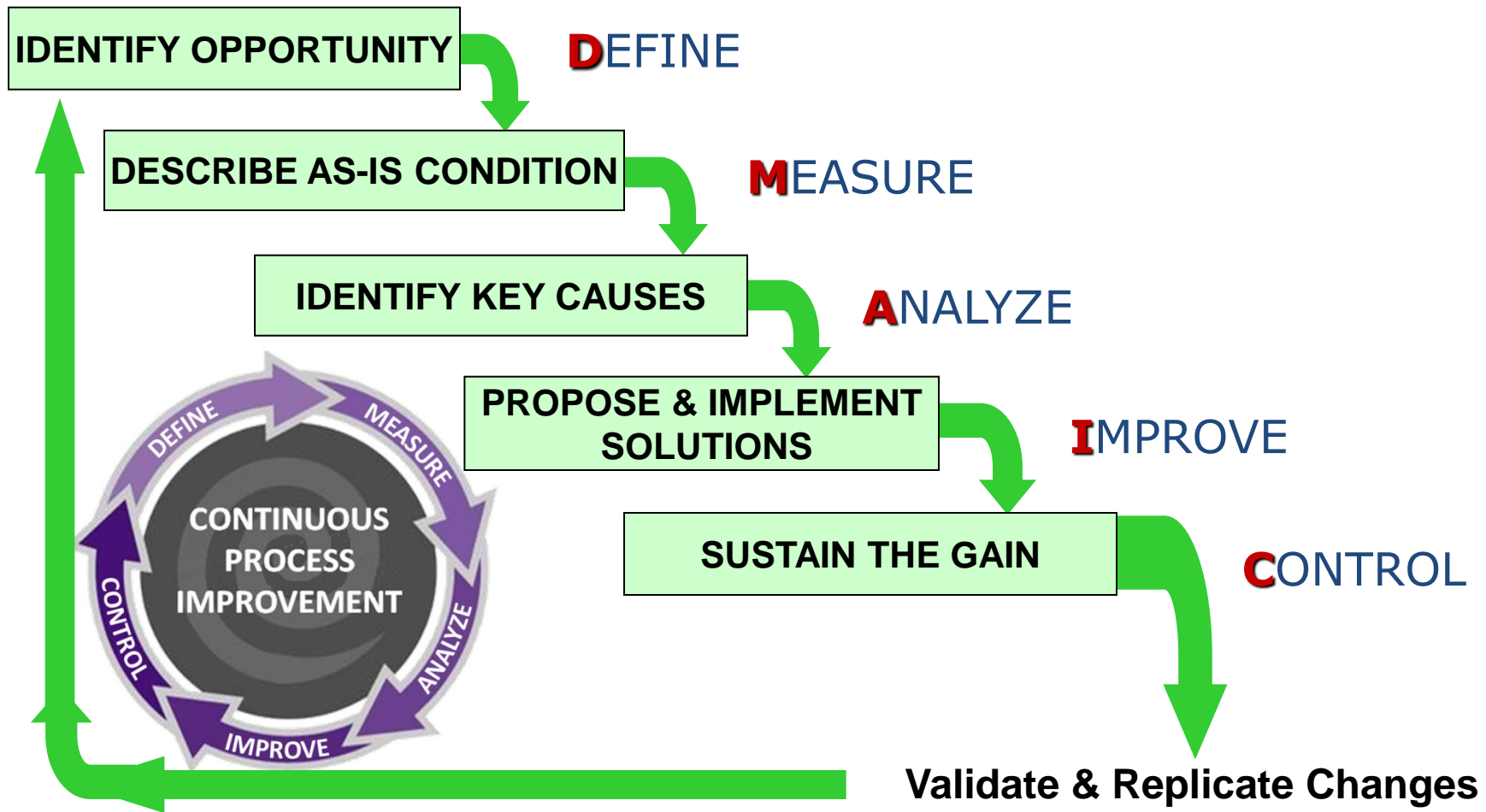


DEFINE PHASE



Course Structure: DMAIC



Learning Objectives: Define Phase

At the end of this lesson you will be able to:

- Understand the tools necessary to complete the Define Phase.
- Prepare an Event or Project Charter with input from project sponsor and team.
- Complete a SIPOC analysis to define inputs and outputs of the process.
- Collect and analyze Voice of the Customer data to assist in understanding the problem.
- Develop a Communication Plan that informs all Stakeholders.
- Create the framework for your project / event.

“Knowing that things could be worse should not stop us from trying to make things better.” - Anonymous



Charter




Charter Defined

- The team's commencement document.
- Defines the team's project plan and mission.
- The charter does not solve the problem.
- Charters are living documents that are subject to change.
- The next slide is a charter example.



USMC Charter Template

	Project Charter	Date Initiated:
	Organization Name	Revision Date:
Project Title		

1. Project Information

Deployment or Implementation Champion:	Project <input type="checkbox"/>	Just Do It <input type="checkbox"/>
	RIE <input type="checkbox"/>	Other <input type="checkbox"/>
Project Sponsor:	Value Stream/HICVS:	
Estimated Start Date:	Project ID #:	
Estimated End Date:	Parent Project ID #:	

2. Problem Statement

Problem Statement

3. Goal Statement

Goal Statement

4. Project Scope

In Scope ...	Out of Scope ...
Scope	

5. Team Members

Name	Role	Organization

6. Approvals/Signatures

	Signature	Date
Black Belt/Green Belt		
Project Sponsor		
Deployment/Implementation Champion		



Why a Charter is Important

- Provides the bridge from problem to deliverables essential for developing the path forward.
- Is a key factor for project success or failure and avoids misunderstanding among stakeholders.
- Is the foundation document to provide focus throughout the project.
- Serves as an effective project-planning tool and communication vehicle for tollgates and stakeholders.
- Provides the authority to apply organizational resources to project activities.



Improvement Opportunity / Problem Statements

Good improvement opportunity / problem statements should provide the following information:

- What is the problem or opportunity for improvement (what)?
- Where is the problem? Is it in your workplace or someone else's (where)?
- How long has it been happening (when)?
- What is the extent of the problem (extent)?
- How large is the impact of the problem (impact)?

