

Program Management vs Project Management

Setting Up Lean Six Sigma Programs for Success



Outline

- **Program v Project**
- **7D Model**
- **Program Steps**
- **Program Management Principles**
- **LSS Program Inputs v Project Inputs**
- **People v Process**
- **Key Tools in Program Management**
- **Program Management Reporting**
- **Real Time Continuous Improvement**



Lean Six Sigma Program Management

Program Scheduling and Resourcing

Lean Six Sigma Project Management – Project 1

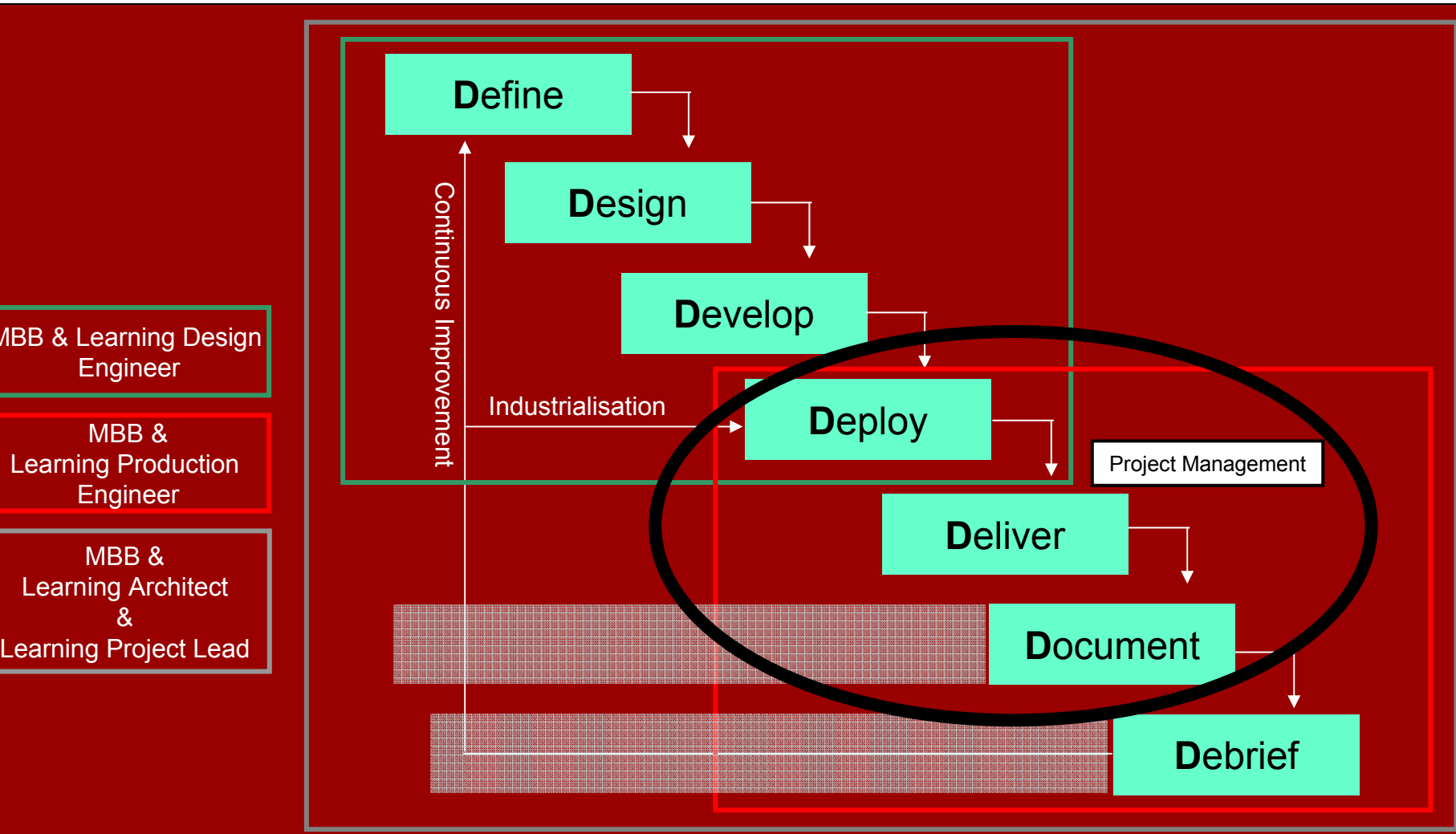
Lean Six Sigma Project Management – Project X

