devising solutions. Through this initiative, we have recognized the need for a heightened sense of awareness in our offices around the world to the importance of timely and accurate claim information for our multinational accounts.

Our organizational work flow and system changes will enhance our ability to achieve our goal of advancing our leadership in the multinational market."

The Multinational Account Reengineering initiative has already completed the Define, Measure, Analyze and Improve portions of the PMP methodology. It is currently in the control phase, where improvements to control and measure performance are

being implemented. The project, which is near completion, gave rise to a new organization called Multinational Account Servicing which will be headed up by Chuck Berntson. The organization's primary responsibilities will be to monitor performance against service standards, to define and implement process improvements, and to resolve servicing issues. ■

ONE COHESIVE ROUTE TO COMPLIANCE

Keeping up with 50 states that are constantly coming up with new or updated insurance regulations is no easy task. But lagging behind can cost a carrier significantly. “If the policy does not reflect the latest coverage and rating requirements, the premium will be wrong. If regulations are not carefully followed, a carrier can face fines and lose opportunities,” said Monte Morgan, Master Black Belt and facilitator of the Regulatory Requirements and Data Management team, which is charged with the task of making it easier for AIG to keep pace with a dynamic regulatory environment.

Under the watch of team lead Tom Nowak, the Regulatory Requirements and Data Management team has created one inter-



active database to house and track all DBG regulatory change information. All AIG professionals who need access to this information retrieve it from this single source. “Now regulatory reporting and compliance efforts can be synchronized and coordinated company-wide. We have a more timely, accurate and complete inventory of regulatory changes, which decreases the

likelihood of regulatory fines,” stated Mr. Nowak. “Even more dramatic is the reduction in policy rework, which directly affects our customers. For many lines of business, holding compliance-related changes until audit or the end of the policy term only increases consumer complaints and decreases confidence in our service delivery commitment,” added Mr. Nowak. ■

PUTTING A STOP TO PAYMENT PROBLEMS

Andy Meyer leads the Payment Processing Team which is charged with improving DBG’s ability to produce accurate and timely bills and remittances that meet the needs of the market and of AIG. “We want to increase efficiency in the collections, underwriting and controller areas by focusing on methods for improvement within the collection process. Our brokers will be happy because they will get clear communication of billed amounts and spend less time on billing disputes. We ultimately can improve cash flow and processing efficiency,” said Mr. Meyer.



The team must first identify and address all facets of DBG’s current payment processing systems. To accomplish this, the team is delving into four critical areas:

- Understanding and preventing stand-alone cash

- Reducing habitually late payments from particular brokers and product lines
- Decreasing the cancellation and reissuing of policies
- Identifying the reasons for disconnects in the payment amount DBG books as compared to the billed amount.

“As we dig down and uncover the root cause of the issues impeding smooth and efficient payment processing, we will be able to chart our course to fixing them,” Mr. Meyer concluded. ■

AIGM HITS THE GROUND RUNNING

AIG Marketing (AIGM), started its process improvement program in the fall of 2000, and first became involved with AIG's PMP initiative in 2001. AIGM is already reaping substantial financial benefits from its quality and process improvement efforts. After generating a robust \$1 million in savings from its 2001 efforts, the company has more than doubled its financial achievement – and exceeded its year-end established objective – by attaining more than \$2.4 million in savings through October, 2002 from Six Sigma efforts.

To illustrate this point, here are two projects that demonstrate how AIGM, a direct marketer of personal lines insurance, is embracing change and achieving substantial financial benefits in the process.

Managing Coverage Selection Forms

“The Coverage Selection Forms project contributed substantially to the company’s 2002 Six Sigma savings,” said Tiku Raval, Director of Six Sigma, who leads AIGM’s Performance Management effort. In the most basic sense, this contribution came from improving the management of a single piece of paper – the coverage selection form. “When a customer opts for lower limits on auto insurance, they need to complete and return a signed selection form to the insurer, acknowledging their decision. In the event of a claim, the insurer needs to be able to produce this form, demonstrating that the lower limit was the customer’s choice. If the insurer is unable to do this, it may have to pay higher limits of coverage – even though it never collected premiums based on that amount,” Mr. Raval explained. This process is complex because the regulations and state-mandated forms vary substantially across states.