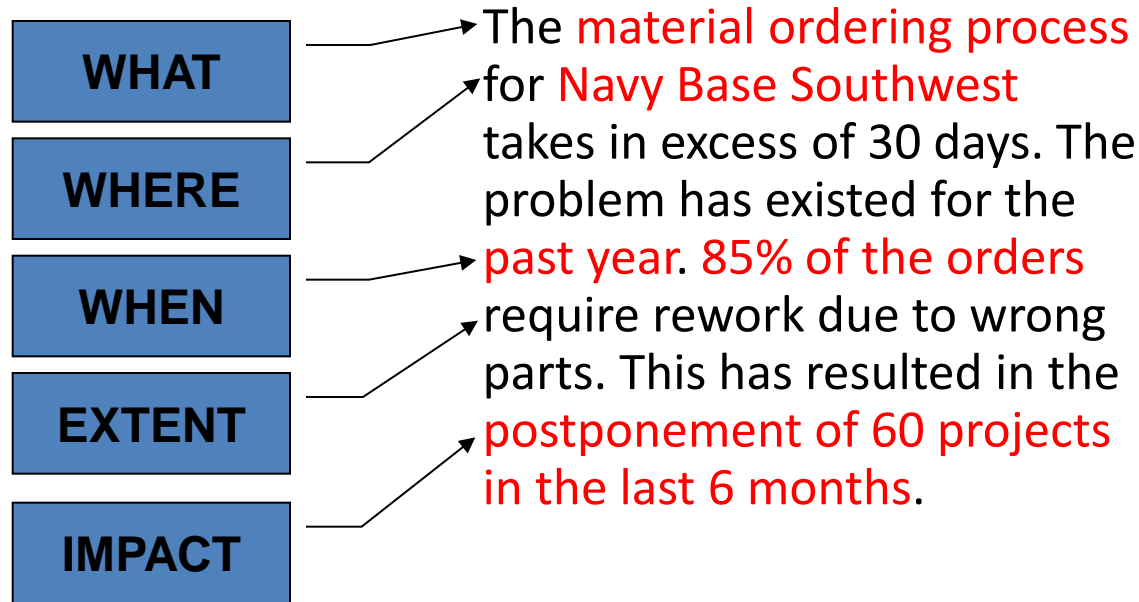


Examples of Opportunity or Problem Statement

Example of a bad opportunity or problem statement.

It takes too long to process a material order form and wrong parts are ordered.

Example of a better opportunity or problem statement.



Goal Statement

- The goal statement describes the anticipated improvement that your team is expecting. It should be worded in concise terms. Creating an outstanding goal statement is easy if you follow 5 simple concepts. The acronym for a good goal statement is **SMART:**

Specific

Measurable

Achievable

Relevant

Time bound



Goal Statement - Example

To provide a Web Document Library with 100% of the required contracting documents that are current, centrally available and ready for implementation prior to the end of the fiscal year.



Scope Statement

- The scope statement includes:
 - Exactly what is included within the project.
 - What is outside the scope of the project.
- The scope statement purpose:
 - Provides an awareness of the specific boundaries of your improvement opportunity.
- Process maps can help define the scope of an event / project.

Scope - Examples

- Public facing and internal websites.
- Document libraries for current templates and documents.
- S-Drive documents and templates.
- All guidance, policies, templates, regulations, and checklists.
- Interoffice communications.



Typical Command or Installation Level Infrastructure



**Command Leader/
Deployment Champion**

- Owns vision, direction, integration, business results.
- **Leads change, provide strategic direction.**
- 1-2 Days of Training.



Implementation Leader

- **Coordinates implementation of CPI efforts.**
- Communicates standards and guidelines.
- Develops supporting implementation plans.
- 1-2 Days of Training.



Project Sponsors

- **Process owners.**
- **Own financial results.**
- Coordinate / oversee Toll Gate Review Meetings, go/no go.
- Provide support & help remove barriers to success.
- Implement improvement solutions & sustain results.
- 2 Days of Training.



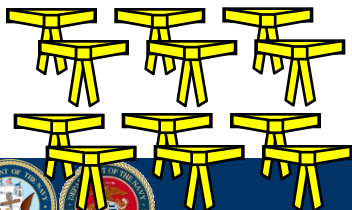
Black Belt(s)

- **Lead Complex projects.**
- “Go To” subject matter experts.
- Transition results ownership and improvement solution to Sponsor.
- Mentors lower level belts.
- 5 Weeks of Training.



Green Belts

- **Focus on Rapid Improvement Events.**
- May participate on Black Belt teams.
- Close to business process.
- May assist Project Sponsor in implementing improvement solution.
- 1 Week of Training.



Yellow Belts

- **Team members who assist in executing projects/RIEs**
- Collect data.
- Sustain results.
- Leverage/replicate opportunities.
- 1 day of Training.



Charter - Example



Marine Corps Operational Test & Evaluation Activity Lean Six Sigma Charter



Event Description/Type Scoping Kaizen LSS Kaizen JDI DFSS Project

Date:	9 March 2015	Revision	1
Project Name:	MCOTEA Civilian Evaluation Process		
Competency (Staff/Division):	S-1		
Project Sponsor / Owner:	Mr. Michael Moore		
MCOTEA Deployment Champion:	Colonel Keith Moore		
Mr. John Rosewarne MCB Quantico Black Belt, Director, CPI/LSS Office	Mr. John Rosewarne		

Business Impact – By applying the Lean Six Sigma (LSS) principles and methodologies civilian evaluation actions can be completed more rapidly, with higher quality and greater efficiency in action. Business impacts include:

- **Type 1 (Hard Savings)** – First time pass rates for Performance Expectation, Mid-Year, and End-of-Year Evaluation documents of 95%. Based on an assessment of FY 2014 performance an annual savings of \$10,260 in administrative labor costs can be achieved.
- **Type 2 (Cost Avoidance)** – Shortfalls in the communication of Performance Expectations and subsequent Performance Evaluation can result in administrative actions that could have been avoided, or the departure of a capable employee. Loss of a single employee could require interim outsourcing of support at a cost of approximately \$83,333.
- **Type 3 (Quality of Life)** – Improved and documented processes will reduce misdirected work efforts and stress due to uncertainties in performance expectations and assessed performance.