Educational Training & Competency Management

Organisational QMS Integration & Program QM



D Model



Program Steps



Program Management Principles

CUSTOMER FOCUS

Program Management

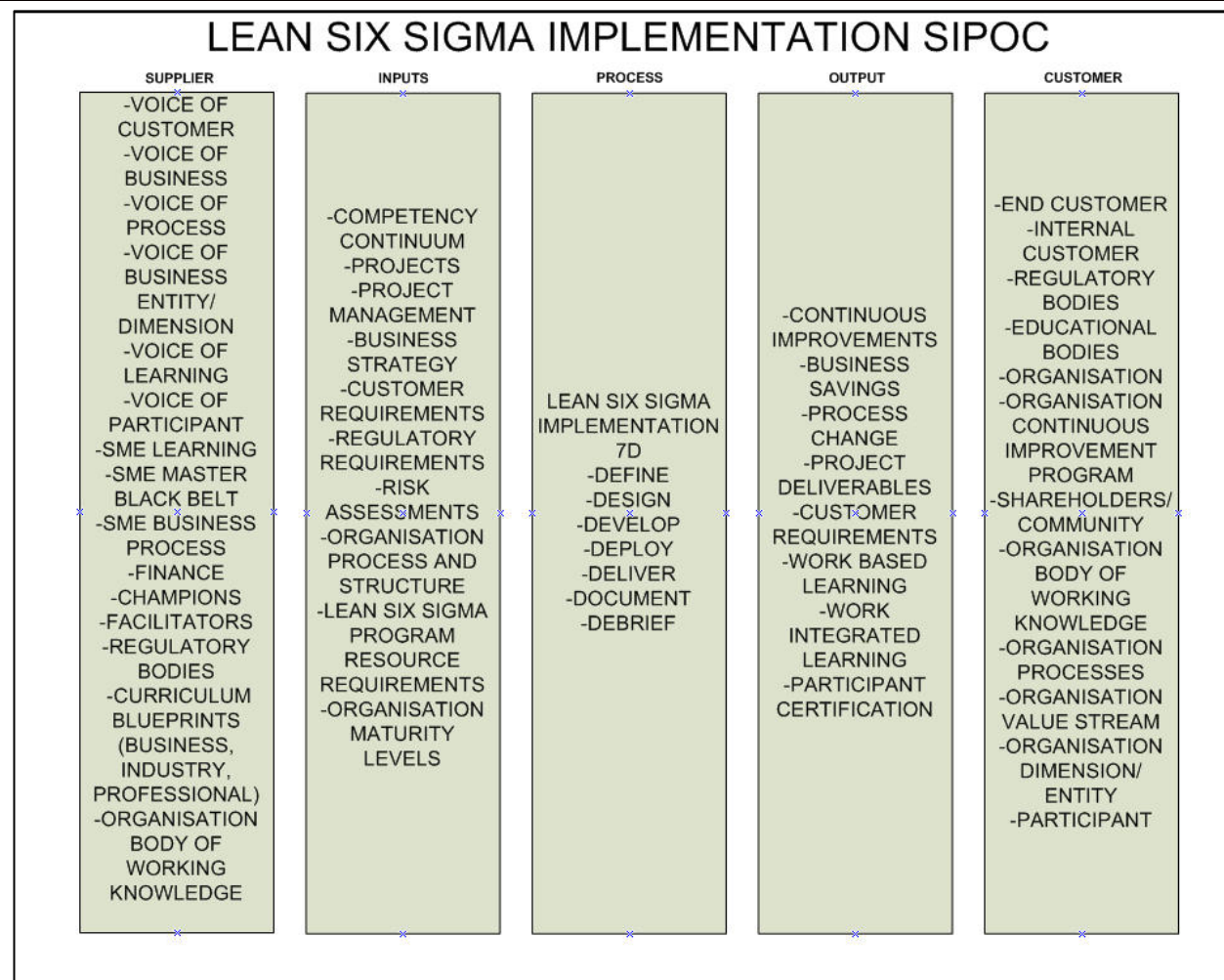
- Align to standards (AQTF, ISO, governing bodies)
- Ensure program prerequisites
 - Process Maturity
 - People Maturity
 - Delivers organisational gap analysis shortfall
- Contextualise Materials and Approach
- Schedule Data Collection
- Schedule and Drive Improvements
- Liaise with all project managers
- Deliver criteria on
 - Participants, Champions, Projects
- Track Program/Project progression

