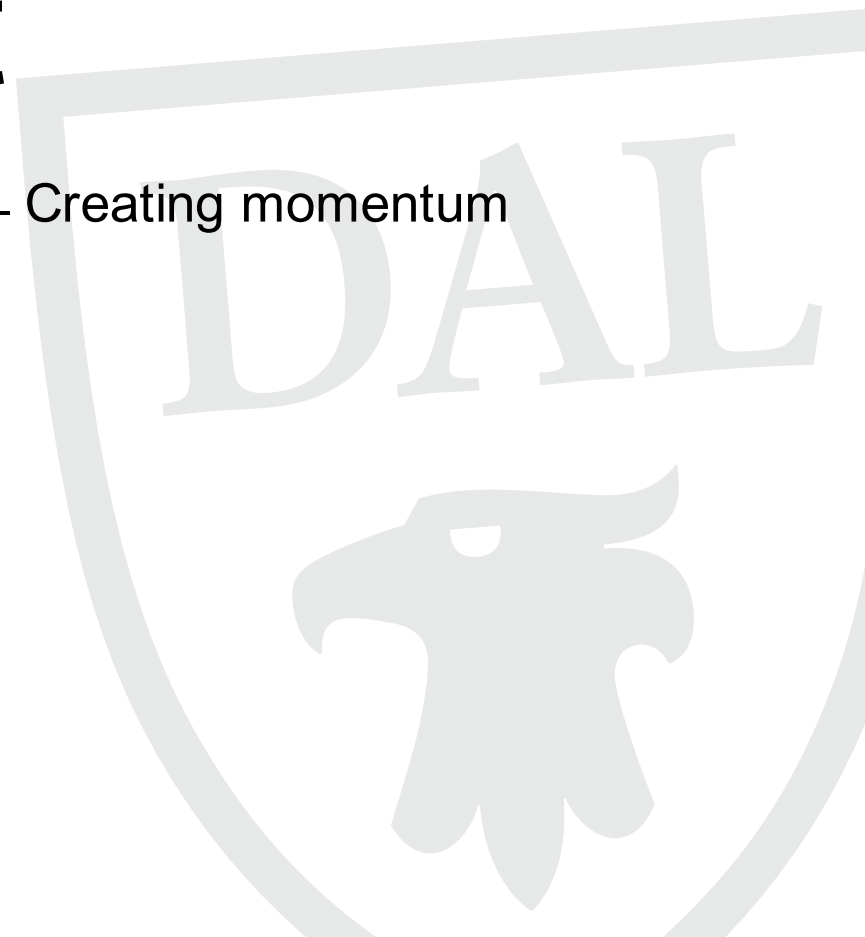


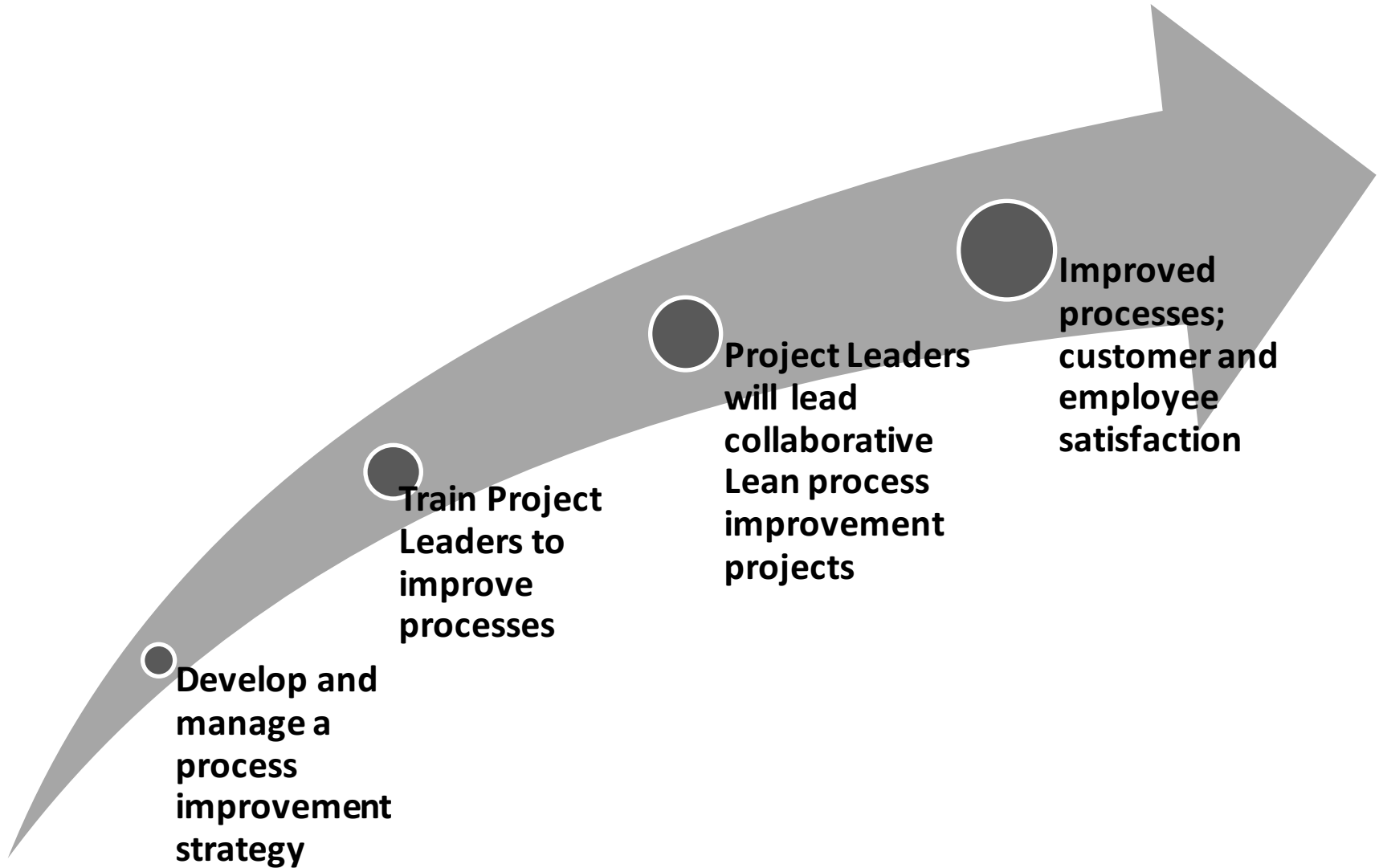
DPMG Conference  
June 2017