Opportunity or Problem Statement – MCOTEA civilian performance evaluation actions are sometimes delayed, or require substantial rework of supporting documentation with significant impacts on cost and quality of life. Establishing a commonly understood process with measurable performance standards will establish consistent performance and support process improvement.

Goal Statement: $Y = f(x) = \text{quality} = 95\%$ First Pass Yield (Expectations, Mid-Year, End of Year)

1. **Cost:** $Y = \text{Direct costs associated with late and rework requirements reduced to } \$500 \text{ or less. Cost}$



Marine Corps Operational Test & Evaluation Activity Lean Six Sigma Charter



avoidances of \$83,333 or more associated with employee loss attributable to performance reporting system issues.

2. **Schedule:** $Y = 95\%$ or more on-time submissions for Expectations, Mid-Year Evaluations, and End-of-Year Evaluations.
3. **Performance:** $Y = 95\%$ or more submissions Not Requiring Rework for Expectations, Mid-Year Evaluations, and End-of-Year Evaluations.

Project Scope – The MCOTEA Civilian Evaluation Process begins at the start of each fiscal year, or when a new employee is hired during the fiscal year. The process ends when final evaluations are completed on all employees.

In Scope: The MCOTEA Civilian Evaluation Process encompasses the establishment of expectations, and subsequent performance oriented actions ending with end of fiscal year final Performance Evaluations. It includes actions by Employees, Reviewing Officials, and Senior Reviewing Officials.

Out of Scope: Administrative support, hiring, and any other actions not directly involved in communicating performance expectations and subsequently assessing performance.

Project Plan – Team Launch:

Tollgate	Scheduled	Revised	Complete
Charter:	4/2/2015		
Define	4/2/2015		
Measure	4/10/2015		
Analyze	5/1/2015		
Improve	5/22/2015		
Control	6/12/2015		
Validate	11/30/2015		

*if applicable

Project Roles and Utilization

Role	Name	Utilization	Start	End
Project Sponsor	Colonel Keith Moore	2%	3/3/2015	8/28/2015
MCB Quantico LSSMBB	Mr. John Rosewarne	4%	3/3/2015	8/28/2015
Black Belt Candidate	Mr. James Dixon	10%	2/17/2015	8/28/2015
Green Belt Candidate	Mrs. Tenisha Diaz-Casillas	10%	3/3/2015	8/28/2015

Exercise: Charter

Break into Simulation groups and create a Charter for your Statapult process.



20 minutes





The Problem or Opportunity statement on a project charter should be as quantifiable as possible.

True or False?



What are the 5 Characteristics of SMART goals?

SIPOC



What is SIPOC?

- SIPOC stands for Suppliers, Inputs, Process, Outputs and Customers.
- A process snapshot that captures information to a project.
- SIPOC diagrams help a team and its sponsor(s) agree on project boundaries and scope.
- A SIPOC helps teams verify that process inputs match outputs of the upstream process and inputs / expectations of downstream process(es).

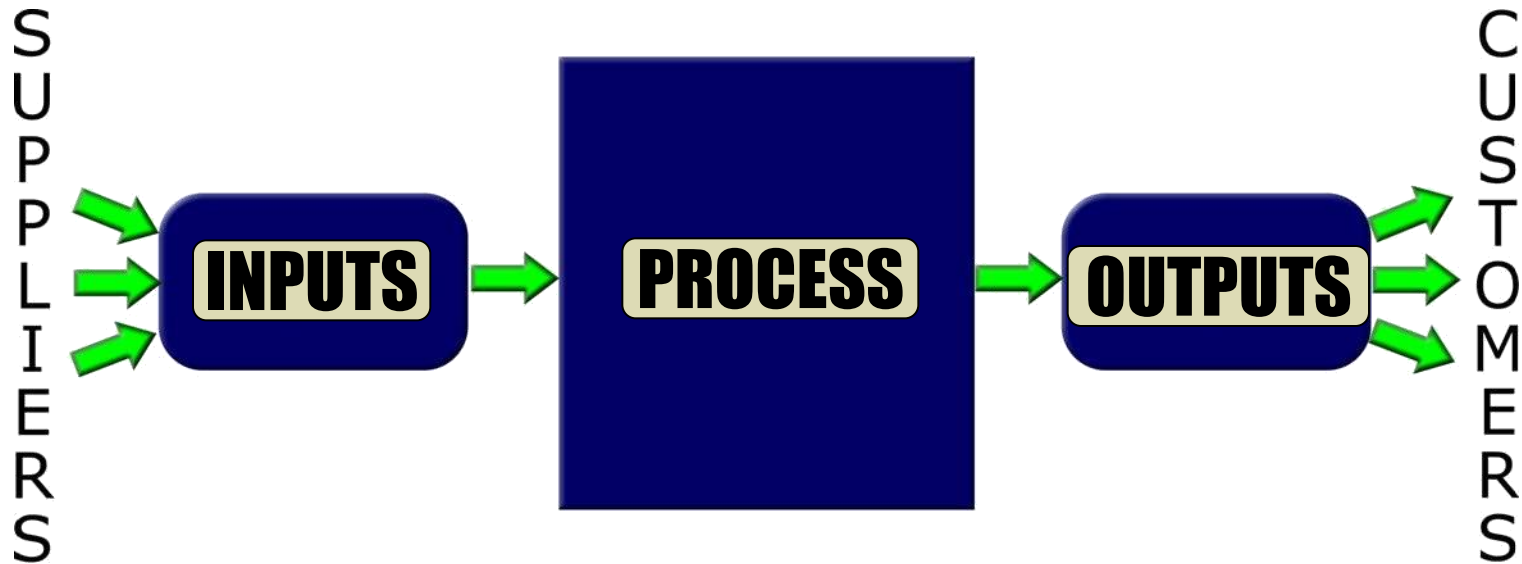
Definition of SIPOC

- **Suppliers** – the internal / external people or organizations that provide materials, information, or other resources for a process.
- **Inputs** – the resources that are supplied.
- **Process** – the series of work steps that transform inputs to outputs.
- **Outputs** – the product, service, or information that is delivered to the customer.
- **Customers** – the people, organizations, or process that receive the output. External and Internal Customers.



