



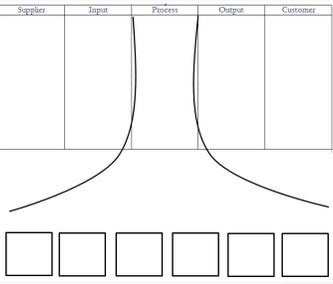
LEAN Ohio
BOOT CAMP

Day Two Overview
Modules 1 and 2

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Review Day One

Supplier	Input	Process	Output	Customer

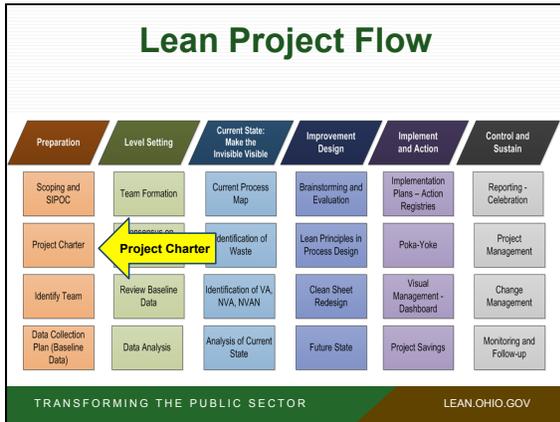


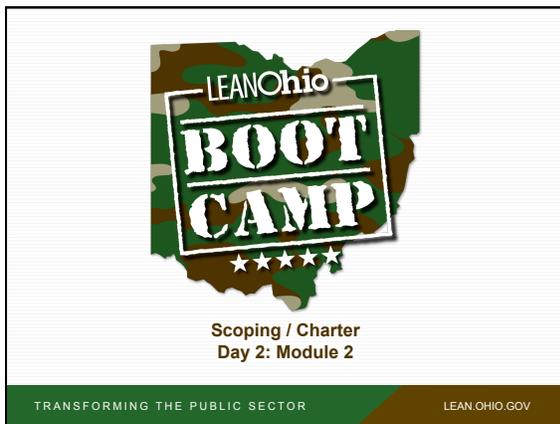
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Day 2 Objectives

- Complete a Project Charter
- Identify Metrics and collect data
- Develop operational definitions
- Map a simple process
- Identify Waste and Value Add Activities
- Interpret the Process Map

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Project Charter

LEANOhio Project Charter	
Project/Event Title	_____
Project Facilitator	_____
Agency/Department	_____
Process Manager	_____
Charter Last Updated Date:	_____
Project Background	
Problem/Opportunity Statement	
SCORE (SME) BOUNDARIES	Start stop in the process: _____
Project Goals	End stop in the process: _____
Project Boundaries	
Performance Metrics: What measures will tell you if you are successful?	Performance Metrics
	Current Goal Risk In Change
Project Details	
Project Team	_____
Team Lead	_____
Team Champion Sponsor	_____
Process Owner	_____
Team Members	_____
Support Manager/Support	_____
Project Champion Sponsor and Process Owner Sign-Off: I am committed to supporting this project and helping ensure the desired improvements.	
Project Champion	_____
Process Owner	_____

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Why Charter?

- Document and approve projects
- Scope of authority
- Creates common understanding
- Monitoring
- “Living” document

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Project Contact Information



LEANOhio Project Charter

Project Event Title	
Project Facilitator	
Agency Organization	
Project Mentor	
Charter Last Updated Date:	

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Project Background and Opportunity

Project Background	
Problem/Opportunity Statement	
SCOPE (DEFINE BOUNDARIES)	First step in the process:
	Last step in the process:
Project Goals	
Project Boundaries	

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Project Background

- Project Background
 - Short description of the process to be improved
 - What has been happening and the context of the project

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Problem/Opportunity Statement

- Problem/Opportunity Statement
 - Detail the issue
 - Historical data
 - How long problem has existed
 - Other Symptoms

Do not include a solution or state course of action in Problem/Opportunity Statement

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Problem/Opportunity Statement Questions

- What is the reason we are working on this project?
- When does the problem occur?
- How often?
- What is the current (or potential) impact

Always related to why customer expectations are not being met.

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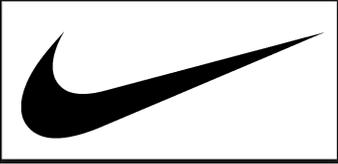
Effective Problem/Opportunity Statements

- Concise and Specific
- Jargon-Free
- Written for management
- Quantify the magnitude of the problem
- Identify the process and current performance
- Include how customer is affected, data, and time frame (if available)

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Problem/Opportunity Statements

Be like Nike



If you already know the solution, then Just Do It!

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Problem Opportunity Statement Example

Statement:
Eliminate data quality errors in the “application review through grant award” timeframe

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Example

Improved Statement:
Processing time for application review through grant award disbursement has increased by 40% within the past 3 grant cycles. 75% of our customers/providers have complained about delays ranging from 18 – 60 days for award disbursement which prevents the department from complying to the current policy that states disbursements must be provided within 10 business days after award approval.

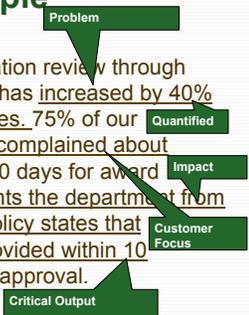
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Example

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Project Background	
Problem/Opportunity Statement	
SCOPE (DEFINE BOUNDARIES)	First step in the process:
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Project Boundaries	

Process Scope, Project Goals and Boundaries

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Process Scope

- Scope is the Boundaries of the process:
 - First Step in the Process
 - Last Step in the Process
 - From your SIPOC

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Project Scope-Creep

- Scope creep:**
uncontrolled changes or continuous growth in a project's scope
- Be specific
 - Touchstone



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Avoid Sub-Optimization

- Sub-Optimization** is improving one process at the expense of another
- Improvement projects are interrelated with other processes
 - Only sub-optimize if agreed upon
 - Communication

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Goals

- Intended outcomes of the project
- Related to Problem and Defect Definition
- What will be Achieved
- Sets targets - deliverables
- Criteria to know if project was successful

A carefully developed goal statement is critical to project success.

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Project Boundaries

- Limits on scope of process change allowable as defined by the team sponsor, legal restrictions, budget, etc.
- What the team has authority to do

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Event Out of Scope

- No one loses their job because of the Lean event, but duties may be modified
- No additional staff
- No additional money
- No legislative changes or changes to collective bargaining agreements
- No IT solution until it is determined that an IT solution is needed
- Other?

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Project Team

- Team Champion/Sponsor
- Team Lead
- Process Owner
- Team Members
- Subject Matter Experts (SMES)
- Fresh perspective
- Customer

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Sign-off/Approval

- Project Champion/Sponsor Sign-off
- Process Owner Sign-Off

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Questions on Scoping / Charter?

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Group Exercise

- In groups complete a project charter for DOP