# Dalhousie Process Improvement

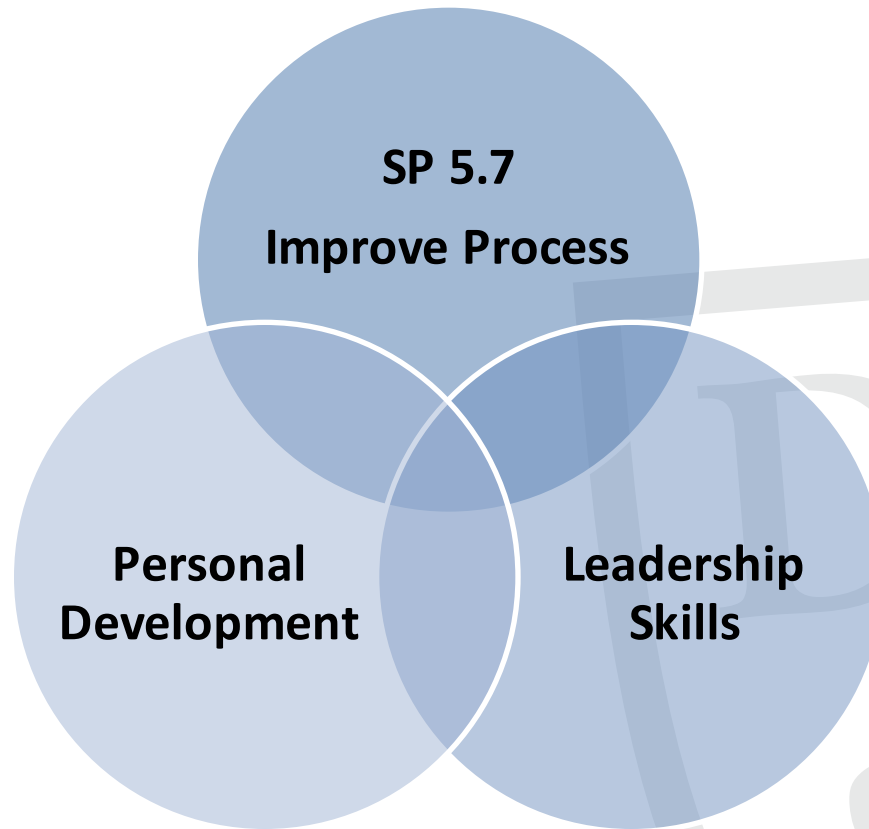
Building capacity - Improving process - Creating momentum