What is a Process?

- A process is any activity that takes inputs, performs actions on the inputs, and results in outputs.
- A SIPOC defines the inputs the process receives and the outputs that a process delivers.

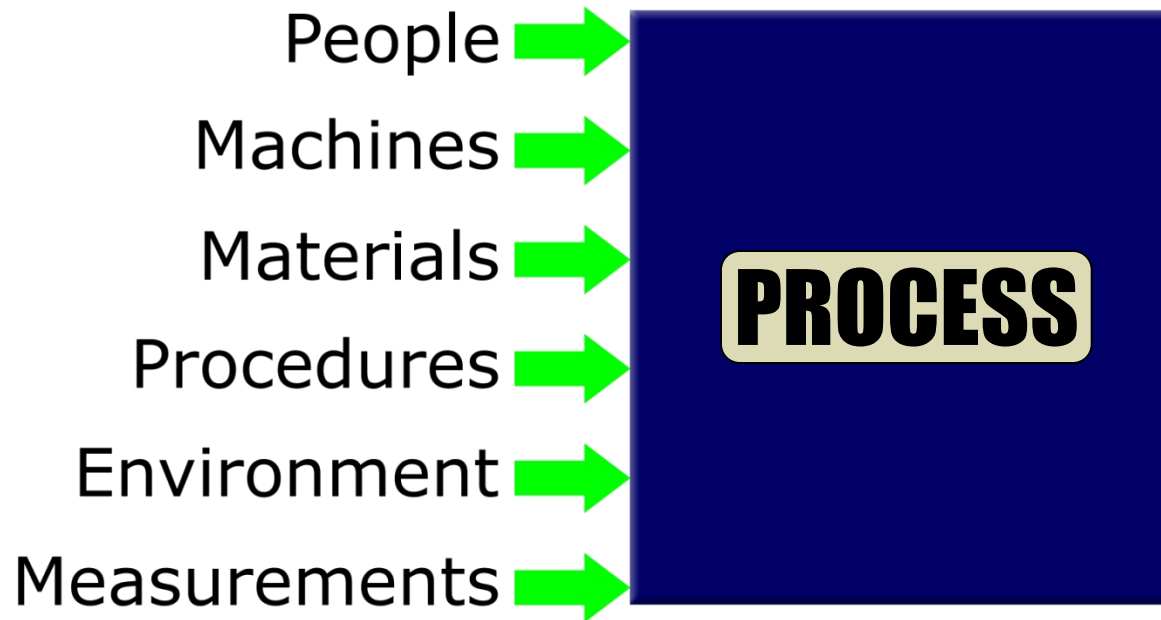


Why SIPOC?

- Identifies all relevant factors of a process before detailed project work begins.
- Sets expectations for elements of the process that project team must consider.
- Distinguishes key suppliers and customers of the process.
- Defines the Scope.
 - Team consensus on the start and end point.
 - Keep the team focused on the Kaizen / RIE goals and objectives.
- Used to prevent scope creep.

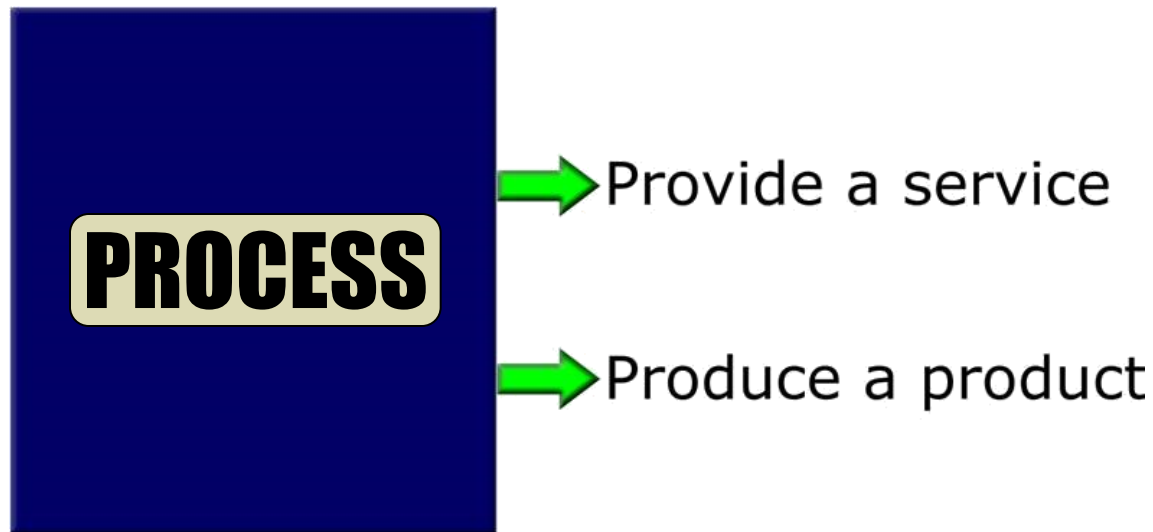
Process Inputs

Inputs are the resources that are required to create outputs.



Process Outputs

- Tangible products or services.
- Linked to the (Customer care-about) measures as defined by the customer.



Suppliers & Customer

External Suppliers & Customers: Those persons or organizations which provide or purchase your products or services.

- Tenant Commands
- HQ Elements
- Other Services
- Other Agencies

Internal Suppliers & Customers: Whomever is a receiver / user of your process output is an internal supplier / customer.


