Business Process Improvement Training (101)

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This course will provide the principles, roles, and responsibilities of Lean Six Sigma and Lean. All the modules should use a real or mock project to apply the principles and methodologies. It is highly recommended to teach this course with interactive sessions.

A- Recap of Lean Six Sigma

⬂ DMAIC- used for projects aimed at improving an existing business process

- Define
- Measure
- Analyze
- Improve

B- Define

⬂ Define a Project

- Select a process the organization can improve. The organization can decide if they want all the staff to work on a specific process or divide the staff on different groups.

⬂ Select a Project Leader and Champion of Project

⬂ Develop Project Charter

- Problem Statement
- Goal Statement
- Project Scope
- Expected Impact
- Team Roster
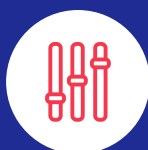- Stakeholders
- Milestone

A Project Charter is a living document for an improvement team that outlines the presenting problem, the target and the boundaries of a process improvement effort.

Problem Statement	Business Case	Goal Statement	Timeline	Scope	Team Members
The problem captured in the form of a measurement	The business reasons for doing the project	The target of the process measurement	When each project phase will be completed	What's in and what's out of the project	The people who will participate in the project

Here are some tools your teams could use to help define the project

↘ SIPOC Diagram

- High level illustration of a process
- Document overall scope of processes.
- Identify Stakeholders

S Suppliers	**I** Inputs	**P** Process	**O** Outputs	**C** Customers
Who supplies the inputs to the process?	What are the inputs to the process?	Describe the process in 4-7 steps (or draw the process below)	What are the process outputs?	Who are the customers for the outputs of the process?

Draw the process here if necessary

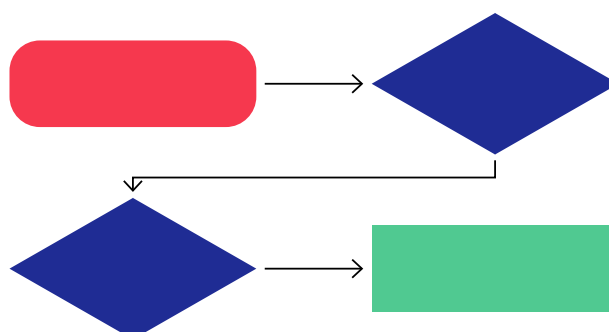↘ VOC (Voice of Client)

- Collect Data
    1. Surveys
    2. Focus Groups
    3. Interviews
    4. Observations