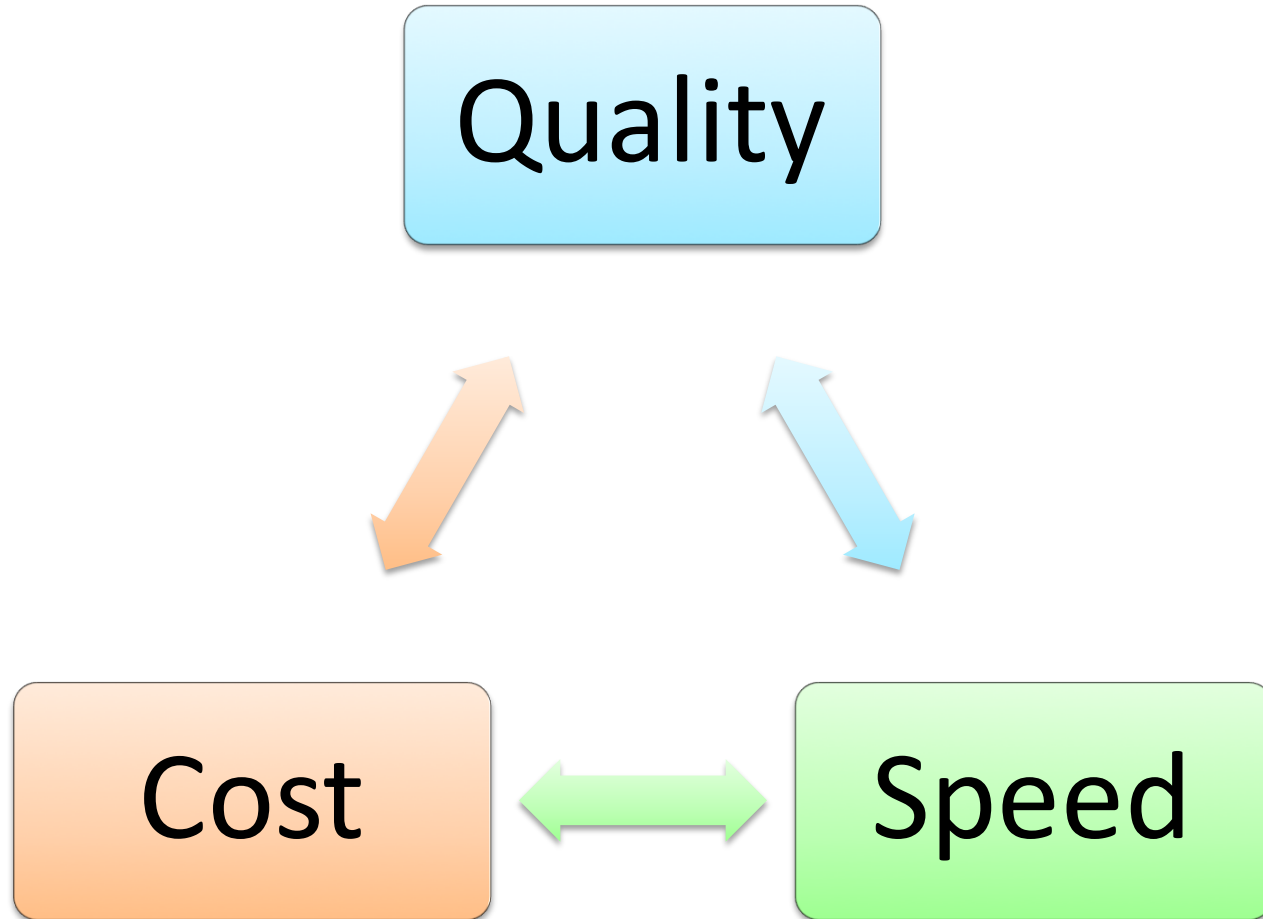
# Process Improvement Initiative



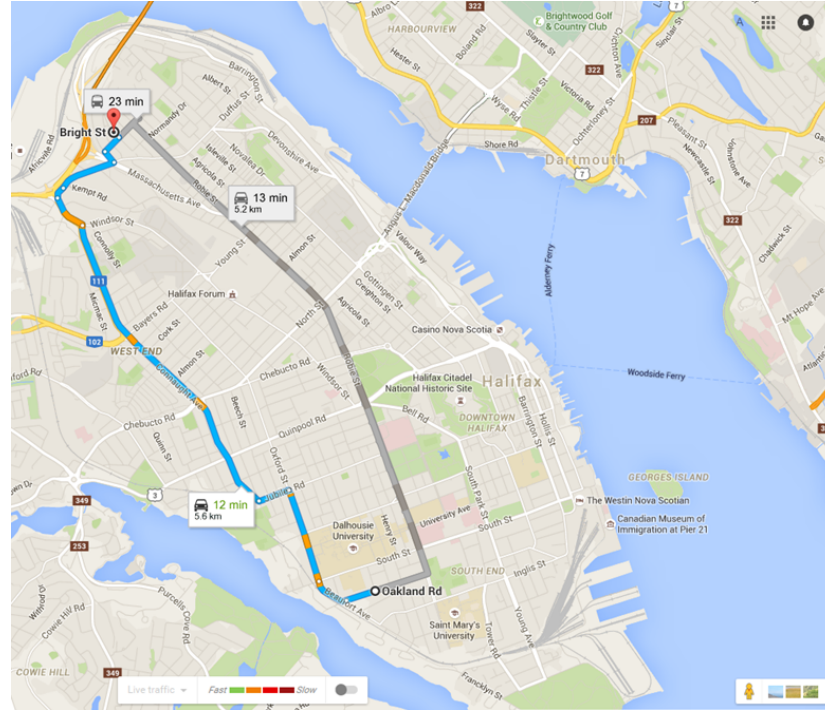
# What will we achieve?



# What Customers Want



# Business Processes are Sets of Directions



Head west on  
Oakland Rd

Take Oxford St  
and Connaught  
Ave to Memorial  
Dr

Turn right at the  
1st cross street  
onto Beaufort  
Ave

Continue onto  
Oxford St

Turn left onto  
Jubilee Rd

Turn right onto  
Connaught Ave

Connaught Ave  
turns left and  
becomes Windsor

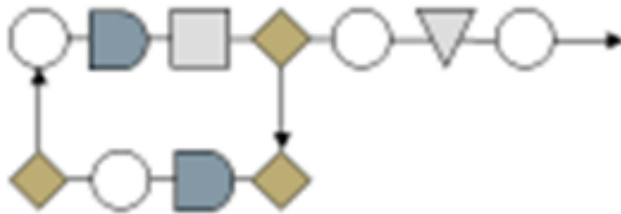
Turn right onto  
Lady Hammond  
Rd

Continue straight  
to stay on Lady  
Hammond Rd

Continue on  
Memorial Dr.  
Take Leeds St to  
Bright

# 3 Versions of a Process

What You Think It Is...