- Commander
- Chief of Staff
- P&I Leaders
- Divisions and Sections within a Command



Developing a SIPOC Chart

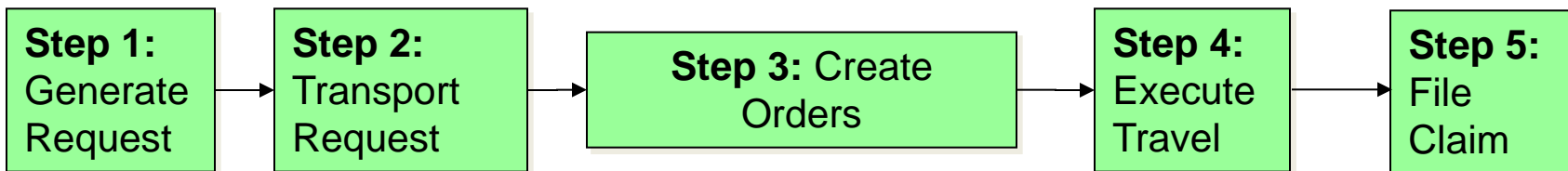
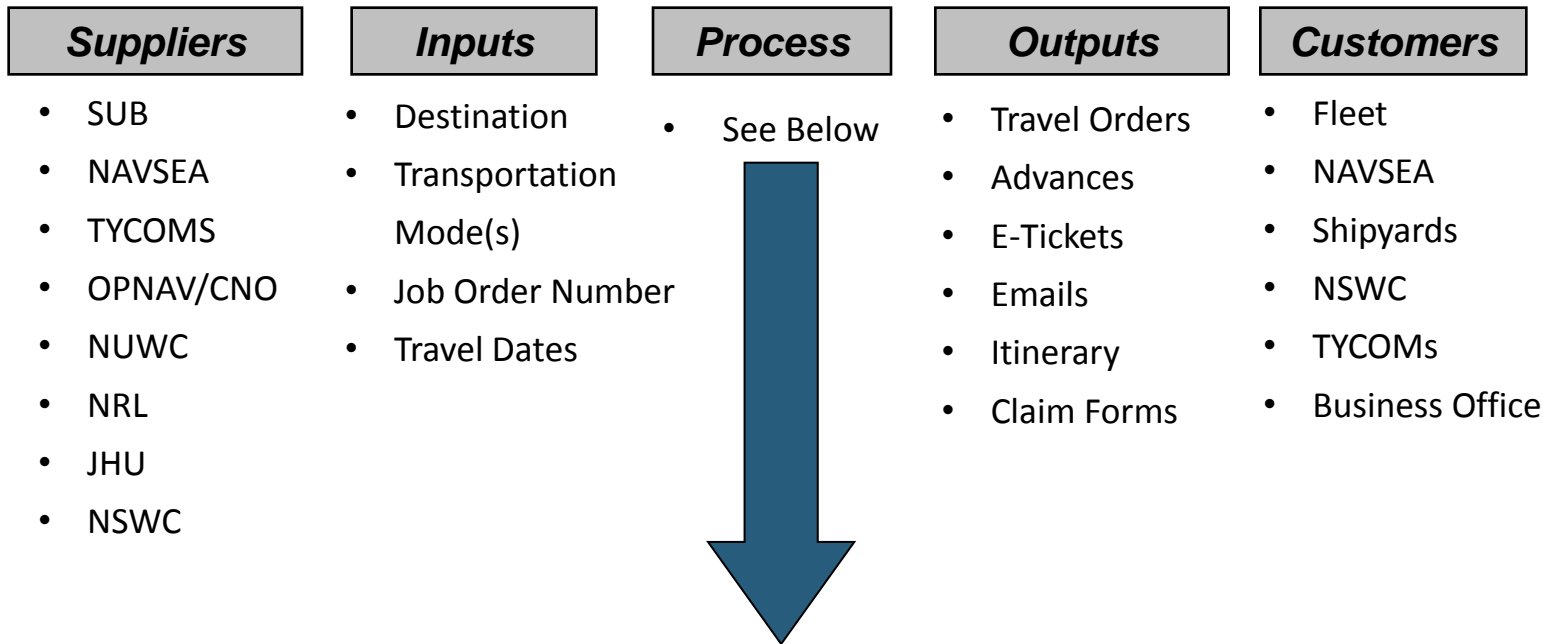
5 What do we need to consume?

Process Name 1 What is the Process?

Suppliers	Inputs	Process	Outputs	Customers
<p>6 Who Supplies it?</p>	<ul style="list-style-type: none"> Billing Dept. staff Customer database Shipping information Order information 	<p>Billing Process</p>  <p>4 How do we produce it?</p>	<p>Delivered invoice</p> <p>3 What do they get?</p>	<p>2 Who's the Customer?</p>



SIPOC Example: Streamlining a Travel Request



Exercise: SIPOC

Break into Simulation groups and create a SIPOC for your Statapult process.



15 minutes





What does SIPOC stand for?



What information does a SIPOC Diagram give a team?

Voice of the Customer



Voice of the Customer (VOC)



- Why is VOC critical?
- How is VOC data gathered?
- How is VOC data analyzed?

“There is only one boss, the customer. And they can fire everybody in the company from the chairman on down, simply by spending their money somewhere else.” – Sam Walton

Who Are Your Customers?



- **External Customers**
 - Those persons or organizations which purchase your products or services.
- **Internal Customers**
 - Whomever is a user of your process output is an internal customer.

How Well Do You Know Your Customers?

- Reactive Sources – customer complaints, warranty issues.
- Proactive Sources – surveys, direct contact, focus groups.

When a customer is not satisfied:

- 1%-5% complain to management or headquarters.
- 45% complain to agent or company representative.
- 50% do not complain at all.

Reference: Young, John. "Lost in Translation," ASQ Six Sigma Conference, Palm Springs, 2005.

A proactive approach to VOC is essential to quality in your products and services.

Capturing Voice of the Customer (VOC)

- Customers provide information on their requirements to us in many ways, some directly and some we collect.
- Information may come through:
 - Customer feedback
 - Customer Service Representatives
 - Focus groups
 - Surveys
 - Competitors
 - SIPOC
- In determining the VOC, we have to translate the customers' needs and wants into measurable requirements.

Source: ASQ LSS Training Material



Direct Customer Contact:

- In customer-focused organizations, key employees often make personal visits to customers.
- Does not always require a face-to-face visit.
- At a Fortune 500 company, top managers spend one day each month answering customer service phones.

Field Intelligence:

- Any employee who comes into direct contact with customers can obtain useful information by engaging in conversation and listening to customers.
- The effectiveness of this method depends upon a culture that encourages open communication with superiors.