Project Management

- Build a business case
- Gather Data
- Deliver Problem Analytics
- Suggest & Implement Improvement
- Build Controls
- Transfer to Business as Usual
- Attend Sessions
- Analyse Project Risk



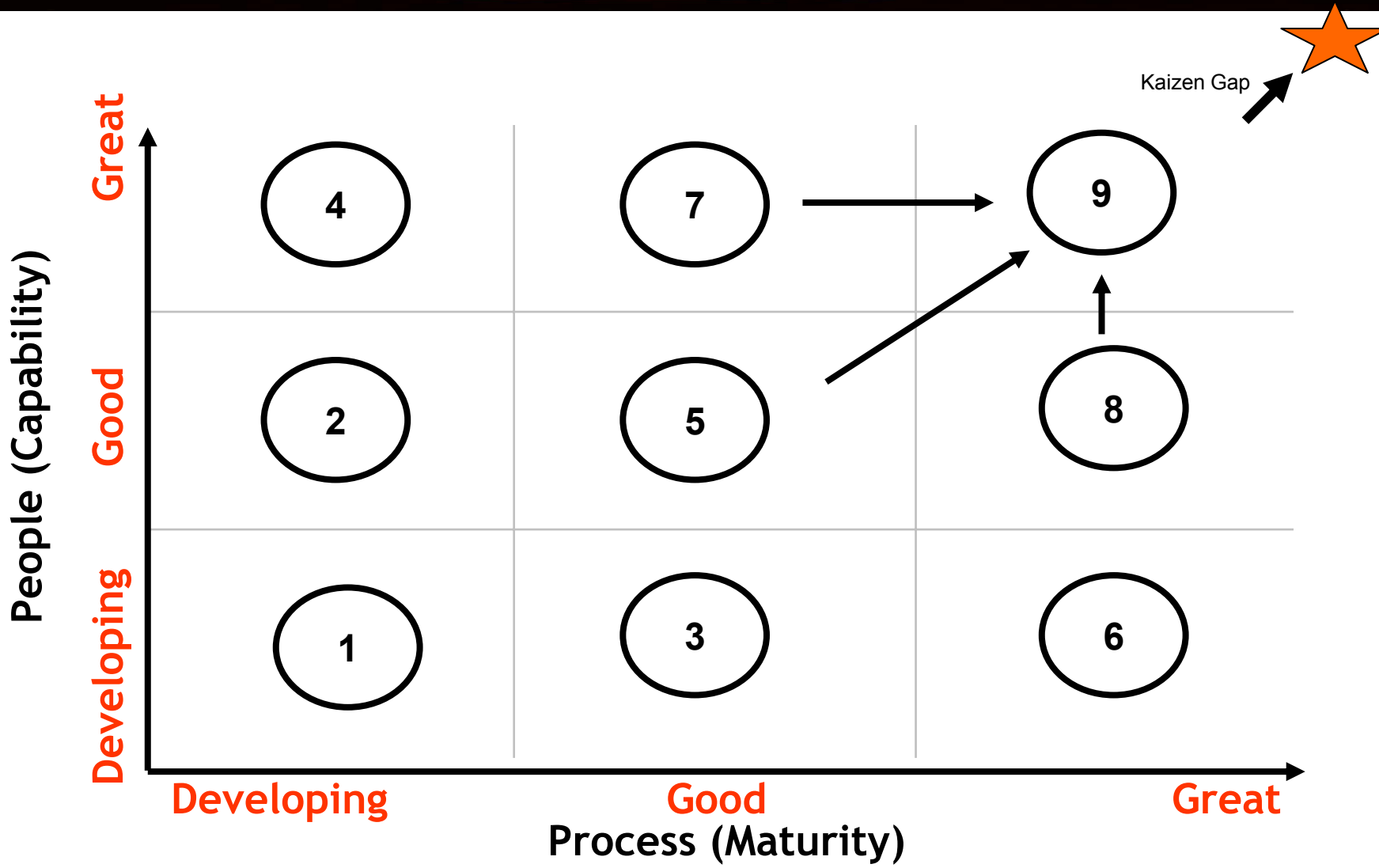
SS Program Inputs v Project Inputs



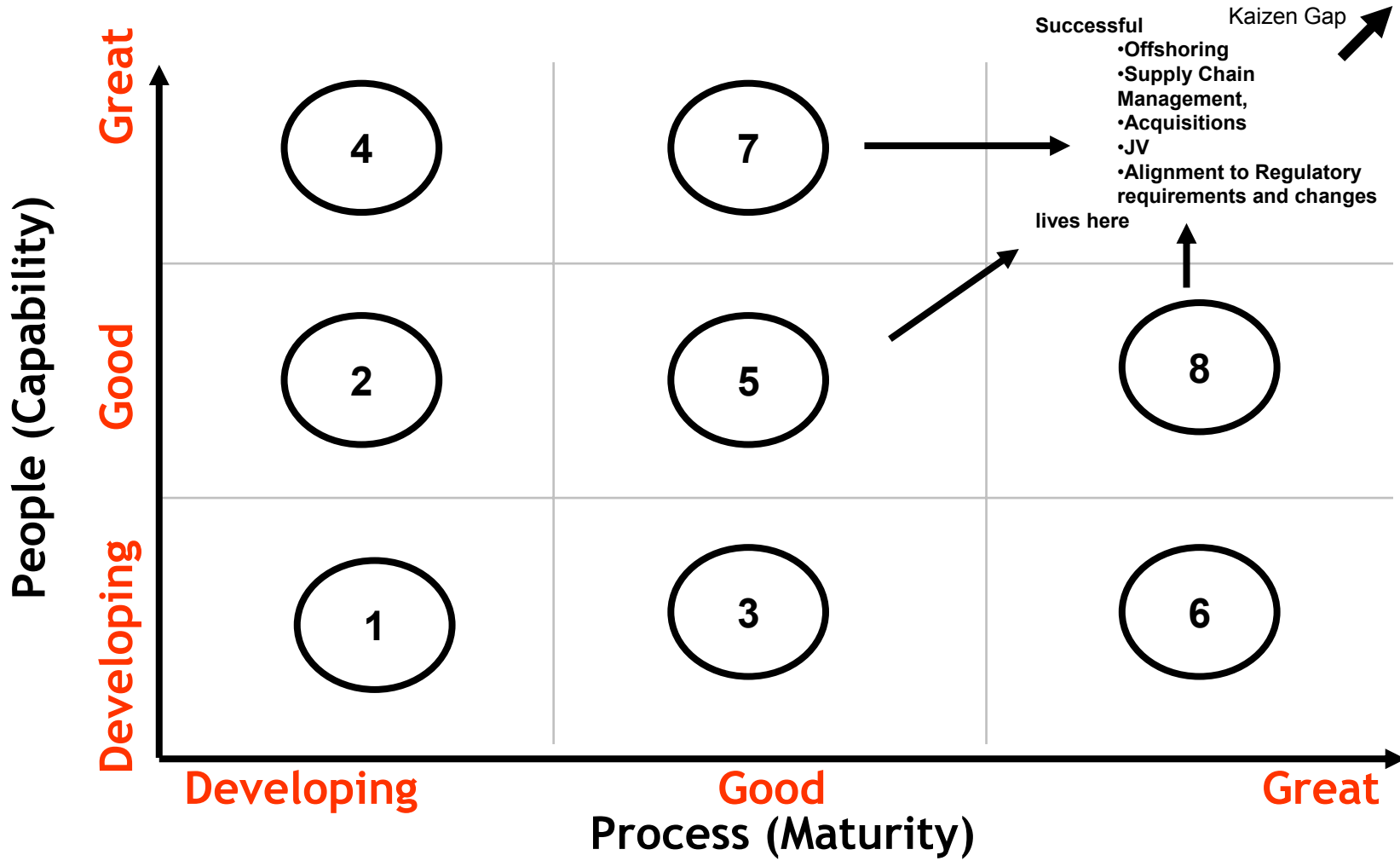
Does the Project SIPOC look the same?



People v Process



People v Process



Program Management

■ Takes Into Account

- ➡ Organisational Business Strategy and Objectives
- ➡ All Project Risk
- ➡ Project to Project Interface and Risk
- ➡ Organisational Resource Risk
- ➡ Organisational Improvement Risk
- ➡ Organisational Change Management
- ➡ Organisational Process Implementation and Change
- ➡ Program to Project Communication at Program and Project Level
- ➡ Program Deliverables and Business Case