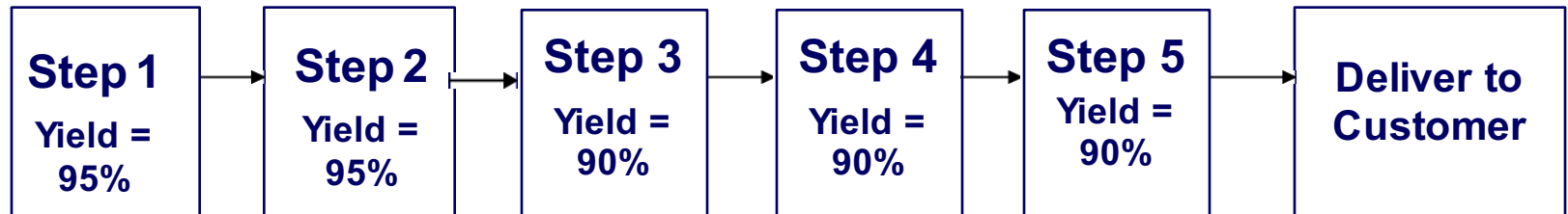


**Only the people that perform the work know the reality!**

# Quality across a Process

Manager A: "Our quality is 95%!"

Manager B: "Our quality is 90%!"



95

90

81

73

66

?

66%





*If you put good people in a bad process, eventually the process wins, every time.*