Customer Feedback:

- Feedback can be a key source of customer information.
- Feedback allow an organization to learn about external product and service problem defects.
- Potentially identify the gaps between expectations and performance.

Focus Groups:

- A panel of individuals (customers or non-customers) who answer questions about a company's products and services.
- Substantial advantage by providing a direct voice of the customer to an organization.
- Disadvantage is that they are higher cost than other methods.

Comment Cards & Formal Surveys:

- Easy ways to solicit customer information.
- Gain candid feedback about products and services.
- Response rate is often poor.

Analyzing VOC Data

- Use the method that will be most effective in your event.
- Data is generally vague and disorganized.
- Organize prior to analyzing!



Analyze and Translate VOC into Requirements

Voice of the Customer	After Clarifying, the Key Issue(s) Is...	Customer(s) Requirements
"I hate filling out this form!"	The form takes too long to fill out	The form takes less than five minutes to complete

- Good customer requirements:
 - Are specific and measurable (and the method of measurement is specific).
 - Are related directly to an attribute of the product or service.
 - Don't have alternatives and don't bias the design toward a particular approach or technology.
 - Are complete and unambiguous.

"The most important thing in communication is hearing what isn't said." – Peter Drucker



Translate VOC Input Into Customer Requirements

Voice of Customer Input	Key Customer Issue	Customer Requirement
Actual Customer Statements and Comments	The Real Customer Concerns, Values or Expectations	The Specific, Precise and Measurable Characteristic
<ul style="list-style-type: none">• “This mower should be easy to start.”• “The cord shouldn’t be too hard to pull.”	<ul style="list-style-type: none">• Wants the mower to start quickly and painlessly.	<ul style="list-style-type: none">• Mower starts within two pulls on the cord.• Mower starts with an effortless pull on the cord.



Translate VOC Input Into Customer Requirements

Voice of Customer Input	Key Customer Issue	Customer Requirement
Actual Customer Statements and Comments	The Real Customer Concerns, Values or Expectations	The Specific, Precise and Measurable Characteristic
<ul style="list-style-type: none">• “I want to talk to the right person and don’t want to wait on hold too long.”	<ul style="list-style-type: none">• Wants to talk to the right person quickly.	<ul style="list-style-type: none">• No additional menu items on voice system.• Customer reaches correct person the first time within 30 seconds.
<ul style="list-style-type: none">• “This software package doesn’t do squat.”	<ul style="list-style-type: none">• The software does what the vendor said it would do.	<ul style="list-style-type: none">• Every design feature needed is built into the package.• The software is fully operational on the customer’s existing system.





What is the purpose of determining the Voice of the Customer (VOC)?



**How can Voice of the Customer data
be captured?**

Communication Plan



Communication Plan Development

1. Determine audience and media to be used.
2. Complete a Stakeholder Analysis.
3. Complete a Communication Plan.



How Will You Communicate?

The best way to identify and communicate with your team, key stakeholders and event champion is to answer questions such as:

- Who is your audience?
- What is the tool or media you will use to communicate?
- What is the purpose of your communication?
- What are your key messages?
- Who is the owner of the communications task?
- What is the timing and frequency of the communications?



Determine Audience and Media

Identify the various audiences you will need to communicate to:

Executive Team	Managers	Administration
Risk Management	Sales	Marketing
HR	Consumer Relations	Engineering
Finance	Legal	Customers
Salaried	Hourly	Marketplace
South America	Distributors	Europe
Asia	North America	

Identify the media by which you will communicate to the groups above:

Voice Mail	Formal Presentations	Posters
Memos	Oral Communication	E-Mail
Elevator Speech	MCBQ SharePoint	



Communication Plan Development

1. Determine audience and media to be used.
2. Complete a Stakeholder Analysis.
3. Complete a Communication Plan.



Complete a Stakeholder Analysis

- For each Stakeholder identified, determine:
 - Are they critical for development of project tasks (enabling stakeholders) or critical for the successful implementation of a solution (implementation stakeholders)?
 - What concerns can you anticipate for each stakeholder?
 - What positive outcomes exist for each stakeholder?
 - What will be your message for each stakeholder?
- A Stakeholder Analysis should be completed / revised as critical aspects of the project change (i.e. scope changes, solution options become more visible, etc.).
- A Stakeholder Analysis can be a sensitive document and is intended for internal team use only.



Example: Stakeholder Analysis

Stakeholder Name/Group	Project Impact On Stakeholder (H, M, L)	Stakeholder Level of Influence on Success of Project (H,M,L)	Stakeholder's Current Attitude Toward Project (+, 0, -)	Explanation of Current Stakeholder Attitude (list)	Stakeholder Score (H=3, M=2, L=1, +=1, 0=2, -=3)	Action Plan For Stakeholder
Team Lead	M	H	+	ON-BOARD	6	MONTHLY UPDATE
Engineering Dept. Head	H	H	-	DEFENSIVE	9	SEPARATE BRIEF & FOLLOW-UP
Program Manager	M	H	+	ON-BOARD	6	WEEKLY UPDATE (E-MAIL)
Comptroller	L	L	0	UNKNOWN	4	TOLLGATES
Contracting Officer	H	M	0	WAIT & SEE	7	WEEKLY FACE-TO-FACE
Prime Contractor	H	L	+	ON-BOARD	5	INITIAL/ MONTHLY

Communication Plan Development

1. Determine audience and media to be used.
2. Complete a Stakeholder Analysis.
3. Complete a Communication Plan.



Complete Communication Plan

- Comes in many forms, but key elements include:
 - **Target** of communication.
 - **Frequency** of communication.
 - **Media** to be used.
- Be specific:
 - *Example 1:* A 30 minute verbal conversation, every Friday at 4 p.m., including topics ...
 - *Example 2:* A weekly written update, to be completed by Friday end-of-day, to include, a) Activities completed this past week, b) activities to be completed next week, c) current risk to on-time, on-budget completion, and d) action plan to resolve risks.
- Revise, as necessary, as project matures.
 - Especially important to revise / update for project implementation.
- Obtain verbal agreement on each plan element from target of communication.