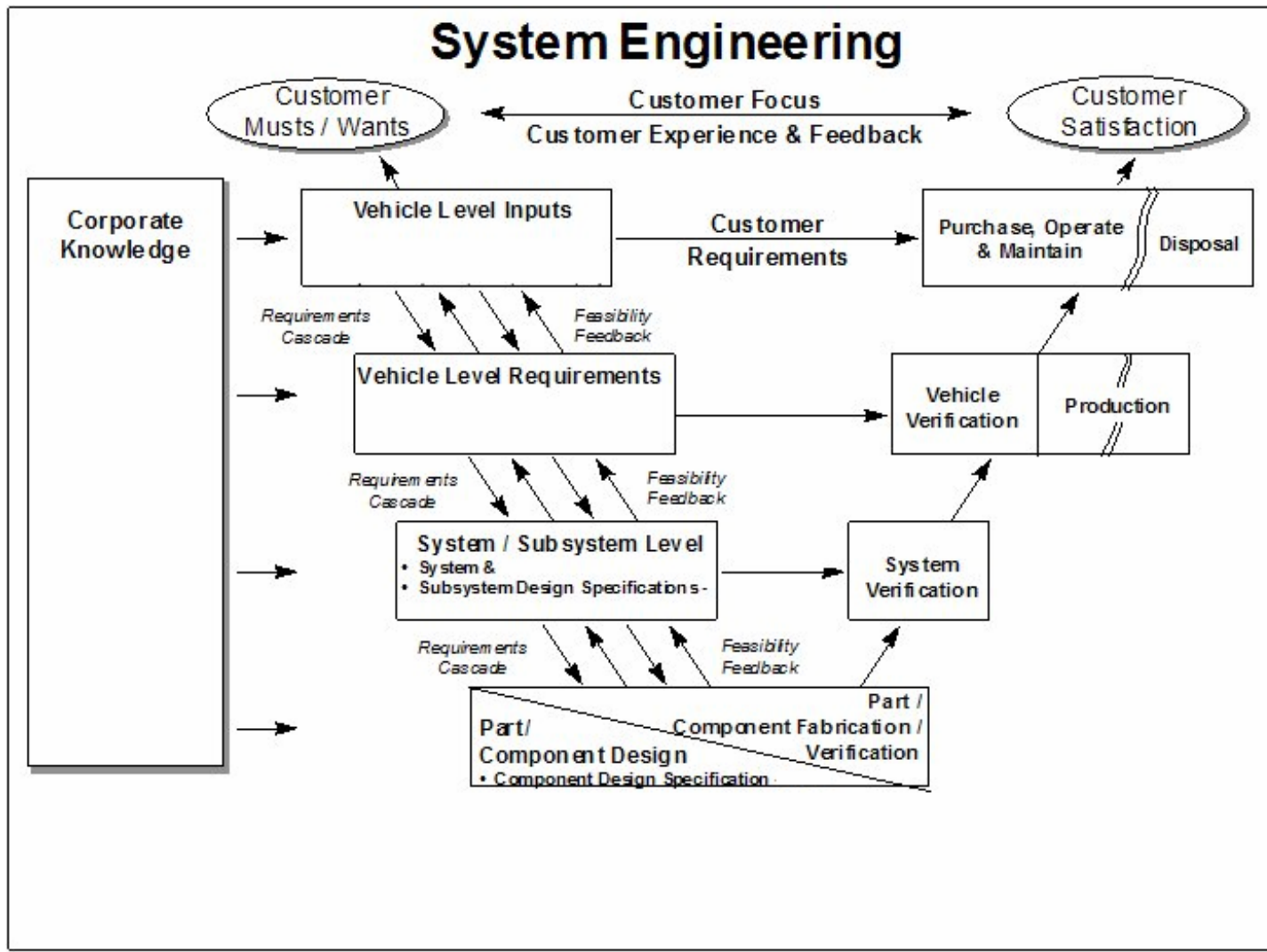


Characteristics Matrix on Program Requirements

Special Characteristics Matrix		Severity	Process Steps																													Customer Assessment						
			Primary Drive Manufacturing Process Steps																																			
			Receive Material	Material handling	Shipping Damage	Component Manufacture	Vehicle Assembly	Op 100 Step 1 PRE-LOAD DOWEL PINS TO FIXTURE	Op 100 Step 2 PRE-LOAD JACK SHAFT SEAL TO FIXTURE	Op 100 Step 3 PRE-LOAD PRIMARY HOUSING BUSHING TO FIXTURE	Op 110 Pre-load bearing to fixture #2	Op 120 Pre-load main shaft oil seal to mandrel	Op 200 Housing to fixture #1	Op 210 Operate press	Op 220 Retaining ring to top groove	Op 230 Reload fixture #1	Op 300 Housing to fixture #2	Op 310 Operate press	Op 320 Retaining ring to top groove	Op 330 Mandrel to main shaft bore I.D.	Op 340 Operate press	Op 350 Reload fixture #2 and mandrel	Op 400 Housing to table	Op 410 Reserved	Op 420 Chain adj sub assy to housing	Op 430 Lubricate bushing & seal	Op 445 Move or stage for final assy	Op 10 O-ring to shifter tube	Op 500 Shifter tube to housing	Op 510 Clamp to shifter tube	Op 20 Assemble shifter lever		Op 520 Wave washer to shifter lever	Op 530 Shifter lever to shifter tube	Op 535 Que for final assy line			
