

Green Belt Lean Six Sigma Project Report Out
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Ohio Department of Medicaid
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PMO Resource Planning

Team Members

Ohio Department of Medicaid

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Background / Scope

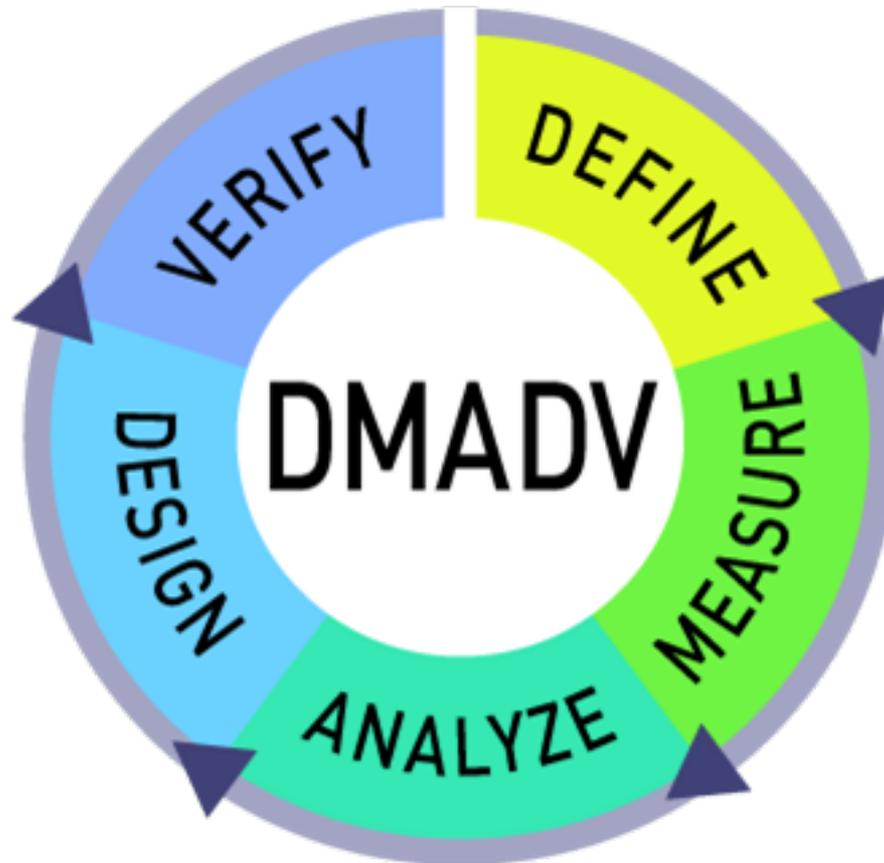
- The lack of documented guidance, defined processes, document roles and responsibilities has resulted in inefficiencies between Program and Project Managers, Project teams, and Vendors. As a result, our PMO is unable to adequately plan resources on large scale projects (Program Level).

- Scope:

First Step: PMO is assigned a Project

Last Step: Assignment of Resources

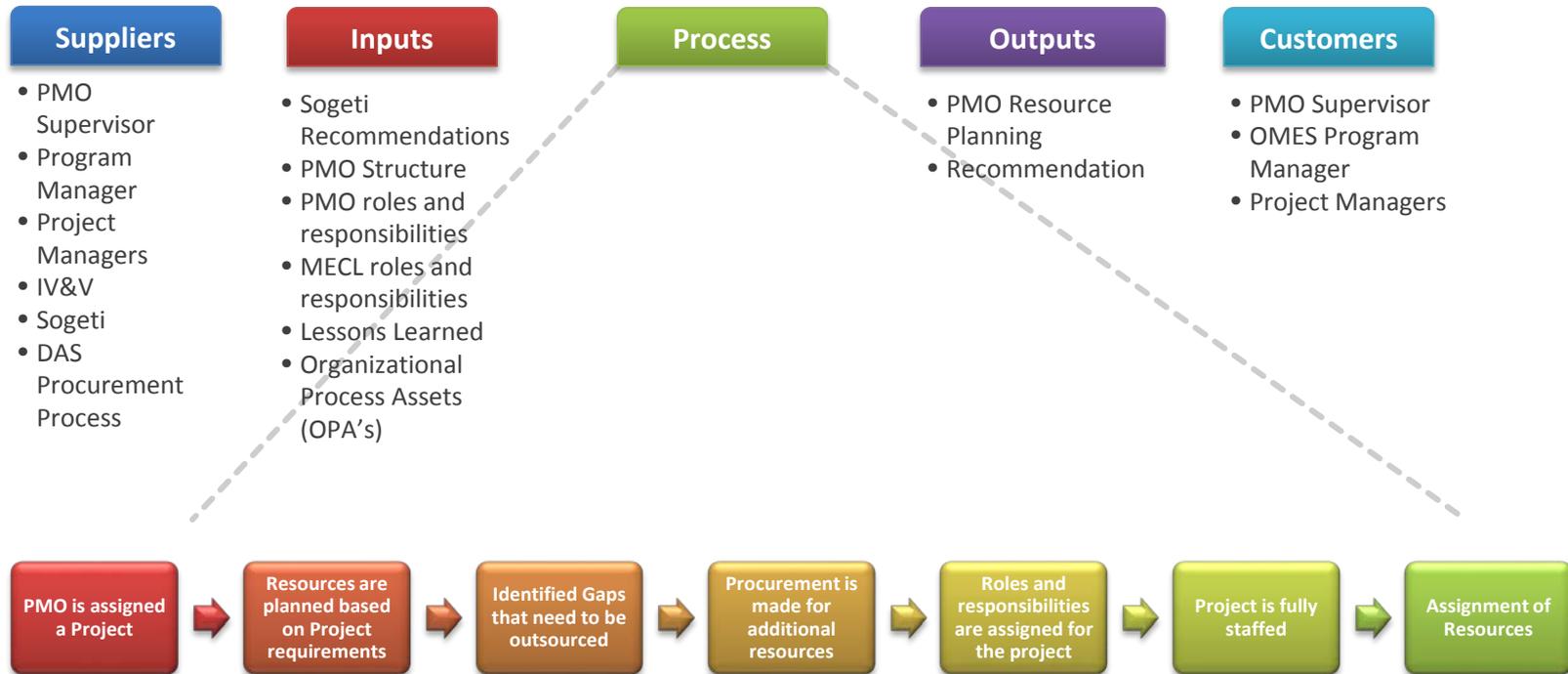
DMADV is a Six Sigma framework that focuses primarily on the development of a new service, product or process as opposed to improving (DMAIC) a previously existing one.



