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Project Name	At Georgia Perimeter College, the lack of consistent data standards often reflects unilateral decision making that may compromise subsequent data analysis. The Georgia Perimeter College Office of Institutional Research and Planning will establish the Institutional Data Standards Committee (IDSC) to create, manage and implement data standards for the College.		
Institution	Georgia Perimeter College	Department	Office of Institutional Research and Planning; Office of the Vice President of Academic and Student Affairs
Black Belt		Telephone/Email	678-891-2570; 678-891-2445
Champion(s)	Virginia Michelich, Ph.D., Godfrey Nee, Ph.D.	Master Black Belt	
Start Date	July 2008	Target Completion Date	June 2009

Element	Description	Team Charter		
1. Process:	The process in which opportunity exists.	Georgia Perimeter College has experienced tremendous growth in its recent history. GPC needs the Institutional Data Standards Committee to create, manage and implement data standards for the College to strategically manage continued growth and to ensure consistent and accurate data-driven decisions.		
2. Project Description:	Problem Statement. Includes time, measurable aim, gap, and business impact.	Few consistent and well communicated data standards existed at Georgia Perimeter College. Unilateral decisions were often made across the College without the support of consistent data standards. Better decisions through the use of consistent data standards will lead to more efficient use of available resources and a better education for GPC students.		
3. Objective:	What improvement is targeted and what are the project goals?	Measure Units	Baseline	Goal
	1. GPC will establish the IDSC to develop consistent data standards to enable all areas of the College to strategically plan and manage their areas.	100% - The GPC-IDSC has been established and began meeting in October 2008.	0%	100%
	2. The GPC-IDSC will establish college-wide data standards that are well documented, widely communicated and easily accessible on the college website.	25% - The GPC-IDSC has begun to develop data standards for the College.	0%	75% - The GPC-IDSC will continue to work on developing and communicating data standards for college-wide use.

Six Sigma Project Charter Template

Product or Service Impacted		Expected Project Savings (\$)				
Black Belt or Green Belt		Business Unit				
Champion		Phone Number for Belt				
Master Black Belt		Email for Belt				
Start Date		Target Completion Date				
Element	Description	Team Charter				
1. Process:	The process in which opportunity exists					
2. Project Description: what is the "Practical Problem"	Problem and goal statement (project's purpose)					
3. Objective:	What improvement is targeted and what will be the impact on Rolled Throughput Yield (RTY), Cost of Poor Quality (COPQ) and Capability index C-P, back orders, costs? The "Statistical Problem" - the measurable variable(s)	Project Y's	Baseline	GOAL	Entitlement	units
		Metric 1				%
		Metric 2				\$/A
		Metric 3				units /A
4. Business Case:	Expected financial improvement, or other justification					
5. Team members:	Names and roles of team members?					
6. Project Scope:	Which part of the process will be investigated and excluded?					
7. Benefit to External Customers:	Who are the <u>final</u> customers, what are their key measures, and what benefits will they see?					
8. Schedule:	Give the key milestones/dates	Project Start				
	M- Measurement	"M" Completion				
	A- Analysis	"A" Completion				
	I- Improvement	"I" Completion				
	C- Control	"C" Completion				
	Note: Schedule appropriate Safety Reviews	Safety Reviews				
		Project Completion				
9. Support Required:	Will any special capabilities, hardware, trials, etc be needed?					

Lean Project Charter

Product/Service Impacted		Team Leader				
Business Unit		Phone Number for Team Leader				
Champion		Email for Team Leader				
Element	Description	Specifications				
1. Process	Name of process to be improved.					
2. Project Description	What practical problem will be solved? What is project's purpose?					
3. Objective	What metrics will be improved, what is the current performance for those metrics and how much improvement is targeted? Provide specifics on how metrics are computed.	Metrics	Current	GOAL	% Improve.	units
		Metric 1				
		Metric 2				
		Metric 3				
4. Process Scope	Which process steps will be considered in this project? What is the first step and what is the last step?					
5. Business Case	Justification for this project. Why is it important? Why is it critical to business success?					
6. Benefit to Internal and External Customers	How will internal or external customers benefit from this project? How does improvement in the metrics that you have selected help them improve their performance?					
7. Team members	Names and roles of team members.					
8. Schedule	Project Start					
	Project Charter Approved					
	Current State Value Stream Map					
	Future State Value Stream Map					
	Project Completion					
9. Support Required	What resources, people, departments are required?					

