

"Improve" Tollgate Review and Deliverables...

Improve Tollgate Review:

1. Have Lean Improvements been implemented to streamline the Process before any optimization efforts take place? _____ (Yes or No)

- If Yes, What Lean Improvements been implemented?

2. Generating (And Testing) Possible Solutions

- How did the team generate the list of possible solutions?

- What tools were used to tap into the creativity and encourage 'outside the box' thinking?

1. Selecting the Best Solution(s)

- What tools were used to evaluate the potential solutions?

- Were any criteria developed to assist the team in testing and evaluating potential solutions?

- Are there any constraints (technical, political, cultural, or otherwise) that would inhibit certain solutions?

- Was a pilot designed for the proposed solution(s)?

- Describe the design of the pilot and what tests were conducted, if any?

“Analyze” Tollgate Review and Deliverables...

- What conclusions were drawn from the outcomes of the pilot?

- What lessons, if any, from the pilot were incorporated into the design of the full-scale solution?

Designing the “Implementation Plan”

- Has the team developed an implementation plan? _____ (Yes or No)
- What poka-yoke or error proofing will be done to address some of the discrepancies observed in the 'as is' process?

- How does the solution remove the key sources of variation discovered in the analyse phase?

- What communications are necessary to support the implementation of the solution?

- How will the team or the process owner(s) monitor the implementation plan to see that it is working as intended?

- What is the team's contingency plan for potential problems occurring in implementation?

- How will the organization know that the solution worked?

“Analyze” Tollgate Review and Deliverables...

Improve Stage Deliverables:

- Revised problem statement reflecting an increased understanding of the problem
- Implementation plan developed and communicated
- Optimal solution selected based on testing and analysis.
- Small-scale pilot for proposed improvement(s).
- Pilot data collected and analyzed.
- Solution implementation plan established, including schedule/work breakdown structure, resources, risk management plan, cost/budget, and control plan.
- Contingency plan established.
- Validate improvements via capability studies
- Red flags and recommendations for resolving them defined
- Next steps documented
- Approval of report out signed by Project Champion

Project Champion Approval:

Project Champions Name

Project Champions Signature