Communication Plan (Example)

Audience	Media	Purpose	Topics of Discussion/ Key Messages	Owner	Frequency	Notes/Status
Affected Functional Managers	Briefing E-mail	Support/ Remove Barriers	Team Status Expected Outcomes	Team Leader, Green Belt	Weekly	
Project Sponsor	Briefing	Buy-in Solicit Feedback	Support Needed Status	Team Leader, Green Belt	Monthly	
All Hands	E-mail	Awareness Buy-in	"What" Progress	Project Sponsor	Kick-off After M and I	
Exec Sponsors & Deployment Champion	E-mail With Attachments	Report Progress Barrier Removal	Project Schedule Expected Outcomes	GB	Each DMAIC Phase As Needed	

Source: ASQ LSS Training Material



Development of a Communication Process

Effective Communications

- **Must have the following characteristics:**
 - A consistent formal process.
 - Simple and understood by all.
 - Contain current information.
 - Have a feedback loop built into the process.
- **Will help:**
 - Build and maintain trust.
 - Prevent rumors.
 - Enlist and enroll the participation of employees in the pursuit of achieving objectives.
 - **Manage expectations**

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Communicating Event Activities

- In addition to communicating to stakeholders, per a communication plan, we need to communicate event progress.
- Examples of this type of communication are Newspapers and a Target Progress Reports (TPR).
 - Newspapers communicate event activities and their progress.
 - TPRs communicate progress through metrics.

Improvement Newspaper - Template

Team: _____

Area: _____

Target Ref.	Problem To Be Resolved	Action Needed	Resp.	Create Date	Complete Date	Prog.		Results/Savings (Please Quantify)
						1	2	
						1	2	
						4	3	
						1	2	
						4	3	
						1	2	
						4	3	
						1	2	
						4	3	



Improvement Newspaper - Example

Team: STANDARD WORK

Area: LARGE MACHINES

Target Ref.	Problem To Be Resolved	Action Needed	Resp.	Create Date	Complete Date	Prog.		Results/Savings (Please Quantify)
						1	2	
2, 3, 8, 9	Excessive set up times due to hunting, searching, & gathering of setup equipment	Determine & purchase/mfg. necessary setup equipment	Walker Volmer	04/18/05		1	2	Reduce setup time by 30 min/job ECD: 5/18/05
						4	3	
2, 3, 9, 10	No written Standard work procedure for hatches	Hatch school for assembly and machine guy	House Walker	04/19/05		1	2	Save on lead time for hatch from 1-3 days. X-31 personnel will be in next class. ECD: 5/18/05
						4	3	
6, 15	No posted cleanliness standards	Post signs on machine for cleanliness standards	Milam Miranda	04/19/05	04/20/05	1	2	Aides in maintaining shop, shop equipment, tooling, & safety
						4	3	
1, 3, 8, 9, 10, 12	Rigging gear not identified/stored in appropriate gear locker.	Determined required rigging gear for rigging gear locker	Milam Miranda	04/18/05	04/19/05	1	2	Reduce setup time by 5 min/job
						4	3	



Target Progress Report - Template

TARGET PROGRESS REPORT

Value Stream: _____

Area: _____

Focus: _____

Team Leader:

Co-Leader:

Sensei:

Date:

Takt Time:

Newspaper	Metric	Start	Target	Daily Progress					%	Future	1 Week	2 Weeks	3 Weeks
				Item(s)	(1)	(2)	1	2					
	1. Demand per _____												
	2. Staffing												
	3. Overtime Hours per Week												
	4. Output per Week												
	5. Productivity (hrs / unit or units / hr)												
	6. Work in Process												
	7. Work in Queue												
	8. Total Cycle Time												
	9. Set-up Time												
	10. Lead Time												
	11. Floor Space												
	12. Product Travel (Feet)												
	13. People Travel (Feet)												
	14. 5S Audit Score												
	15. First Pass Yield												
	16. Safety Issues												
	17. Visual Controls												
	18												
	19												
	20												

*Primary QCDSM only

(1) Actual before Event.

(2) Expected results by end of Event.

Remarks: _____



Target Progress Report (TPR) – Example

TARGET PROGRESS REPORT

Value Stream: Advanced Combat Direction System (ACDS)
 Area: Software Process
 Focus: Software Delivery Process

Team Leader: Lisa Guthrie
 Co-Leader: Kathy Gerald
 Sensei: Mike Brady
 Date: Apr 4 - 8, 2005
 Takt Time: ~ 7.3 hours

Newspaper	Metric	Start	Target	Daily Progress					%	Future	1 Week	2 Weeks	3 Weeks
				1	2	3	4	5					
	1. Demand per Month	22	22	22	22	22	22	22	N/C				
	2. Staffing	2	1	2	1.5	1	1	1	50%				
	3. Overtime Hours per Week	Rare	0	0	0	0	0	0	100%				
	4. Output per Week	5	5	5	5	5	5	5	N/C				
1 thru 16	5. Productivity (hrs / unit)	15/unit	4/unit	15/unit	2/unit	1/unit	.25/unit	.25/unit	98%				
	6. Work in Process	1	1	1	1	1	1	1	N/C				
11	7. Work in Queue	0	1	0	0	1	1	1	100%				
1 thru 16	8. Total Cycle Time -Touch Time	15hrs	7hrs	15hrs	2hr	1hr	15min	15min	98%				
	9. Set-up Time	1hr	1hr	1hr	1hr	1hr	15min	15min	75%				
1 thru 16	10. Lead Time	48hrs	48hrs	48hrs	2 sim	2:10	2:10	2:10	96%				
	11. Floor Space	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A				
1 thru 16	12. Product Travel (Feet)	1005	500	1005	465	465	465	465	54%				
1 thru 16	13. People Travel (Feet)	1005	500	1005	465	465	465	465	54				
	14. 5S Audit Score	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A				
16	15. First Pass Yield					?				100%			
	16. Safety Issues	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A				
9,11	17. Visual Controls	0	0	0	0	0	1	1	100%				
	18												
	19												
	20												

*Primary QCDSM only

(1) Actual before Event.
 (2) Expected results by end of Event.

Remarks: _____



Exercise: Communication Plan

Break into Simulation groups and create a Communication Plan for your Statapult process.



15 minutes





What are the steps used to develop a Communication Plan?