Project Launch Plan Template / Charter	
Project Name:	Project Name
Project Manager:	Project Manager
Project Sponsor:	Project Sponsor
Project Start Date:	Project Start Date
Project End Date:	Project End Date
Project Objectives:	Project Objectives
Project Scope:	Project Scope
Project Risks:	Project Risks
Project Resources:	Project Resources
Project Budget:	Project Budget
Project Status:	Project Status
Project History:	Project History
Project Approval:	Project Approval
Project Signatures:	Project Signatures

The Six Sigma Project Charter is the most basic Six Sigma tool. It outlines your whole project on one piece of paper. The business problem, the scope of project, the metrics involved, the benefits expected, and the project team are all identified in the project charter. A picture of a sample six sigma project charter is shown below. Please click here to download the charter in MS Word format. Although simple, the project charter is a very useful tool and should not be overlooked. This is the main tool that is used in the Define phase of the Six Sigma methodology. Once you have completed all the fields in the project charter with precise detail, this usually signifies the end of the Define phase. If you find yourself unable to fill in all the fields of the charter properly, it means that you either need to rethink your project or you need to find more data on it to justify starting the project. The six sigma project charter template differs between different companies and individuals. The basics, however, remain the same. Some of the most important fields in the charter are the "project scope" and "project objectives". The project scope needs to be defined before you embark on a Six Sigma project. Many projects fail because the scope was not defined properly in the define phase. Most of these failures happen because the scope of the project is too wide. It is the typical "boil the ocean" scenario where the project owners think that they will solve all the big company problems in one shot. Do not set yourself up for failure! Keep the scope tight. Of course, too narrow a scope does not make a good project either. When in doubt, lean towards a tighter scope. The starting point and ending point of the project should be known before you move out of the Define phase - and these points should be clearly stated in the project scope on the charter. The project objectives pretty much define the outputs that you are looking to optimize in your project. Many projects will have only one objective. Other projects may have multiple objectives. List all of them down on the charter. All the project objectives should be measurable. If the objective currently is not measurable, you need to create a measurement system for it in the Measure phase. If you cannot measure the output, you will never know if you have improved the process or by how much. The baseline, entitlement, and target for each objective should be entered into the project charter. The baseline is simply the current measurement of the output. It tells us "How is the process behaving currently?" The entitlement is what the output's measurement would be in an ideal world. It would tell us, "How would this process behave if everything was absolutely perfect?" And finally, a target needs to be entered for what you want the measurement of the output to be by the time you are done with the project. All of these fields should follow the SMART goals: Specific, Measurable, Attainable, Relevant, and Timely. The six sigma project charter does not have to be set in stone once it is finished. Most project charters change a bit as the project progresses through the different phases. As you learn new information about your process, you may realize that some assumptions made in the charter were not accurate or that the project scope may require tweaking. This is perfectly normal. After all, one of the reasons you conduct a six sigma project is to learn more about your process. If you learnt something along the way that proved previous thinking wrong, that is already a huge win. Leave "Six Sigma Project Charter" and go back to "Lean Six Sigma Tools". In a previous article we stated that DMAIC is a structured and rigorous methodology designed to be repeatedly applied to ANY process in order to achieve Six Sigma. We also stated that DMAIC was a methodology that refers to 5 phases of a project. Define Measure Analyze Improve Control. Given that the premise of the DMAIC methodology is project based, we must take the necessary steps to define and initiate a project, hence the need for a project charter. The purpose of a project charter is to provide vital information about a project in a quick and easy to comprehend manner. Project charters are used to get approval and "buy-in" for projects and initiatives. They are also useful in declaring specific characteristics of a project: Business Case Problem Project Objective Project Scope Project Team Decision authorities Project Leader Success Measures Project Charter: Key Elements Title Projects should have a name, title or some reference that identifies the project. Branding can be an important ingredient in the success of a project so be sure your project has a reference name or title. Leader All projects need a declared leader or someone who is responsible for its execution and success. You may hear references to RACI throughout in your Six Sigma journey. RACI stands for Responsible, Accountable, Consulted, Informed and identifies what people play those roles in a project. Every project must have declared leaders indicating who's responsible and who's accountable. Business Case A Business Case is the quantifiable reason why the project is important. Business Cases help shed light on problems. They explain why a business should care. Business Cases must be quantified and stated succinctly. COPQ is a key method of quantification for any business case. Problem Statement & Objective A properly written problem statement has an objective statement woven into it. There should be no question as to the current state or the goal of the project. A gap should be declared (the gap is the difference between the present state and the goal state). The project objective should be to close all or part of the gap. Valuation or COPQ is the monetary value assigned to the gap. Lastly, included in a well written problem statement is a reference to an expected timeline for project completion. - Problem Statement Examples Process defect rates are currently 17% with a goal of 2%. This represents an unwarranted defect rate 15% with a COPQ of \$7.4 million dollars. The goal of this project is to reduce this gap by 50% before Nov 2010 putting process defect rates at 9.5% and saving \$3.7MM. Process cycle time has averaged 64 minutes since Q1 2009. However, production requirements put the cycle time goals at 40 min. This 16 min gap is estimated to cost the business \$296,000. The goal of this project is to close reduce cycle time 16 min, by the end of the 4th quarter 2010 and capture all \$296,000 