VOC - Critical To Quality

- Who is your customer?
 - » PMO Manager, Program Managers, and Project Managers
- What does your customer need?
 - » Framework to work from that is a good starting place for any large scale project
 - » Clearly defined roles for the PMO, PMO Resources, Business Resources and Vendors
 - » Understanding where resources can come from and how to provide staff assignments
 - » Where can resources be best utilized
 - » Documented processes, Standard Operation Protocol (SOP), Desk Aid
- Quotes heard from customers
 - » “We do not have a process to follow”
 - » “I wing it and do what I think is right”
 - » “We don’t understand how to truly manage projects”

High Level Process - SIPOC



Kano Model:

is utilized to look at requirements, with the end goal of enhance customer satisfaction.

- Customer needs
 - Customers are trying to solve an issue, or realize an opportunity. They are trying to satisfy their needs.
- Not all needs are equal
 - Customers have different priorities and meanings attached to these needs. The Kano Model helps use understand these needs better.

Kano Model

3 Customer needs categories

Excitement needs (Unspoken, not expected)

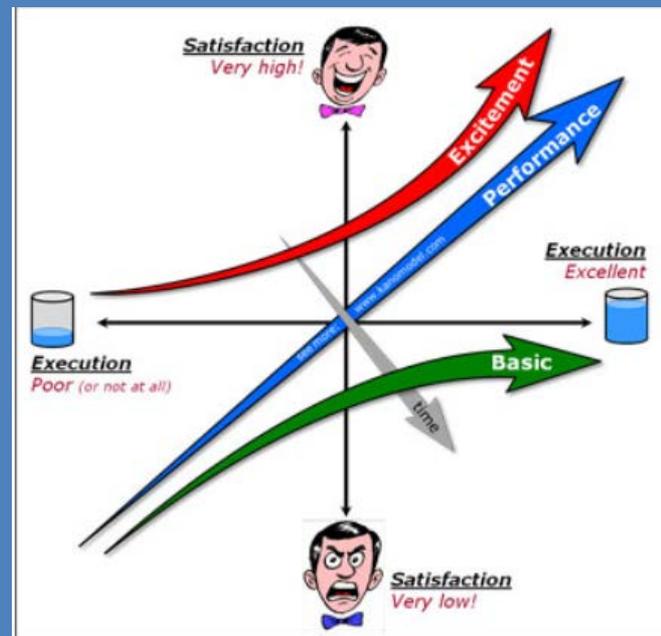
- Portfolio to view resource utilization across programs, and projects
- Recognition for accomplishment
- Mentorship Program
- Training opportunities

Performance needs (Stated, more is better)

- Skilled Program and Project Managers
- Timely Decision Making
- Quality Management for Contractors & Deliverables
- PMO Software Tools

