Lean and Six Sigma
"Quick Win" Tollgate Review and Deliverables

1. 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?
     - How will variation in the actual durations of each activity be dealt with to ensure that the expected project completion date is met?

2. 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, <u>measurable</u> requirements?

Performance Baseline

- What is the current process performance baseline?
- How large is the gap between current performance and the customer-specified (goal) performance?

Designing the "Implementation Plan"

- Has the team developed an implementation plan?
- What poka-yoke or error proofing will be done to address some of the discrepancies observed in the 'as is' process?
- How does the solution remove the key sources of variation discovered in the analyze phase?
- 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?