C- Measure

Here are some tools your team could use to capture the current process and benchmark important metrics.
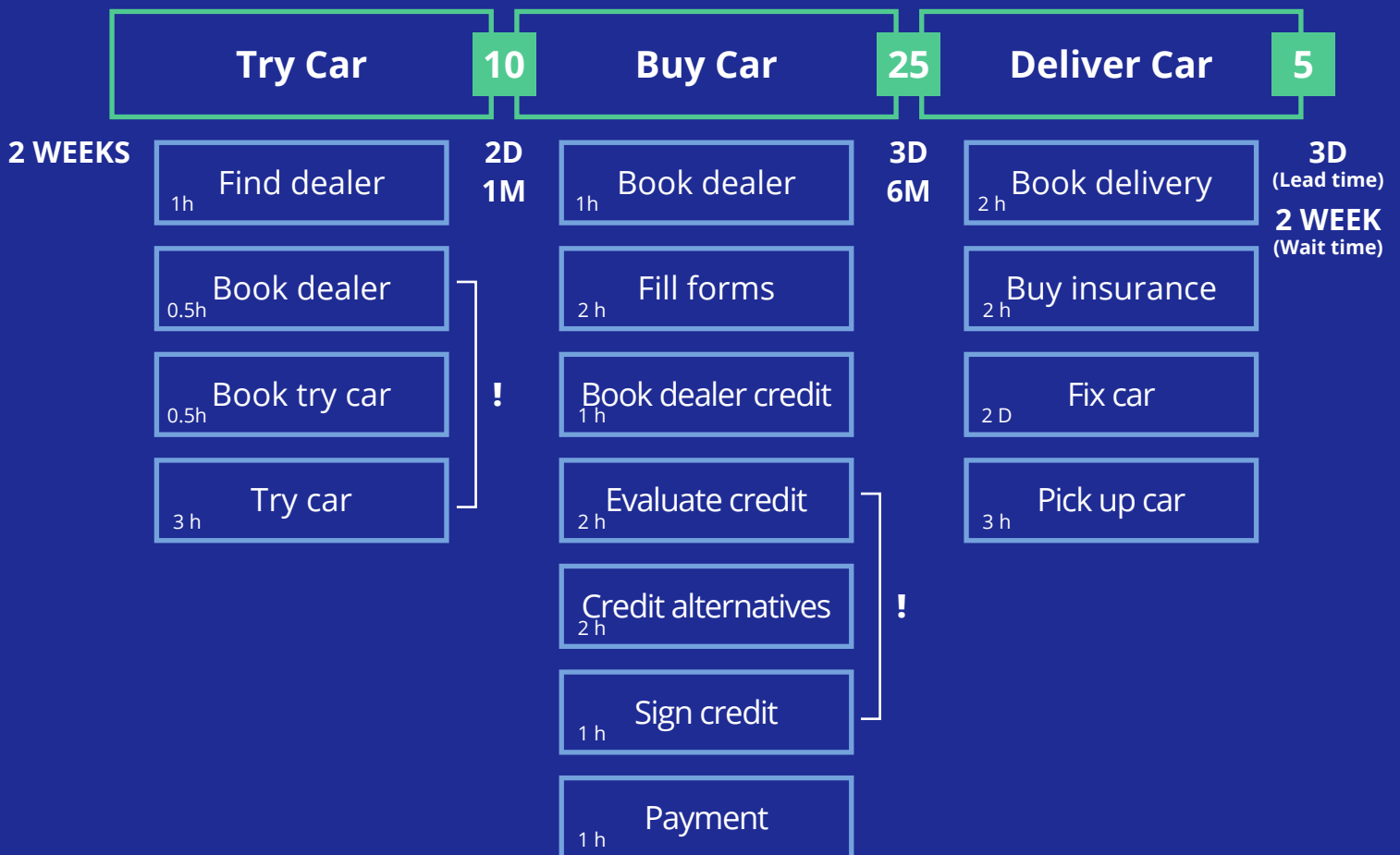
↘ Process Mapping

- Visual representation of process
- High-Level
- Detailed

Value Stream Mapping

- Diagram of materials, information flows and end-to-end data with customer data (or estimates)

PROCESS IMPROVEMENT FOR LEGAL AID

Value Stream Mapping Workshop

Try Car	**10**	Buy Car	**25**	Deliver Car	**5**

2 WEEKS

Try Car	Buy Car	Deliver Car
1h Find dealer	1h Book dealer	2 h Book delivery
0.5h Book dealer	2 h Fill forms	2 h Buy insurance
0.5h Book try car	1 h Book dealer credit	2 D Fix car
3 h Try car	2 h Evaluate credit	3 h Pick up car
	2 h Credit alternatives	
	1 h Sign credit	
	1 h Payment	

2D 1M   !

3D 6M   !

3D (Lead time)
2 WEEK (Wait time)