Direction of Improvement																																						
Potential Critical and Significant	1.090 TO 1.110 " FACE OF PRIMARY HOUSING BUSHING TO FACE OF JACK SHAFT SEAL	5																																				
	DOWEL PINS 0.260 TO 0.270 " TO FACE	3						H																														
	JACK SHAFT SEAL AGAINST SHOULDER	9																																				
	BEARING FLUSH TO SNAP RING FACE	3																																				
	SEAL COMPRESSION HEIGHT	9																																				
	PRIMARY GASKET SEAL SURFACE FINISH	9		F	F	Y																																
	GENERATION DAMAGE	5																																				
	Weighted Importance		0	81	81	72	0	9	41	0	0	27	54	261	3	0	54	81	3	0	0	0	0	27	0	45	9	9	0	0	0	0	0	0	0			
Relative Importance																																						

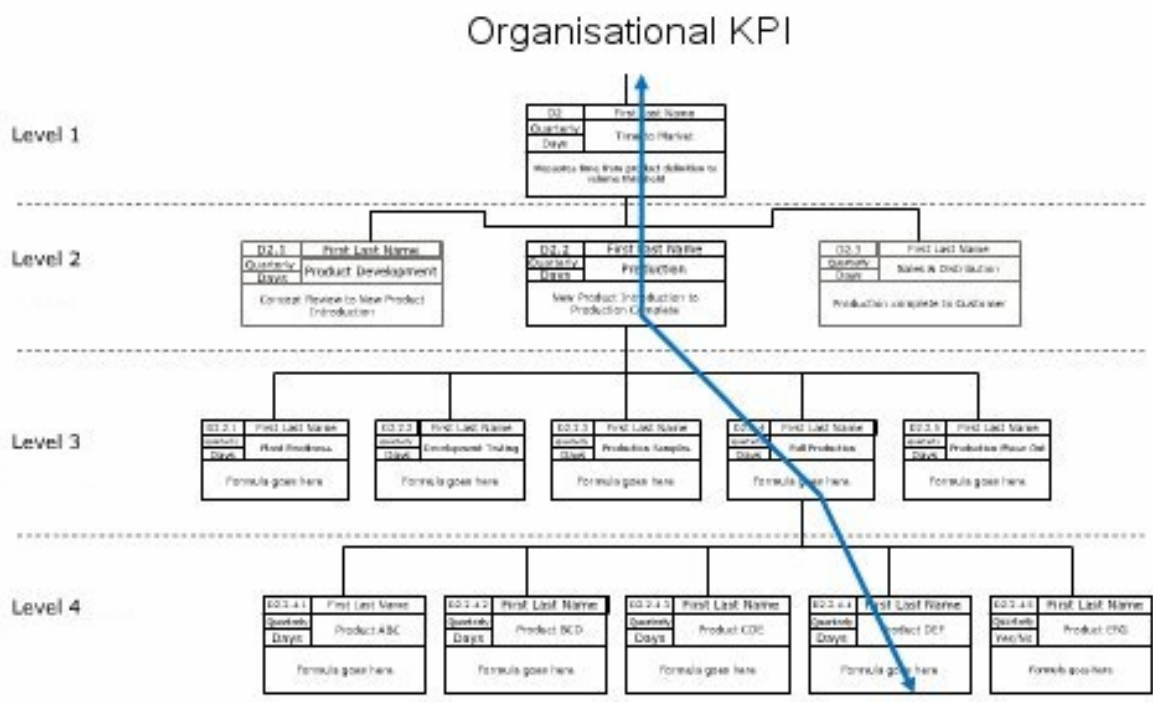


Systems Process Engineering



Hoshin Reporting

Hoshin KPI Reporting



■ Project Reportables

- Business Case Measures
- Pulse Checks
- Diary
- Tollgates
- Project Defined Measureables

■ Should line up with

- Organisational Strategies and Objectives
- Defined Organisational KPI
- Dimension Unit or Entity KPI