Several process issues existed that led to missing forms – either un-received or non-retrievable when needed. The answer? AIGM implemented a formal procedure of follow-up calls to proactively reach insureds whose forms were outstanding and let them

know that their premium would increase if the company did not receive the completed form. “This project is a classic example of how Six Sigma improvements can occur over phases. The workflow changes we made increased quality by over 40 percent. Once these changes stabilized, we automated certain elements and increased quality by an additional 10 percent. Currently, our policy administration system automatically rolls up coverage to a higher limit – and charges the appropriate higher premium – if the insured does not return the coverage selection form,” Mr. Raval said.

The results have been dramatic. In the two states where the missing forms had been taking the greatest toll – Pennsylvania and Florida – the quality improved significantly. After tracking the financial benefit of the improved processes for seven months, AIGM calculates a gross benefit of \$1.5 million from this effort. The solution to this problem was not conceptually difficult, but this is a good example of how the Six Sigma discipline can facilitate solutions among departments – in this case, among the claims, underwriting, and new business processing departments.

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AIGM HITS THE GROUND RUNNING

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Quote Fulfillment

As a direct writer of personal auto insurance, AIGM uses telephone sales representatives to provide auto insurance rates to customers. Standard AIGM practice has been to follow every quote given over the phone with the mail delivery of a hard copy quote and quote fulfillment/application kit. This is followed by a six-to-eight page requote fulfillment kit, which includes quote information and a complete coverage application, sent to the prospects up to five times over the course of a year and a half.

“The Quote Fulfillment team measured the effectiveness of this multi-tiered sales strategy. With millions of quote fulfillment kits being mailed annually at a cost of approximately one dollar per kit, the team wondered if there was a way to pare down the cost of these kits, without losing sales,” Mr. Raval explained. The team created a streamlined test kit that cost approximately 80 cents per kit. In field tests, this streamlined sales kit performed equal to or better than its larger, more expensive predecessor.



As a result, AIGM has adopted it as the new standard – and will save \$1.3 million annually in quote fulfillment expenses as a result.

“The savings won’t stop there,” Mr. Raval said. “Additional segmentation and analysis continues on this project. We’re developing ways to segment quotes further by business channel, competitive position, and by testing additional creative kits.”

AIGM has 15 Six Sigma projects and analyses in either the control phase or completed. It has 18 projects and analyses in progress, and 11 more in the pipeline. Some 127 team members and sponsors have contributed to AIGM’s improvement efforts. All can be applauded for enhancing the value of AIGM’s service, and its bottom line. ■

SIX SIGMA IMPROVEMENT PROCESS AIDS IN DEVELOPMENT OF BUSINESS REQUIREMENTS DOCUMENT

Building a business case or fixing a system is a challenging task which requires careful consideration of the end users' evolving needs. PMP's DMEDI methodology (Define, Measure, Explore, Develop, and Implement) was applied when a "Should-Be" process map was needed for the Fusion group's Third Party Adjusters (TPA) Loss Booking business requirements document.

DMEDI is a Six Sigma improvement process that focuses on developing new processes or replacing old processes that cannot be improved to meet the critical customer requirements. The Fusion team called a three-day meeting for senior decision makers and business user customers to define a framework for existing system issues and to develop booking requirements. They mapped the full end-to-end process and reviewed accounting-related manual processes. "We realized that if we got all the players in one room – controllers, operations, accountants, reinsurance, underwriters, profit centers, and systems – we could quickly determine business users' needs and focus on solving this system's challenge," said Neil Faulkner, Executive Vice President of DBG. This is the value of identifying subject matter experts early on in the DMEDI process.

"Impacted parties really need to validate processes. Assumptions usually lead to lost time," added Mr. Faulkner.

This core group validated current processes, identified redundant and manual processes, and developed business rules for booking losses from the various reporting and accounting systems. They created the draft "Should-Be" process map in two days and identified 63 open issues within the mapping process. "Open items were assigned to individuals and small groups for research and resolution. In less than three business weeks, all the items critical to development were resolved," said Mr. Faulkner.