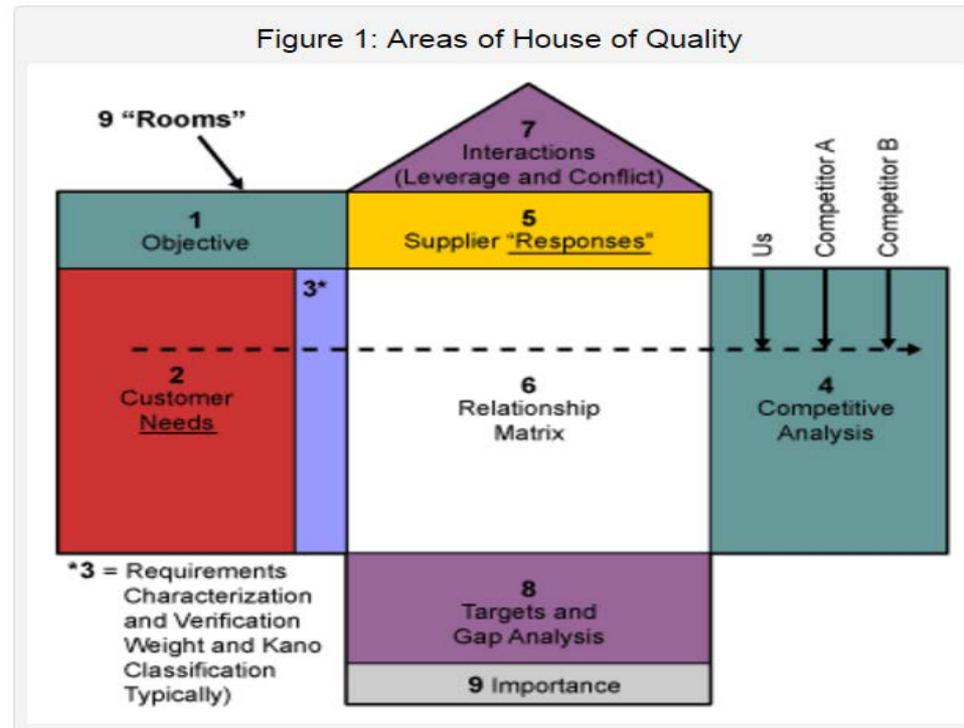
Basic needs ("Must be" requirements)

- Framework to work from that is a good starting place for any large scale project
- Clearly defined roles for the PMO, PMO Resources and Vendors
- Understanding of where resources can come from and how we can do staff assignments



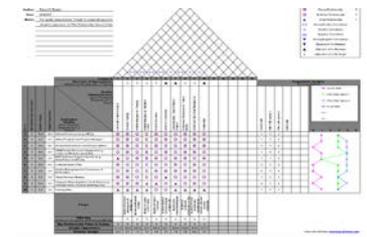
House of Quality (HOQ) matrix

Is utilized to translate customer requirements (VOC) research and technical benchmarking data into prioritized targets to be met by a new product design.



Customer Requirements

Row #	Max Relationship Value in Row	Relative Weight	Weight / Importance	<div style="text-align: right;"> Quality Characteristics (a.k.a. "Functional Requirements" or "Hows") </div> <div style="text-align: left;"> Demanded Quality (a.k.a. "Customer Requirements" or "Whats") </div>
1	9	12.6	8.5	Defined Processes (e.g., MECL)
2	9	14.1	9.5	Skilled Program and Project Managers
3	9	11.9	8.0	Defined Roles and Responsibilities
4	9	10.4	7.0	ODM/Vendor Resource Alignment
5	9	4.4	3.0	PMD Software Support Systems (e.g., SharePoint, WorkFront)
6	9	8.9	6.0	Communications Plan
7	9	7.4	5.0	Quality Management for Vendor & Deliverables
8	9	8.9	6.0	Timely Decision Making
9	9	14.8	10.0	Adequate Planning before Work Starts (e.g., strategic vision, resource planning, etc.)
10	3	6.7	4.5	Training Plan



Legend

Legend		
	Strong Relationship	9
	Moderate Relationship	3
	Weak Relationship	1
	Strong Positive Correlation	
	Positive Correlation	
	Negative Correlation	
	Strong Negative Correlation	
	Objective Is To Minimize	
	Objective Is To Maximize	
	Objective Is To Hit Target	

Quality Characteristics

(Functional Requirements)

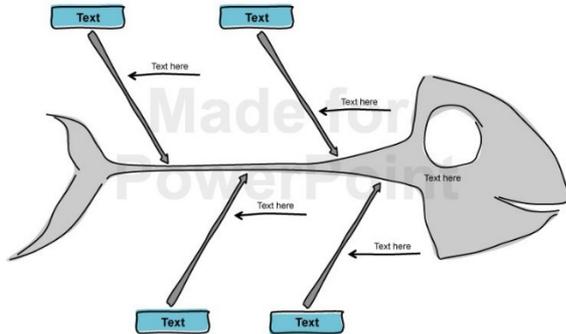
<p>Quality Characteristics (a.k.a. "Functional Requirements" or "Hows")</p> <p>Demanded Quality (a.k.a. "Customer Requirements" or "Whats")</p>	CUSTOMER IMPORTANCE	Resource Planning	Portfolio Management - Planning	Portfolio Management - Monitor & Control	Project Governance	Skill Sets & Experience	Communication - Project Status & Progress	Performance Measurement - Project Metrics	Vendor Management	Collaboration
Defined Processes (e.g., MECL)	○	○	○	○	○	○	○	○	○	○
Skilled Program and Project Managers	○	○	○	○	○	○	○	○	○	○
Defined Roles and Responsibilities	○	○	○	○	○	○	○	○	○	○
ODM/Vendor Resource Alignment	○	○	○	○	○	○	○	○	○	○
PMD Software Support Systems (e.g., SharePoint, WorkFront)	▲	○	○	○	○	○	○	○	○	○
Communications Plan	○	○	○	○	○	○	○	○	○	○
Quality Management for Vendor & Deliverables	○	○	○	○	○	○	○	○	○	○
Timely Decision Making	○	○	○	○	○	○	○	○	○	○
Adequate Planning before Work Starts (e.g., strategic vision, resource planning, etc.)	○	○	○	▲	▲	○	▲	○	○	○
Training Plan	▲	▲	▲	▲	○	○	▲	▲	▲	▲

