

# Quality & Productivity Solutions, Inc.

Experts in Lean Six Sigma, Management Systems, Supply Chain, Project Management & Professional Development

# Semiannual

*focus*



*The QPS Institute Boardroom  
Photo courtesy of QPS*

## From the QPS Boardroom

### Director's Welcome

By Rita M. D. Lancellotta, B.S., B.A.

Last year was marked another busy and successful year for Quality & Productivity Solutions and the QPS Institute. I would like to express many thanks to Mr. Jay Patel, QPS President & CEO, whose passion for consulting and training was the driving force for such success.

Serving as Director during 2009 – 2010 allowed me the opportunity to witness such wonderful accomplishments. For example, QPS obtained recognition on several states' ETPLs (Eligible Training Provider Lists), resulting in working with each state's Department of Labor &

Training's One Stop Career Center system, further allowing it to expand and grow its Public Training division.

For this upcoming 2011 year, expect new programs and new events. Our strong interest in creating new, and slightly different, training programs that provide industry-recognized certifications, will be adding more variety, and more training selection options for future participants.

Like last year, another busy and successful year lies ahead!



*The QPS Institute Corporate Training Classroom  
Photo courtesy of QPS*

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*“Quality is not an act,  
it is a habit.” ~ Aristotle*



### NEW PROGRAMS

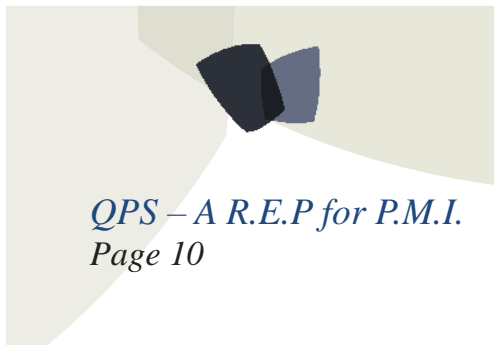
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*“Quality has to be caused, not  
controlled.” ~Philip Crosby*

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## QPS – Now Offering Agile!

THE QPS INSTITUTE - Registrations are now being accepted for Agile Certification programs! Learn about Agile - understand its features in planning, executing, monitoring and controlling, comprehend it and its differences to the traditional approach, and most importantly...gain its benefits!

### **Agile Certified Practitioner (PMI-ACP)<sup>SM</sup> Certification Preparation**

**Course 304.** This course follows PMI's Body of Knowledge and has been designed to understand the Agile fundamentals, processes, tools/techniques. It also prepares you for the PMI Agile Certified Practitioner (PMI-ACP)<sup>SM</sup> Exam.

**Duration.** 3 days

**Cost.** \$1,495 - includes class room materials

**Prerequisites.** Check PMI's ACP certification requirements

#### **Topics Covered.**

- ✓ Agile Framework and Terminologies
- ✓ Agile Manifesto
- ✓ 12 Agile principles
- ✓ Agile terms / iterative process
- ✓ Teamwork / collaboration / team performance
- ✓ Value Driven Delivery
- ✓ Prioritizing
- ✓ Gathering feedback / continuous improvement – the sprint retrospective
- ✓ Reduce risk through proof of concepts
- ✓ Stakeholder Engagement
- ✓ How Agile increases visibility
- ✓ Agile communication tools
- ✓ Adaptive planning
- ✓ Agile planning at multiple levels (strategic, release iteration, daily, etc)
- ✓ Problem detection and resolution
- ✓ Elements of risk management (risk estimation – team involvement)
- ✓ Traditional vs Agile (risk planning, identification, analysis, response, monitor & control)
- ✓ Continuous Improvement
- ✓ Improvement concepts, knowledge, tools and techniques
- ✓ Measure business results
- ✓ Achieve quality using Agile
- ✓ Improve using improvement tools and techniques

#### **Time**

9am-5pm

#### **2011 Sessions**

August 8-10

September 26-28

November 1-3

December 19-21

## BENEFITS OF AGILE METHODOLOGY



#### **Agile Benefit One**

More flexibility! The agile approach allows the ability to correct mistakes, keeping mistakes low, or in other words "refine your solution" through its adaptive team that responds to changing requirements.

#### **Agile Benefit Two**

Reduce project risks! The agile way lets you know very quickly if your project is off schedule and can provide control over what to do to get back on schedule, resulting in forecasting/predicting much better, preventing overruns of costs and explanations for long delays.

#### **Agile Benefit Three**

Visibility! Agile leaves no space for guesswork because it paves the way for a transparent management style, allowing you to see features being worked on. It allows you to use software after each iteration, resulting in verifying progress, rather than relying on the Gantt chart/critical path analysis.