Thirty-one business days after the original meeting, the Business Requirements Document for the Fusion Loss Booking Project was delivered to the systems group to perform an analysis of user requirements and to determine delivery timeframes and cost estimates. According to Mr. Faulkner, "This is a perfect example of how the Six Sigma improvement process can be used in everyday business to improve teamwork and work flows. We took a vague and fragmented process and put it on paper and were able to analyze

it and design an automated process that was clear and efficient."

The billing/booking initiative will streamline and automate paid loss processing, improve cycle time, lower error rates and adjustment process rework, and collect required front-end underwriting data. Team Leader Karen Bentsen was instrumental in organizing the meeting. "So many elements of this initiative were contingent upon agreement of all the business users. DMEDI process improvement tactics and good meeting



facilitation helped move this initiative forward," commented Ms. Bentsen.

PMP regularly conducts training classes for the DMEDI improvement methodology. Consult the PMP website (<http://aignet.aig.com/pmp/>) for times and locations. ■

FUSION II: FUSING PAID LOSS INFORMATION COMPANY-WIDE

In the past, AIG has received information on losses paid by Third Party Administrators (TPAs) in formats different from those used by its in-house claims departments, which submit their data in a common electronic format. Data even varied widely among TPAs. Since this diversity of loss information led to inconsistencies in the accuracy of data and the speed with which losses could be booked, developing one common standard platform for reporting this information was essential. Moreover, the lack of a common electronic format meant that TPA-paid losses could not be booked with all of DBG's other paid losses in AIG's Corporate Reporting System, making it difficult to analyze this data as part of DBG's overall loss picture.

"Information on losses handled by TPAs needed to be standardized on a common platform and made machine-ready – or 'fuseable' – with DBG's other data in the Corporate Reporting System," explained Fusion II Team Leader Karen Bentsen. And this is the job the Fusion II team set out to do.

"The team provided our TPAs with a single electronic template to be used in submitting all loss information to AIG. Now that data is being received in a common format, the team is focused on building IT system modules that will allow us to automate the processing of that data to book losses and generate invoices and TPA reimbursements," Ms. Bentsen said. The business rules for these modules have been written and IT is now working out costs and schedules for creating the technology.

The new business rules call for loss information to be validated up front, based on new, stringent criteria. If data received from a TPA does not meet this criteria, it is returned to the TPA for correction. "This will give AIG a far more efficient and effective way of ensuring the accuracy of loss information," Ms. Bentsen explained. "And ultimately, all of the loss data that

works through the new system will be fed into AIG's Corporate Reporting System – where it can be fused with the rest of DBG's loss data."

As a result, the quality of DBG's paid loss information will be improved, and the time and effort spent processing loss data will be reduced. ■



REGIONAL WRAP-UP

DBG regions coast-to-coast are working to embrace quality and enact change. PMP Regional Directors identify regional improvement opportunities with their Regional Vice Presidents based on feedback from customers. Here are some highlights of Performance Management projects occurring across the United States:

New York worked in partnership with Marsh & McLennan Global Broking to improve service and communication. In order to enjoy the benefits of future improvements, outstanding policy backlogs needed to be resolved. Standard templates were created for submissions and account tracking. A new communications escalation and issue resolution process was also established. What is to be gained from it all? Reduced cycle-time, greater customer satisfaction, enhanced AIG-Marsh synergies – not to mention better rapport, and smoother, more efficient work processes with a top-tier broker partner. For more information about New York regional projects, contact Delroy Morgan, 212-770-1920.

Atlanta heard the *Voice of the Customer* calling for improved renewal processes – specifically, reduced renewal cycle time and faster turnaround on quotes. To answer the call, a team is designing renewal process improvements on National Union accounts that will enable the company to deliver quotes 30-45 days before account expiration. To eliminate potential bottlenecks, the team is also defining a process for underwriter renewal assignments. For



more information about Atlanta regional projects, contact Toni Levy, 770-671-2144.