Targets

1	9	12.6	8.5	Defined Processes (e.g., MECL)	○	○	○	○	○	○	○	○	○	○
2	9	14.1	9.5	Skilled Program and Project Managers	○	○	○	○	○	○	○	○	○	○
3	9	11.9	8.0	Defined Roles and Responsibilities	○	○	○	○	○	○	○	○	○	○
4	9	10.4	7.0	ODM/Vendor Resource Alignment	○	○	○	○	○	○	○	○	○	○
5	9	4.4	3.0	PMD Software Support Systems (e.g., SharePoint, WorkFront)	▲	○	○	○	○	○	○	○	○	○
6	9	8.9	6.0	Communications Plan	○	○	○	○	○	○	○	○	○	○
7	9	7.4	5.0	Quality Management for Vendor & Deliverables	○	○	○	○	○	○	○	○	○	○
8	9	8.9	6.0	Timely Decision Making	○	○	○	○	○	○	○	○	○	○
9	9	14.8	10.0	Adequate Planning before Work Starts (e.g., strategic vision, resource planning, etc.)	○	○	○	▲	▲	○	▲	○	○	○
10	3	6.7	4.5	Training Plan	▲	▲	▲	▲	○	○	▲	▲	▲	▲
Target						Resource Planning	Implement Medicaid Portfolio	Monitor & Control ODI Portfolio	Project Governance	Skill Sets & Expertise	Communication - Project Status & Progress	Performance Measurement - Project Metrics	Vendor Management	Collaboration
Difficulty (0=Easy to Accomplish, 10=Extremely Difficult)						5	6	5	6	6	4	5	4	5
Max Relationship Value in Column					9	9	9	9	9	9	9	9	9	9
Weight / Importance					620.0	766.7	402.2	345.9	488.1	606.7	381.5	566.7	384.4	468.9
Relative Weight					12.3	15.2	8.0	6.9	9.7	12.1	7.6	11.3	7.6	9.3

Fishbone

Hand-drawn Fishbone Diagram



FISHBONE		
MEASUREMENT	METHODS	MAN
<ul style="list-style-type: none"> Project is very disorganized (everyone is aware of it) – It is on the PMs to figure things out and no one is on the same page. There is no easy way to ask for help if you need it. 	<ul style="list-style-type: none"> No structure...everything is disjointed Major concerns are the CMS Certification Process and being siloed out of the process that everyone else is following Being forced to follow OMES processes but not being included in discussions and meetings involving the other OMES modules 	<ul style="list-style-type: none"> The PMO Leadership does not adhere to the SDLC and basic PMP protocol
<ul style="list-style-type: none"> Vendor Performance Monitoring Vendor Accountability 	<ul style="list-style-type: none"> Gate review (Governance) Do not have a process to follow No way to view resources utilization/allocation 	<ul style="list-style-type: none"> PM Skill Set problem Someone needs to be responsible for communicating the vision for OMES and constantly update
<ul style="list-style-type: none"> Large projects should begin planning phase 6 months to a year out and assign responsibilities for ODM Program Manager before vendors are hired. 	<ul style="list-style-type: none"> PMs need more involvement in tracking budget Need full picture of OMES and timeline and share with the team and share status of the timeline regularly. Defined roles: PMO, Contractors, Vendors, and IV&V 	<ul style="list-style-type: none"> Test lead should be provided during the requirements phase to document what will need to be tested to verify system build meets system requirements No one talks to PMs before vendors or BA's are hired
<ul style="list-style-type: none"> Need testing team Need a plan for storing information and providing access to it. 	<ul style="list-style-type: none"> No In-take process 	<ul style="list-style-type: none"> No understanding that the SDLC is standard PM protocol. No strategic vision
<p>Problem Statement: PMO is unable to adequately plan resources on large scale projects (1 year or greater).</p>		
ENVIRONMENT	MATERIALS	MACHINE
<ul style="list-style-type: none"> Need Support from Business area/PMO No PMO/Program Vision Working in silos 		<ul style="list-style-type: none"> Need PMO Support Tools

Cause and Effect Matrix (C&E)