↘ Data Collection

- Develop Data Collection Planning
- Key Questions for data collection?
- What data is needed?
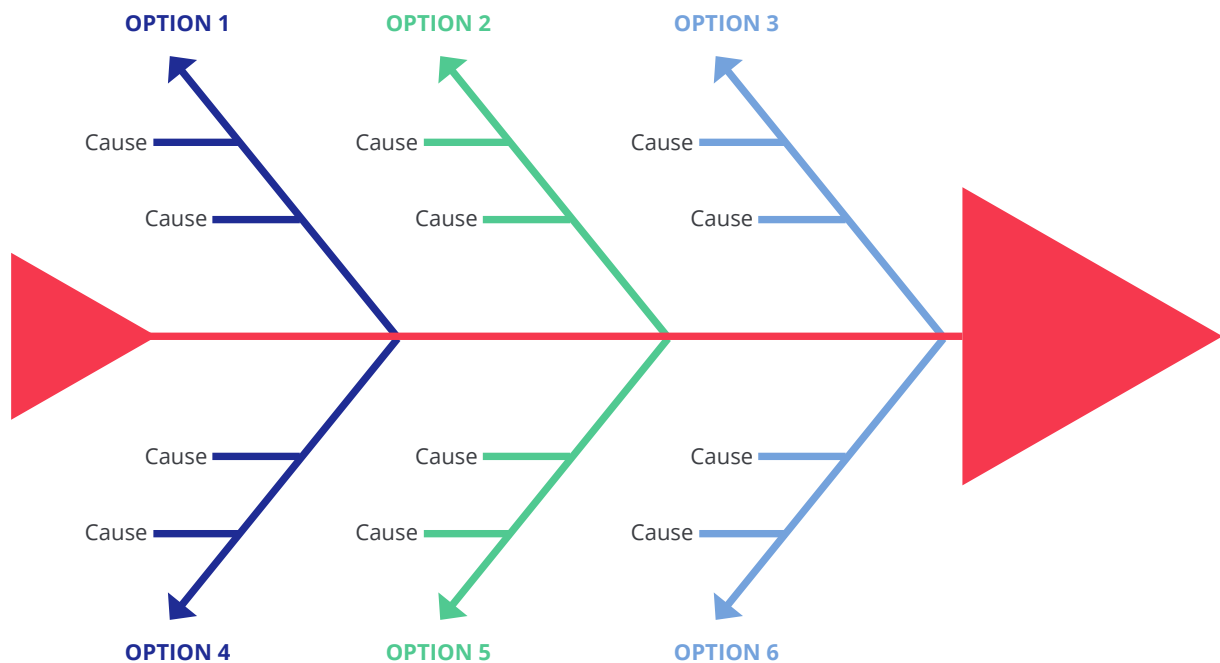- How much data is needed?
- From whom, when, where?

D- Analyze

Here are some tools your team could use to determine the root cause of issues they would like to address.

↘ Analyze value stream and process maps

- Wait times?
- Each step adds value?
- Summary of total timelines

↘ Cause-effect diagrams

OPTION 1   **OPTION 2**   **OPTION 3**

Cause   Cause   Cause

Cause   Cause   Cause

Cause   Cause   Cause

Cause   Cause   Cause

OPTION 4   **OPTION 5**   **OPTION 6**

↘ 5 Whys

WHY?	Insert your answer
WHY?	Insert your answer
WHY?	Insert your answer
WHY?	Insert your answer
WHY?	Insert your answer

ROOT CAUSE:

↘ Determine key factors of problem

E- Improve

Here are some tools your team can use to identify ways to make improvements to the process.

↘ Determine a hypothesis to test (potential solutions)

↘ Generate potential solutions to key factors of a problem

↘ Error-proofing (poka-yoke)

- Prevention
- Facilitation
- Detection

↘ 5S

- Sort
- Straighten
- Shine
- Standardize
- Sustain

↘ Kaizen (Lean Event)- A facilitator is advised

- Event (for entire day or 3 + hours)
- Generate, develop, and evaluate solutions
- Document improved process
- Develop standard operating procedures

↘ Evaluate solutions

↘ Select solutions to implement

- Criteria Selection Matrix

F- Control

These are important tools for the team to use to ensure changes are maintained and actually improve performance.

﹨ Develop a Control Plan

﹨ Develop Key Performance Indicators (KPI)

Company Name:_____   Prepared by: _____ Date _____   Document No:_____

Process Name:_____   Approved by: _____ Date _____   Initiation Date: _____

Project ID: _____   Process Owner: _____   Revision No:_____

Project Scope: Start _____ End_____   Page: _____ of _____   Revision Date: _____

Process	Process Owner	Metrics	Measurment method	Frequency of measurement	Who Measures	Where Recorded	Corrective Action
Polishing		Variables	Optical Comparator	Hourly	Operator	X-bar & R subgroup size=10	Replace paper, retrain, check machine
Delivery		Attributes	Late = 1 defect = 1 defective	Each Delivery	Prod. Control	P chart	Conduct 5-WHY

G- Final Presentation of Results

﹨ Roundtable discussion of learnings

﹨ Discuss things that could have done better to learn the content

· What worked?

· What did not work?

﹨ Wrap up and conclusions

﹨ Call to action to keep a mindset of improvement-Become an agent of change.