What are the characteristics of an effective Communication Plan?



What are the benefits of an effective Communication Plan?

Develop/Execute Plans



Kaizen / RIE Follows the DMAIC Structure

- **Define (Prep Phase)**
 - Clearly define the Kaizen / RIE objective.
 - Pre-Event prep:
Select team members, perform logistics, notifications, collect data, and prepare training.
- **Measure (Prep Phase or Monday of Event)**
 - Validate the value-stream map of the process.
 - Complete a resource flow layout for all operations or tasks if necessary (people, paper, material, information).
 - Carefully observe then collect needed metrics for tasks or steps in the selected process.



Kaizen / RIE Follows the DMAIC Structure (Cont.)

- **Analyze (Tuesday-Wednesday)**
 - Quickly validate root causes and identify/review sources of waste.
 - Review waste elimination techniques and brainstorm process improvements for reducing variation.
- **Improve (Wednesday-Friday)**
 - Create action item list to accomplish improvements.
 - Implement process improvements, train employees, test, fine-tune, and insure the process is capable.
- **Control (Thursday-Friday)**
 - Create Standard Operating Procedures to document and sustain improvements.
 - Present results to Management Team, complete follow-up, and monitor results over time.



Kaizen / RIE Schedule

Preparation - 3 weeks PT

1. Identify the process.
2. Define the event.
3. Identify objectives.

Event - 1 week FT

4. Document current condition.
5. Analyze current condition.
6. Make improvements.
7. Create standard work for the improved process.
8. Document improvements to be made.

Follow Up - 3 weeks PT

9. Closeout / Complete deliverables.
10. Measure new reality.
11. Sustain the gain.

Kaizen / RIE Planning Checklist

Rapid Improvement Events

PREPARATION

By: Date: Prep. % COT:

Team:

3rd Week Before Event: (% COT:)	2nd Week Before Event: (% COT:)	1st Week Before Event: (% COT:)
<ul style="list-style-type: none"> <input type="checkbox"/> 1) Select the RIE from the 'Value Stream Analysis' Rapid Improvement Plan. <input type="checkbox"/> 2) Develop Charter with Value Stream Champion <input type="checkbox"/> 3) Identify the Team Leader, Co-Leader, and Team Members. <input type="checkbox"/> 4) Assure at least 1/3rd of participants are from the affected area. <input type="checkbox"/> 5) Establish Voice of Customer. <input type="checkbox"/> 6) Develop SIPOC <input type="checkbox"/> 7) Determine the focus - which Lean tools will be applied? <input type="checkbox"/> 8) Involve Budget authority/Business office to help capture baseline cost/benefit data 	<ul style="list-style-type: none"> <input type="checkbox"/> 1) Complete SIPOC <input type="checkbox"/> 2) Determine process metrics that need to be addressed. <input type="checkbox"/> 3) Develop data collection plan <input type="checkbox"/> 4) Start gathering facts and data to populate starting numbers on Target Progress Report <input type="checkbox"/> 5) Populate the Target Progress Report <input type="checkbox"/> 6) Identify top three improvement metrics <input type="checkbox"/> 7) Establish improvement targets on top three metrics, be aggressive <input type="checkbox"/> 8) Meet with affected stakeholders to communicate Improvement Event schedule, metrics, targets, and tools to be applied <input type="checkbox"/> 9) Start Improvement Newspaper. <input type="checkbox"/> 10) Confirm the availability of any special resources for: <ul style="list-style-type: none"> - equipment or furniture moves - computer / phone moves - 5S, shadowing, kitting - Production Control Boards <input type="checkbox"/> 11) Obtain any special data collection instructions from your BB such as: <ul style="list-style-type: none"> - Information from previous Improvement Events - Customer critical to quality issues - Safety data <input type="checkbox"/> 12) Confirm all participants are still available for entire Event week <input type="checkbox"/> 13) Start your Improvement Newspaper <input type="checkbox"/> 14) Develop Current State Process Map <input type="checkbox"/> 15) Train team participants on improvement process and tools to be applied 	<ul style="list-style-type: none"> <input type="checkbox"/> 1) Communicate key metrics, targets, and tools to be applied to all team participants <input type="checkbox"/> 2) Double check availability of all resources: <ul style="list-style-type: none"> - equipment or furniture moves - computer or phone moves - 5S, shadowing, kitting - Production Control Boards <input type="checkbox"/> 3) Communicate with affected area, review items listed on flip chart and ask for clarification, make sure these are added to Improvement Newspaper <input type="checkbox"/> 4) Make sure team break-out area is ready: <ul style="list-style-type: none"> - flip charts, markers, post-its, VSA blanks - forms, stop watches <input type="checkbox"/> 5) Make sure Project Sponsor is set to give opening remarks on Monday morning <input type="checkbox"/> 6) Make sure Project Sponsor is available for Team Leader Meetings Monday - Wednesday <input type="checkbox"/> 7) Schedule Final Presentation with Project Sponsor and appropriate leadership <input type="checkbox"/> 8) Confirm all team participants are going to be available full time for entire event <input type="checkbox"/> 9) ID and gather appropriate instructions, documents, and SOPs



Tollgate Reviews

- A meeting after each stage of the DMAIC process to:
 - Determine if all the goals in the phase have been met.
 - Provide a project update to stakeholders.
 - Ensure work on the problem is still needed.
 - Receive approval to continue to the next phase.
- Preparation for the tollgate should include:
 - All stakeholders are informed and available for the review.
 - Includes scheduling an adequate location for the review.
 - Create a structure agenda for the review.
 - Prepare presentation consisting of check sheets, milestone lists, tools used, etc.
 - Provide presentation to all stakeholders prior to review.



**RIE/Kaizen Events provide rapid change by skipping the Analyze phase of DMAIC and moving right into Improve.
True or False?**

What We Have Covered: Define Phase

- General Tools used within the Define Phase.
- Event or Project Charter development with input from project sponsor and team.
- SIPOC analysis that defines inputs and outputs of the process.
- Collection and analysis of Voice of the Customer data to assist in understanding the problem.
- Development of a Communication Plan that informs all Stakeholders.
- The general framework for your project / event.