0 = has no relationship, 1 - minimal relationship, 5 - Some Relationship, 10 - Strong relationship

Rating of Importance to Customer		8	9	9	9	8	7	6	6		100
#	KPIV	Framework to work from that is a starting point for any large scale project	Clearly defined roles for the PMO, PMO Resources and Vendors	Clearly defined process for acquiring and approving project resources	Skilled Program and Project Managers	Timely Decision Making	Quality Management for Contractors & Deliverables	PMO Software Support Systems (e.g.,		Total	% Rank
10	No PMO structure...everything is disjointed	5	10	10	10	10	10	5		490	5.48%
21	PM Skill Set problem	5	10	5	10	10	10	10		475	5.31%
25	Not understanding that the SDLC is standard PM protocol.	10	10	10	10	5	10	1		466	5.21%
18	Defined roles: PMO, Contractors, Vendors, and IV&V	10	10	5	10	10	10	1		461	5.16%
4	Large projects should begin planning phase 6 months to a year out and assign responsibilities for ODM Program Manager before vendors are hired.	10	10	10	10	5	5	5		455	5.09%
17	Need full picture of OMES and timeline and share with the team and share status of the timeline regularly.	1	5	10	10	10	10	10		443	4.96%
20	The PMO Leadership does not adhere to the SDLC and basic PMP protocol	10	10	5	10	5	10	1		421	4.71%
8	PMO/Program Vision	5	10	10	10	5	5	5		415	4.64%
16	PMs need more involvement in tracking	1	10	5	10	10	10	5		413	4.62%
14	Do not have a process to follow	10	10	5	5	10	5	5		405	4.53%

Failure Mode Effects Analysis (FMEA)

Process Step/Input	Potential Failure Mode	Potential Failure Effects	SEVERITY (1 - 10)	Potential Causes	OCCURRENCE (1 - 10)	Current Controls	DETECTION (1 - 10)	RPN	Action Recommended	Resp.	Actions Taken	SEVERITY (1 - 10)	OCCURRENCE (1 - 10)	DETECTION (1 - 10)	RPN
What is the process step or feature under investigation?	In what ways could the step or feature go wrong?	What is the impact on the customer if this failure is not prevented or corrected?		What causes the step or feature to go wrong? (how could it occur?)		What controls exist that either prevent or detect the failure?			What are the recommended actions for reducing the occurrence of the cause or improving detection?	Who is responsible for making sure the actions are completed?	What actions were completed (and when) with respect to the RPN?				
PMD Assigned Projects	Resource not available for project	Dissatisfied customers	8	No intake/acceptance process for projects	5	None	8	320	PMD intake process	PMD Supervisor		8	5	8	320
	Project does not belong in PMD	Dissatisfied customers	8	No intake/acceptance process for projects	5	None	8	320	PMD intake process	PMD Supervisor		8	5	8	320
Check Financial Resources	Project could be assigned to PMD without approved funding	Dissatisfied customers	8	No intake/acceptance process for projects	2	None	8	128	PMD intake process	PMD Supervisor		8	2	8	128
Resource Assessment	Under/Over allocation of resources	Cost overruns, delays, missed opportunities	10	No systematic way of tracking utilization of resources	7	None	8	560	Project Management Tool to track resource	PMD Supervisor	Implement Project Management Tool to track resources	10	7	8	560
Review Historical Data								0				0	0	0	0
Are internal resources available	incorrectly account for the availability of internal	Dissatisfied customers	8	No systematic way of tracking utilization of resources	3	None	5	120	Collaboration with HR Dept.	PMD Supervisor	Push responsibility to HR	8	3	5	120
Do we have internal vacancy to fill	incorrectly assume we can leverage Old vacancy's	Dissatisfied customers	7	Not Collaborating with HR Dept.	2		9	126	Collaboration with HR Dept.	PMD Supervisor	Push responsibility to HR	7	2	9	126
Can we leverage internal resources	incorrectly assume we can leverage internal resources	Dissatisfied customers	8	Not skilled in Labor Relationships	3	None	5	120	Collaboration with HR Dept.	PMD Supervisor	Push responsibility to HR	8	3	5	120

