SSDSI

---PLAN phase ---

Lean Event "Day 0" Tollgate and Deliverables

*** This should happen no less than two weeks before the Lean Event (Day 1-5) takes place**

1. Has the Project Team has been developed?
   - Is the team and project sponsored by a champion or business leader?
   - Does the Team include SME's
   - Have they had the Lean and Six Sigma White Belt Training?

2. Has the "Project Charter" been developed?
   (The following questions should help determine the answer)?
   - Business Case:
     - What are the compelling business reasons for embarking on this project?
     - Is the project linked to key business goals and objectives?
     - What key business process output measure(s) will the project leverage and how?
     - What are the rough order estimates on cost savings/opportunities on this project?
   - Problem Statement (Starting Line):
     - What specifically is the problem?
     - Where does it occur?
     - When does it occur?
     - What is its extent?
   - Goal Statement (Finish Line):
     - What is the goal or target for the improvement team's project?
     - Do the problem and goal statements meet the SMART criteria (specific, measurable, attainable, relevant, and time-bound)?
     - Has anyone else (internal or external to the organization) attempted to solve this problem or a similar one before? If so, what knowledge can be leveraged from these previous efforts?
     - How will the project team and the organization measure complete success for this project?
   - Project Scope:
     - What are the physical boundaries of the scope?
     - What is in bounds and what is not?
     - How does the project manager ensure against scope creep?
     - Is the project scope manageable? What constraints exist that might impact the team?
   - Milestones:
     - When was the project start date?
     - When is the estimated completion date?
     - Is the project currently on schedule according to the plan?
     - Has a project plan with milestones been developed?
     - Is there a critical path (due dates to each phase of the DMAIC) to complete the project?
     - How will variation in the actual durations of each activity be dealt with to ensure that the expected project completion date is met?

3. Do we understand the Customers' Requirements?

    - Have the customer's been identified?
    - Has the improvement team collected the 'voice of the customer' (obtained feedback - qualitative and quantitative)?
    - What customer feedback methods were used to solicit their input?
    - Have the customer needs been translated into specific, measurable requirements?

4. Has a SIPOC diagram been produced describing the Suppliers, Inputs, Process, Outputs, and Customers?

Lean Event "Day 0" Deliverables:

- Project Team has been developed and is sponsored by a champion or business leader.
- Project management charter, including business case, problem and goal statements, project scope, milestones, roles and responsibilities, communication plan.
- Completed SIPOC representation, describing the Suppliers, Inputs, Process, Outputs, and Customers.
- Red flags and recommendations for resolving them defined
- Next steps documented
- Approval of "Day 0" signed by Project Champion

Lean Event "Day 1-5" Tollgate Review:

--- DO Phase ---

Lean Training

- Has an Introduction to Lean Training been completed?
- Does the Team understand the Concepts of Flow, TAKT Time, Pull and Kanban, Waste, NVA/VA, Reduction of Complexity (reduction of steps in a process) and 5S

Performance Baseline

- What is the current process performance baseline?
- Do you have historical data to support performance baseline?
- Do we have Graphical Representations of the Data through Control Charts or Graphical Summaries?

Characterize the Current State?

- Have we developed a Current State VSM?
    - Have we displayed the Current Process Elapsed Time?
    - Have we visually separated Value Added processes/time from Non Value Added processes/time?
    - What is the Current State Elapsed Time?
    - What is the Current State VA%?
    - If we are in a SMED event, have we Separated Internal from External Process/Time?
- Have we developed a Spaghetti Diagram to represent travel distance and Time?

Develop the Future State:

- Have we developed a Future State Value Stream Map?
    - Have we displayed the Future State Process Elapsed Time?
    - Have we visually separated Value Added processes/time from Non Value Added processes/time?
    - What is the Future State Elapsed Time?

  - What is the Future State VA%
  - If we are in a SMED event, have we Separated Internal from External Process/Time?
- Have we developed a Spaghetti Diagram to represent Future State travel distance and Time

--- CHECK Phase ---

Risk Manage the Proposed Improvements

- Have we developed a D-FMEA to address potential risks of implementing improvements
- How were the Risks identified addressed?
- Were the Improvements to Mitigate the Risks Identified added to the Implementation Plan?

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?

Selecting the Best Solution(s)

- What tools were used to Prioritize Improvements?
- 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?
  - 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?

--- ACT Phase ---

Designing the "Implementation Plan"

- Has the team developed an implementation plan?
- Has the Team used a Project Management Tool to Manage the Improvements (i.e., MS Project or basic Excel Gantt Chart)
- 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?

SMED Day 1-5 Deliverables:

- Current State of the Process Understood through VSM and Spaghetti Map
- Future State Developed and Risk Managed
- Implementation plan developed and communicated
- 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.
- Validated improvements
- Red flags and recommendations for resolving them defined
- Approval of report out signed by Project Champion