*W. Edwards Deming*



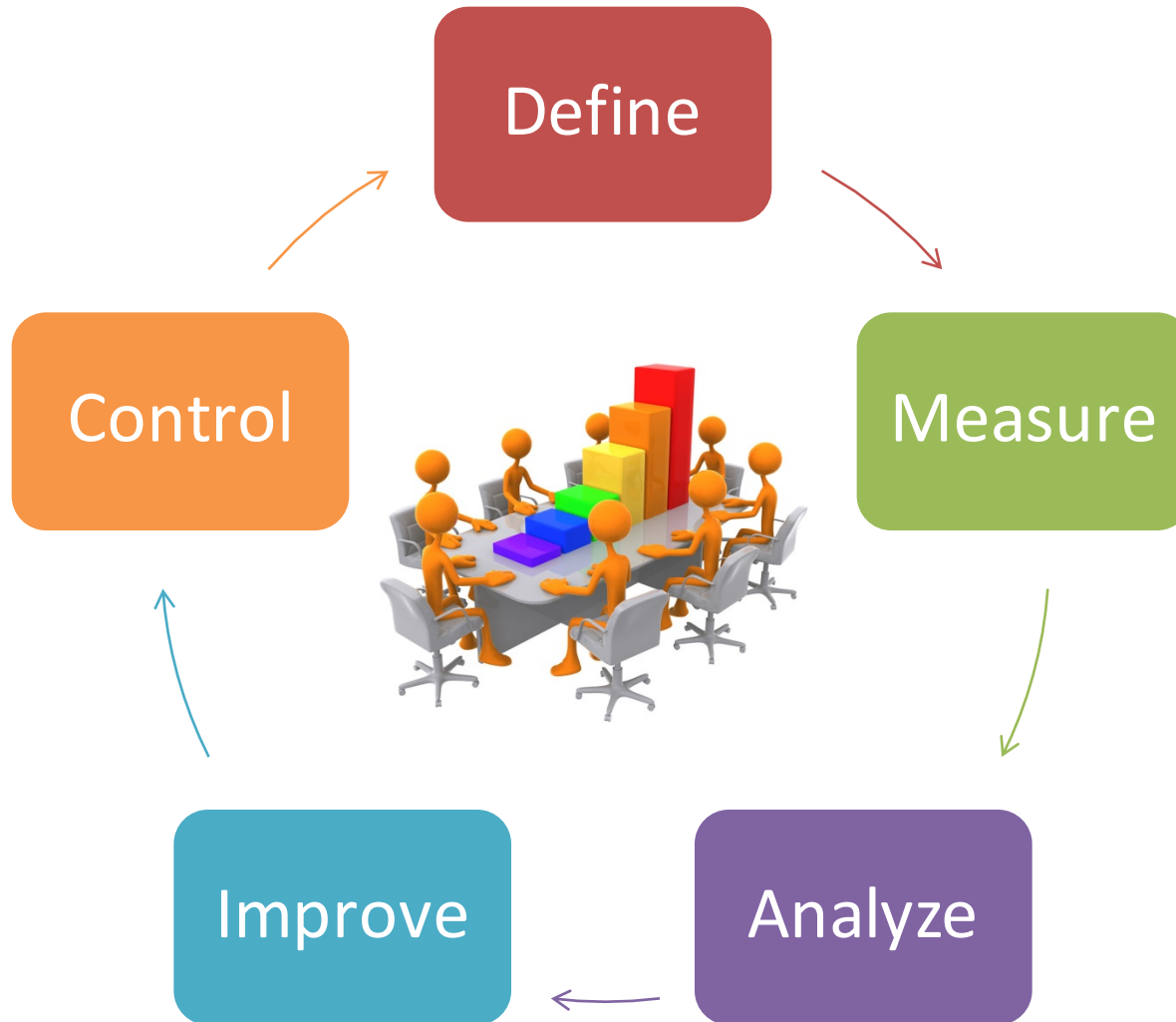
# Symptoms of a Broken Process

1. Customers (internal or external) are unhappy
2. Some things just take too long
3. Things don't get done right the first time (rework, scrap)
4. We throw people at the problem, but it doesn't improve
  - Or Money
  - Or Reorganizations
5. Employees are frustrated while working
6. Processes span several units, and there is finger-pointing and blame

# Symptoms of a Broken Process

7. No one manages the total process
8. Processes aren't measured or controlled
9. Work sits in queues, waiting
10. Data redundancy is common
11. Too many reviews and sign-offs
12. Complexity, exceptions, and special cases are common
13. Established procedures are circumvented to expedite work
14. Managers spend a great deal of time "firefighting"

# DMAIC Methodology



**2 weeks**

Prepare Charter, plan and choose project team

Review & Approve Charters

Voice of the Customer

## Scope the Project

July 26

Approved Charters and high level plans (including project team)

**3 days (2<sup>nd</sup> of 2)**

Project Leads Participate

Deliver Project Lead Training

## Train the Project Leads

August 8-10

Project Lead prepared to plan & lead the project

**1 day**

Project Teams Participate

Deliver Project Team Training

## Train the Project Team

August 11 & 16

Project Team is prepared for the project

**1/2 day**

Sponsor prepared to support & facilitate project

Sponsor

Deliver Sponsor Training

## Train Sponsors and Leads

**3 days (1<sup>st</sup> of 2)**

Project Leads

Deliver Project Lead Training

Project Lead prepared to scope & plan the project

July 11-13

## Project Roles

- Voice of the Customer
- Process Owner (accountable, authority for decisions)
- Project Sponsor (oversees, facilitates)
- Project Leads
- Project Team
- Process Improvement Team

**1 week**

Review & Approve Plan

Review & Approve Plan

Voice of the Customer

## Plan the Project

August 18

Project Plans (agreed goals, stakeholder consultation, schedule, data requirements)