Future State Map

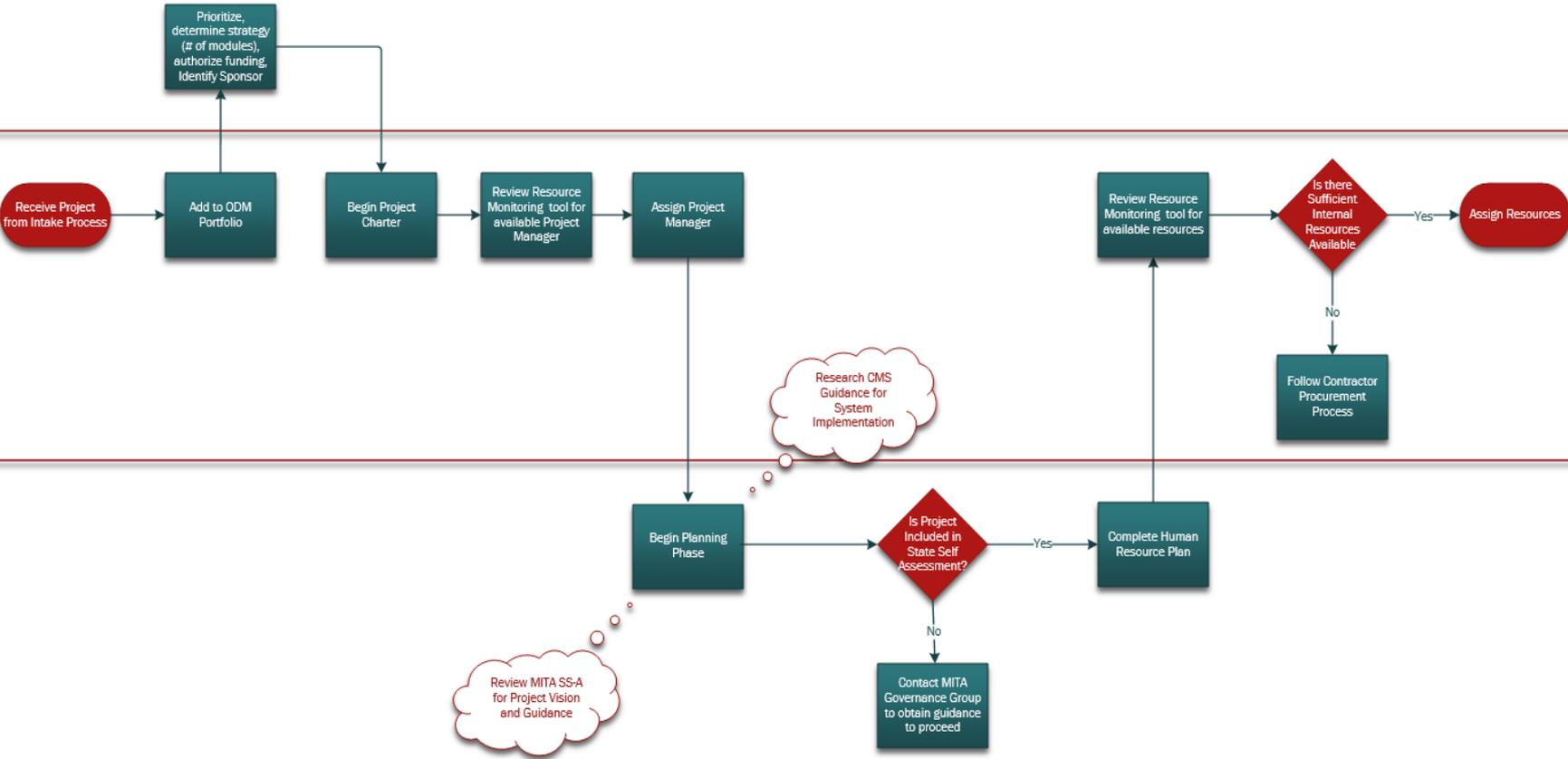
PMO Resource Planning Future State Map

Large Scale Projects (Program Level)

Governance Board (PMOG)

