



## **PMO SIG February 2018 Meeting Summary**

### **Introductions**

SIG attendees introduced themselves briefly

### **Member Discussion Topic 2/13/18: Process Improvement Projects**

Category: Technical

### **Summary**

- Six Sigma, DMAIC approach (Define, Measure, Analyze, Improve, Control)
  - See Links:
    - [https://en.wikipedia.org/wiki/Six\\_Sigma](https://en.wikipedia.org/wiki/Six_Sigma)
    - <https://en.wikipedia.org/wiki/DMAIC>
  - Map the Process Flow – who does what when
    - List of steps, owners
    - Collaboration
      - Sticky notes for co-located teams
      - Virtual teams use tools, such as virtual whiteboard
    - Clock time of arrival and departure for each step
- Overall Flow Improvements
  - Must make sure improvement in one step does not hurt other steps
    - Example was \$1 savings in step A results in \$2 increased costs in Step B. Since step B is done by a different group, the person making the change in step A gets an award, even though the change had a net overall cost increase
  - May break process into fast lane and slow lane to improve overall throughput
  - Use Service Level Agreements (SLAs) to measure responses
- Challenges/concerns may influence open discussions, cooperation and buy-in
  - Fault/Blame and Concerns about layoffs
  - Will change impact a pet project (especially pet project of a key stakeholder)?
  - Trust is key – someone who they trust must be involved
  - Relationship / small world approach that if they do a good job, there will be references and help for next opportunity internally and externally
  - It will happen anyway, so best maintain good reputation
- Communications
  - Efficient to use email, but need to identify how stakeholder communicates. Some people do not answer emails and want to be called, messaged or meet face to face
  - Know your audience
  - Set up expectations for communications early
- Examples:
  - Improve customer onboarding: By shortening the customer onboarding time from 6 months to 3 weeks, we can increase the percentage of customers who

- complete the process and also increase revenues for the period between 3 weeks and 6 months.
- Metrics for the value of these results (revenue dollars)
  - Metrics for cost savings by reducing internal effort
  - Build workflow and identify
    - steps to automate
    - steps to hire inexpensive resources to do
    - steps to streamline or eliminate
  - Improve collections from consumer
    - Interviewed SMEs to identify gaps
    - Observations of work processes
      - Commitments made without confirming feasibility
      - Work required walking across multiple buildings
      - Nepotism caused hiding of problems/errors
  - Transportation improvements
    - Used [fishbone](#) and [5 Why's](#) techniques
    - Team needed to put in inputs
    - Used Interviewing, Analysis and Voice of Customer (VOC)
  - Improve flow of infrastructure questions needed to stand up servers
    - Distribute Spreadsheet of questions/steps to owners
    - Each fills out their part and sends back
    - Could use shared repository
  - Printing documents for forklift lease
    - Data flows
    - Time studies and document states

SIG Meeting adjourned.

### **Next Meeting**

Next meeting is March 13, 2018

Participants: Adella Rosenthal, David Morgen, John Grazier, Maja Davidovic, Marlo Moss, Radik Tadiashvili, Ray Francis, Richard Loeb, Wayne Winders

February 13, 2018

Chair: Richard Loeb, PMP  
Scribe: David Morgen, PMP