**8 weeks**

Follows the methodology adapting to the environment

Provide Support Monitor Progress

Voice of the Customer

## DMAIC (PI Activities)

Process Improvements

**4-5 hours**

Identify Process and Project Lead with Unit leadership

Advise on Feasibility

## Identify Process

June 30

Agreement to Proceed

**1/2 day**

Evaluate project

Evaluate each project and initiative

## Evaluate Project

Assessment of Projects and Initiative Identify Improvements Discuss future

**As per agreed schedule**

Project Lead hands off to Project Sponsor

Continues to monitor and assist with issue resolution

## Implement Process Improvements

Implementation Plan

# Project Roles



Voice of the Customer



Process Owner (accountable, authority for decisions)



Project Sponsor (oversees, facilitates)



Project Leads



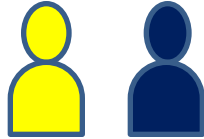
Project Team



Process Improvement Team

4-5  
hours

Identify Process and  
Project Lead with Unit  
leadership



Advise on  
Feasibility



# Identify Process

June  
30

Agreement to Proceed

1/2 day

July  
11

Sponsor prepared to support & facilitate project

Sponsor



Deliver Sponsor  
Training



# Train Sponsors and Leads

3 days  
(1<sup>st</sup> of 2)

July  
11-13

Project Leads



Deliver Project  
Lead Training



Project Lead prepared to scope & plan the project



2  
weeks

Prepare Charter, plan  
and choose project team

Review & Approve  
Charters



Voice of the Customer



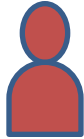
# Scope the Project



Approved Charters and high level project plans  
(including project team)

3 days  
(2<sup>nd</sup> of 2)

Project Leads  
Participate



Deliver Project  
Lead Training



# Train the Project Leads

August  
8 -10

Project Lead prepared to plan & lead the project



Review & Approve Plan

Review & Approve Plan

Voice of the Customer

# Plan the Project



Project Plans  
(agreed goals, stakeholder consultation, schedule,  
data requirements)



Project Teams  
Participate

Deliver Project  
Team Training



# Train the Project Team

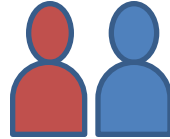


Project Team is prepared for the project

8  
weeks



Follows the methodology adapting to the environment



Provide Support  
Monitor Progress



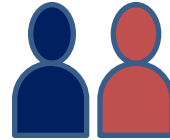
Voice of the Customer

# DMAIC (PI Activities)

Process Improvements

As per  
agreed  
schedule

Project Lead hands off  
to Project Sponsor



Continues to monitor  
and assist with issue  
resolution



# Implement Process Improvements

Implementation Plan



Measure and review progress, resolve issues, communicate results



Support issue resolution, review progress



# Report Progress





Evaluate project



Evaluate each project and initiative



# Evaluate Project

Assessment of Projects and Initiative  
Identify Improvements  
Discuss future



# Project Leader Selection Criteria

- ✓ Improvement-focused
- ✓ Respected within department
- ✓ Strong people and communication skills
- ✓ Solid analytical skills
- ✓ Well-organized
- ✓ Likely to get things done on time
- ✓ Likely to get things done without alienating others
- ✓ Potential to successfully lead collaborative group meetings
- ✓ Able to challenge the status quo in a respectful manner
- ✓ Stays positive in the face of challenges

# Proposed Timeline

- Process & Project Lead selection – June 30th
- Training: Sponsor July 11 and Project Lead July 11-13
- Charter July 26th
- Training: Project Lead August 8-10 & Team August 11 & 16
- Plan August 18
- DMAIC project activities: September/October
- Implementation: November/December
- Evaluation - December 2017
- January 2018 – 2<sup>nd</sup> round?

# Next Steps

1. Ask yourself if you are interested
2. Ask yourself if you meet the criteria
3. Check your availability and capacity
4. Tell your AVP (or me) if you are interested

[margaret.sterns@dal.ca](mailto:margaret.sterns@dal.ca)