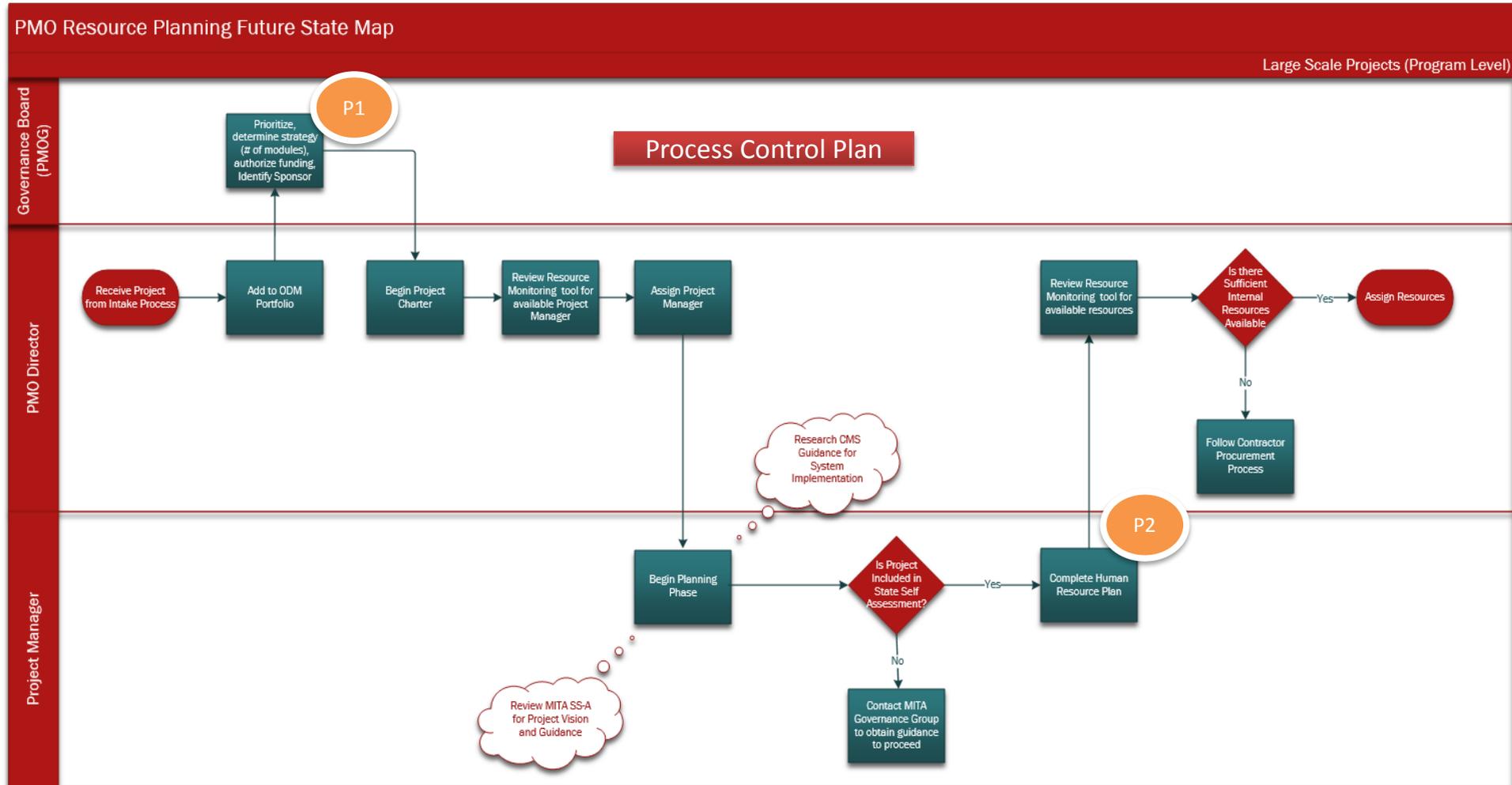
PMO Director

Project Manager



VERIFY

Detailed Process Map

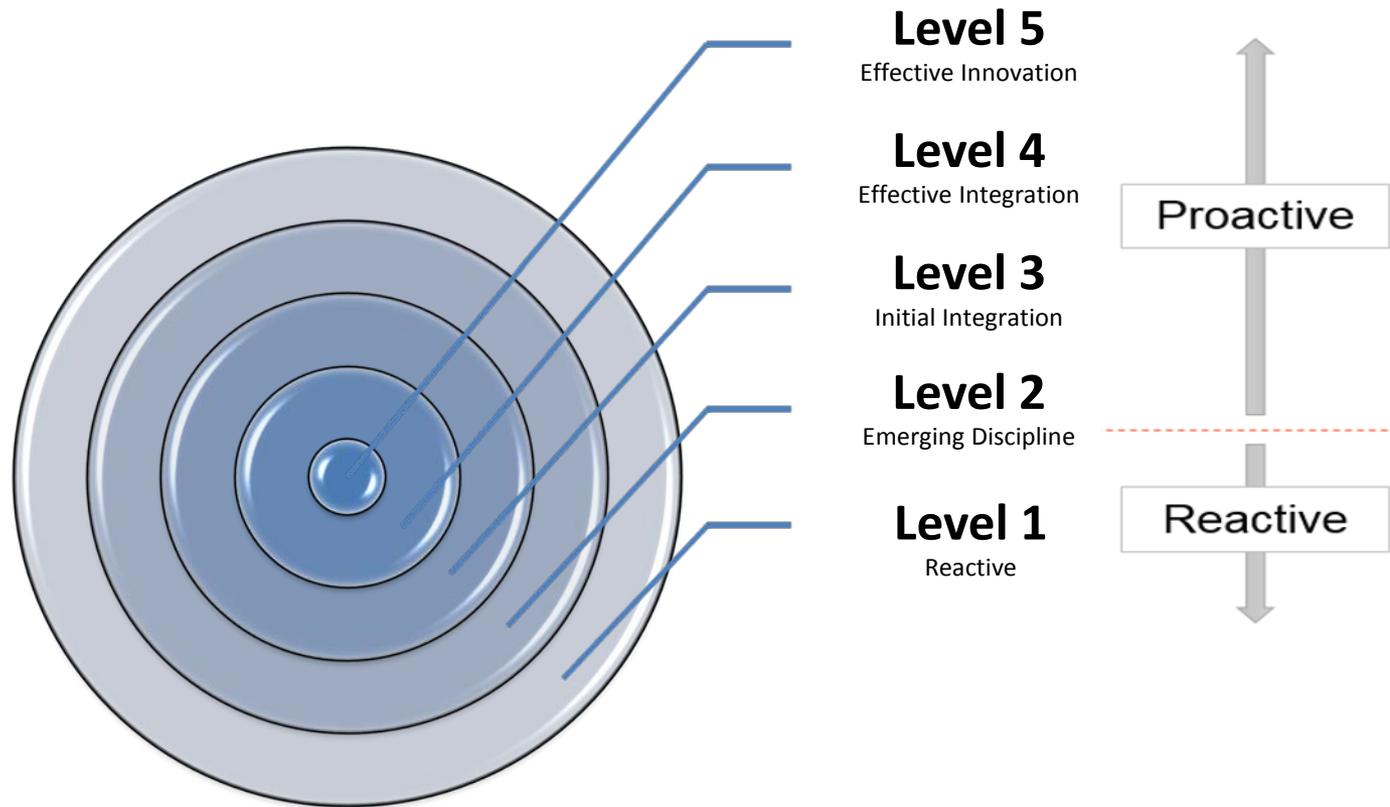


Measurements:

P1: Summary budget, Project Priority, Identified Sponsor, List of Stakeholders, Agency Strategy for Project.

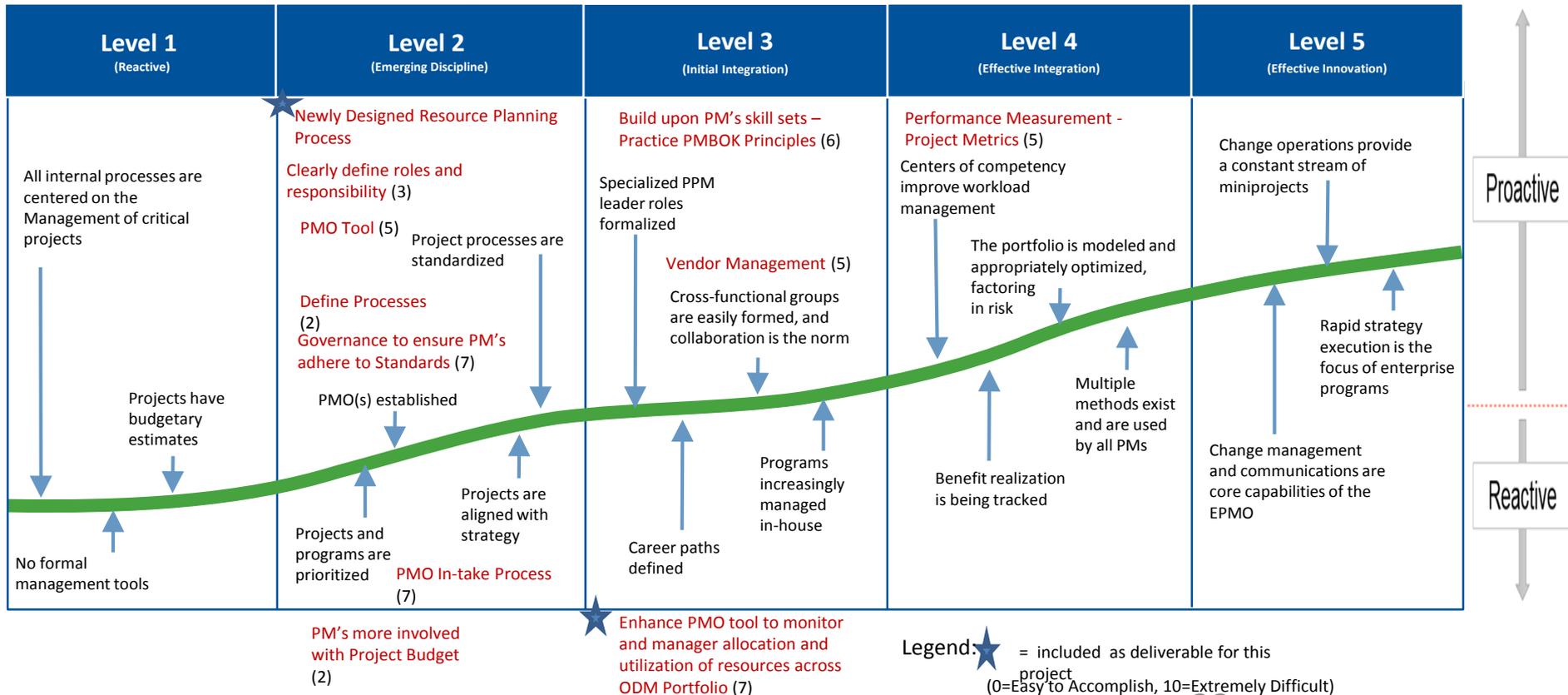
P2: Summary of CMS guidance, Summary of MITA SS-A vision and guidance. Defined roles and responsibilities for resources, Summary of how resources performance will be monitored and evaluated.

Resource Planning Accuracy is related to PMO Maturity Level



PPM Maturity Model Overview

Road Map of Recommendations for Improvement (Vital X's)



Questions/Comments