cost savings. Primary & Secondary Metrics All project must have a measure of success. There is no reason for a project with an expected outcome. Most preferably a measurable one. Primary and secondary metrics are mandatory for any Six Sigma project. Metrics give clarity to the purpose of the work, they establish the baseline or starting point and how the initiative will be judged as it progresses. Other Elements of a Good Project Charters Scope Statement - defined by high level process map Stakeholders Identified - who's affected by the project Approval Authorities Identified - who makes the final call Review Committees Defined - who's on the review team Risks & Dependencies Highlighted - identify risks & critical path items Project Team Declared - declare team members Project Timeline Estimated - set high level timeline expectations Overview of Six Sigma Project Charter 'Project Charter' is the basic step in the Six Sigma methodology. It gives an overview of the project in a convenient format, which is easy to understand, review and approve for the stakeholders. Project Charter can be defined as an official document containing information on all the aspects of the project, including basic details to comprehensive information. A well-structured project charter addresses the 5W's of the project: 'What' is the objective of the project? 'Who' will take up the project? 'When' is the project due to be finished? 'Why' should the company encourage the project? 'Where' will the project team get its resources from? Why 'Project Charter' is Essential? Creating a project charter is an essential step of any Six Sigma project and forms the basis to its success. The charter helps the project team in staying focused on the forecasted aims and objectives. As the structuring of the charter contains many different sections, it acts as a guide map for the team during the course of the project in addition, it helps to address challenging issues on paper to avoid expensive errors during the actual execution of the project. The Six Sigma project charter directs the project team towards pre-defined aims and objectives. It helps to identify the symptoms of ongoing challenges/issues in the organization. It is a blueprint that enables the management to address queries such as: Whether or not the benefits of the project exceed the project cost? How the execution of the project can impact other departments in the organization? How project success can be quantified? The project charter not only helps in omitting redundant tasks but also vaguely defined project scope. It enables in reducing and managing risks. Thus, a well-defined project charter facilitates faster and accurate decision-making for the stakeholders. Project Charter Template - Formal 'Six Sigma Project Charter' Structure Components and Structuring Here are the essential elements that a 'Project Charter' contains: 1) Project Title: The title represents the project, and it is important to name a project with a clearly defined title, as it enables others to easily view and select the project based on keywords or phrases. For example, if a pizza chain wants to strengthen its logistics, a possible title could be 'Improvement in order process time.' 2) Project Objective: This includes what is anticipated out of the project. Therefore, the objective should correspond to the issues/challenges that are to be solved. The objectives should be well-defined, quantifiable, realistic, and time-bound. For example, Reduce the order process time by 20%. 3) Business Case: The business case outlines how the six-sigma project aligns with the objectives and strategic goals of the company. It describes 'why' should the organization support the project. Therefore, it identifies how the stakeholders, both internal and external customers, could benefit from the project. 4) Process Problem Statement: This statement gives a clear indication and information on the challenges being faced and where the improvement is to be suggested. It provides a historical record summary of how the process has been operating and the effects of problem elements. For example, increased customer complaints due to the long wait in the delivery time of placed orders. 5) Project Scope (In-Scope and Out-of-Scope): As the name indicates, Project Scope determines the physical limitations of the project. In-Scope identifies what processes and sub-processes are to be included in the project. Out-of-scope includes the processes and steps that are to be excluded to avoid any vagueness and over-lapping during the succession of the project. 6) Project Timeline (Start date and End date): The project start date is recorded on paper when the project lead officially resumes with the project. The duration of the project is determined based on many factors such as business conditions, work-load, and day-offs. Thus, the estimated end date is decided by the Project Mentor/Master Black Belt. 7) Project Deliverables/Measures: It includes the tools that will be used to quantify the effectiveness of the project. For example, the percent increase in profit margins after reduction in order process time. These measures are required to be within the project time frame. 8) Project team: This includes the team members who would be working on the project. These are: Project Sponsors: The person who reviews, mentors and gets approval from all the stakeholders. Project Leaders: The person who owns the process and is responsible for the outcomes of the project. Subject Matter Expert (SME): These include project members with deep knowledge and understanding of the business processes and six sigma methodologies. 9) Resources: Resources include people, materials, equipment's/machinery and funding for the same, which would be required to execute the project. 10) Cost Analysis: It gives an estimation of the project cost and the benefits that would be attained upon completion of the project. The differences in the project cost and profit would be paid as an interest to the stakeholders and top management so as to get the project approved. 11) Stakeholder Signatures: The stakeholders, inclusive of Project Mentor, Project Sponsor and Project Champion are required to sign the project charter to officially approve it for implementation. The highlighted points above give a good idea of what a Six Sigma project charter is comprised of and how it is important for every organization to develop a well-defined charter before proceeding with a project. The charter serves as a roadmap for project execution and also highlights the challenges and scope of the project. Thus, it is a great tool to plan, execute and close the project effectively! Recommended Articles This is a guide to the Six Sigma Project Charter. Here we also discuss the six sigma project charter template with its Components and Structuring. You can also go through our other suggested articles to learn more - Agile Lifecycle Six Sigma Tools Concept of Six Sigma Agile Ways of Working

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