Boston is home to the Underwriting Account Transfer & Communication project. This project was developed in response to frustrations voiced internally and externally about difficulties reaching appropriate account contacts. A team is designing, developing, and implementing a process to ensure that all relevant underwriter information is easily available and proactively communicated to brokers as well as internal departments. This project team includes representatives from six DBG companies, as well as AIGCS and the Comptrollers unit. For more information about Boston regional projects, contact Shyno Chacko, 617-457-2788.

Cleveland identified the need to resolve customer issues and improve collaboration between the Loss Sensitive unit of Fusion and the region after conducting customer

interviews and reviewing metrics on loss sensitive business. The goal for the project is to complement the underwriting functions by developing a tool to track and pursue the loss sensitive activities through to customer satisfaction. The team concluded that enhanced Work Tracking System training, in conjunction with process and role refinements, would significantly improve collaboration, timeliness, and the effectiveness of the issue resolution processes. For more information about Cleveland regional projects, contact Eileen McCarthy, 216-479-8815.

Los Angeles gathered feedback from new employees and embarked on a New Hire Readiness project. This project, which focuses on improving a new employee's learning curve and productivity, will define and implement a collaborative process to help all new hires "hit the ground running." The team will accomplish this

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REGIONAL WRAP-UP (CONTINUED FROM PAGE 11)

by establishing clear roles and responsibilities for those departments involved. For more information about Los Angeles regional projects, contact Janis Pate, 213-689-3662.

San Francisco recognized an opportunity to improve quote-to-bind ratios by reducing the flow of ineligible submissions and increasing the flow of eligible submissions to the region's five National Union divisions. Through relationship-building, enhanced communications, cross selling, and best practices, this project is expected to improve operational efficiencies in the region, expand functional roles, and enhance broker relationships. For more information about San Francisco regional projects, contact Tonya Lee, 415-836-2784.

Philadelphia initiated a Performance Pledge project to increase customer satisfaction, employee productivity, and market share, while addressing critical customer requirements. For instance, within 48 hours of receipt of a completed submission, the regional office will provide feedback on all new business requests. The project will set service expectations while helping to ensure that responsibilities are clear and follow-through is appropriate for all services. For more information about Philadelphia regional projects, contact Donna Love, 215-255-6188.

Dallas is undertaking the Forms Consistency project to improve the accuracy and consistency of completed forms for automobile

policies. A team is establishing documentation, procedures and guidelines for the Service Center and Underwriting, in conjunction with the zonal compliance manager. The improved process will incorporate controls, provide a central depository for forms, and allow multitasking within the Service Center. The team anticipates a reduction in new automobile policy cycle time. For more information about Dallas regional projects, contact Kim Toth, 214-932-2053.

Houston spotted an opportunity to improve endorsement processing and established the Endorsement Quality Improvement project (EQUIP). EQUIP will improve timeliness of endorsement processing while increasing customer satisfaction and enhancing claims handling. To achieve this, the team is focused on improving processing cycle time, documentation, and customer communication. Solutions focus, in part, on tailoring the workflow to clear endorsements through one central point within each profit center. Endorsements will be tracked from receipt and technical skills will be maximized at every level. For more information about Houston regional projects, contact Rachel Simon, 713-268-8811.

Berkeley Heights is working to create a more efficient workflow and overall structure for the relocated WorldRisk Department. To further improve service and accommodate business growth, many work flow standardizations will be created. The analysis will include an evaluation of

documentation that supports handoff and workflow, including the handoff from the field to Berkeley Heights. The project will also include a review of the required skill sets, experience, and functional positions needed to complete the major tasks within the workflow. The results of the improved workflow will be measured by the timely and accurate issuance of policies and bills and other critical customer requirements in addition to increased capacity. This project supports the senior management goal of creating an efficient environment that encourages business growth, utilizing SBUC resources. For more information about Berkeley Heights regional projects, contact Karin Wessel, 908-679-4004.

Canada recently initiated PMP measures and appointed Mike Travis as the regional director. He is working to identify improvement projects throughout the country. For more information about potential Canadian regional projects, contact Mike Travis, 416-596-4027. ■

PMP Focus is published twice a year and contains information relating to PMP quality improvement efforts within AIG. For more information, please visit the PMP intranet site (<http://aignet.aig.com/pmp>) or call 212-770-7135.

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