



## Lean Six Sigma for Higher Education



### PROJECT CHARTER

|                             |                           |                               |                         |
|-----------------------------|---------------------------|-------------------------------|-------------------------|
| <b>Project Name</b>         | <b>Call Center</b>        |                               |                         |
| <b>Greenbelt Consultant</b> | <b>Alan Burstein</b>      | <b>Telephone Number</b>       |                         |
| <b>Champion</b>             | <b>Dennis Chamberlain</b> | <b>Master Black Belt</b>      |                         |
| <b>Start Date</b>           | <b>7/30/08</b>            | <b>Target Completion Date</b> | <b>January 31, 2009</b> |

| Element                        | Description  | Team Charter  |                                       |             |  |
|--------------------------------|--|---|---------------------------------------|-------------|--|
| <b>1. Process:</b>             | The process in which opportunity exists.   | Answering incoming calls.   |                                       |             |  |
| <b>2. Project Description:</b> | Describe the Project's Purpose and scope.  | Provide improved customer service by answering as many incoming calls as possible.          |                                       |             |  |
| <b>3. Objective:</b>           | What improvement is targeted and what will be the impact to the business?<br>1. Reduce abandoned calls<br><br>2.<br><br>3.<br><br>4. |   | <b>BSL<sup>1</sup></b>                | <b>GOAL</b> | <b>units</b>                                     |
|                                |  |   | <b>9.2%</b><br><b>(May-Aug, 2008)</b> | <b>5.0%</b> | <b>Per Cent of All Calls which are Abandoned</b> |
|                                |  |   |                                       |             |  |
|                                |  |   |                                       |             |  |
|                                |  |   |                                       |             |  |
| <b>4. Business Results:</b>    | What is the improvement in business performance anticipated and when?  | 1. Provide pertinent information to more customers in a timely manner. Three to six months. |                                       |             |  |
| <b>5. Team Members:</b>        | Who are the full-time members and any expert consultants?  | Larry Mitcham (Team Leader) ,Kecia Bennett, Ginny Hammond, Rori Herriage                    |                                       |             |  |
| <b>6. Project Scope:</b>       | Which part of the process will be investigated?  | <ul style="list-style-type: none"> <li>• Abandoned calls.</li> </ul>                        |                                       |             |  |



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|--|--|---|--|
| <b>7. Benefit to External Customers:</b> | Who is the <b>final</b> customer, what benefits will they see and what are their most critical requirements?                           | <ul style="list-style-type: none"> <li>• Students/Parents</li> <li>• Improved flow of information</li> </ul>  |  |
| <b>8. Schedule:</b>                      | Give the key milestones/dates.<br><br>D- Define<br><br>M- Measurement<br><br>A- Analysis<br><br>I- Improve/Implement<br><br>C- Control | Project Start<br><br>“D” Completion<br><br>“M” Completion<br><br>“A” Completion<br><br>“I” Completion<br><br>“C” Completion<br><br>Project Completion | 7/31/2008<br><br><ul style="list-style-type: none"> <li>• 7/31/2008: Project defined at Gordon’s First Wave Kickoff Workshop</li> <li>• 9/25/2008: Data Acquired and Analyzed in August and September and presented at September 25 workshop</li> <li>• 9/25/2008: Brainstorming and Fishbone Diagram (Policies, Procedures, People, Plant) completed at September 25 Workshop.</li> <li>• 4/17/2009: Improvements put into place in late 2008 and early 2009 and presented at April 17 workshop.</li> <li>• 4/17/2009: Data examined indicated significant progress toward goal; plans made to establish further monitoring and improvement.</li> </ul> 4/17/2009 |