#### **Agile Benefit Four**

Maximize Value! Because the agile approach provides continuous planning and feedback throughout development, it results in early delivery of value...and accelerates the delivery of initial business value!

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## AutoCAD & SolidWorks!



THE QPS INSTITUTE – Now offered together, this course is hands-on. Discussion, interaction and class exercises all help to understand the different aspects and learn the various areas of both AutoCAD & SolidWorks.

### AutoCAD & SolidWorks: Basics & Intermediate

**Course 340.** This course is designed to provide a background on AutoCAD & SolidWorks, together!

**Benefits.** Prepare to create 2D Drawings in AutoCAD & SolidWorks, and provide knowledge on AutoCAD & SolidWorks fundamentals and architecture. It provides the standard tools and features a host of tools to greatly increase speed and efficiency. It covers basic, intermediate, and advanced AutoCAD & SolidWorks. This is a hands-on course.

**Duration.** 5 weeks (100 hours total)

**Cost.** \$5,000 includes books

AutoCAD is used in many industries, such as mechanical engineering, civil engineering, architecture, facilities planning and management and is used by mechanical engineers, mechanical drafters, electro-mechanical technicians, mechanical engineering technicians, and any other professionals who deal with AutoCAD that are seeking certification.

#### Time

9am-5pm

#### 2011 Sessions

June 1-July 19, 2011

Aug 8-26, 2011

Oct 3-21, 2011

Dec 5-21, 2011



## SOLIDWORKS TOPICS COVERED

### AutoCAD Topics Covered:

- SolidWorks Introduction
- AutoCAD to & SolidWorks Transition
- New Topics in Latest SolidWorks Release
- SolidWorks Interface & File Management
- Basic: Sketching, Features & Part Design
- Assembly & Drawing Creation
- Advanced: Sketching & Features
- Mold Creation Tools & Surfacing Tools
- Weldment Design & Sheet Metal Design
- Advanced Assembly Techniques
- Top Down Assembly Design
- File Management with WorkGroup PDM
- Photorealistic Rendering with PhotoWorks & PhotoView 360
- Advanced Surfacing Techniques
- Preparation for CSWA & CSWP Certification
- Introduction to Simulation & Meshing
- Applying Loads & Restraints
- Simulation of Parts, Assemblies, Beams, Weldments & Results
- Introduction to Routing
- Routing Design & Documentation
- Tol Analyst

## AUTOCAD TOPICS COVERED

### AutoCAD Topics Covered:

- AutoCAD Introduction & Materials Overview
- AutoCAD Fundamentals
- Basic Templates & Features
- Working with Simple & Composite Solids
- Working with a User Coordinate System
- Exploring the AutoCAD & AutoCAD LT Interface
- Creating Your First Drawing
- Setting Up & Using AutoCAD's Drafting Tools
- Organizing Objects with Blocks & Groups
- Keeping Track of Layers & Blocks
- Editing & Reusing Data to Work Efficiently
- Mastering Viewing Tools, Hatches, & External References
- Introducing Printing, Plotting & Layouts
- Understanding Plot Styles
- Adding Text to Drawings
- Using Fields, Tables, Dimensions & Attributes
- Copying Existing Drawings into AutoCAD
- Advanced Editing and Organizing
- Layering Out Your Printer Output
- Making "Smart" Drawings with Parametric Tools
- Using Dynamic Blocks & Drawing Curves
- Getting & Exchanging Data from Drawings
- 2D Drawings & creating them from 3D Models
- Hands-on Exercises

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## QPS – Now Offering Human Resources Certification Programs

THE QPS INSTITUTE - Registrations are now being accepted for Human Resources Certification programs!

**Senior Professional Human Resources SPHR<sup>®</sup> Exam Prep.** Recommended for those who have worked as human resources professionals at exempt-level status for more than two years, and typically have managed other human resources professionals), this course has been designed to understand fundamentals, processes, tools/techniques in Human Resources and prepare for the SPHR<sup>®</sup> (Senior Professional Human Resources) Exam at the Human Resources Certification Institute (HRCI).

Duration: 5 days

\$2,500 – Materials + Instruction included.

HRCI Exam Fee reimbursed also!

### 2011 Sessions

June 20 – 24

July 18–22

Aug 9–12

Sep 5–9

Oct 10–14

**Professional Human Resources PHR<sup>®</sup> Exam Prep.** This course has been designed to understand fundamentals, processes, tools/techniques in Human Resources and prepare for the PHR<sup>®</sup> (Professional Human Resources) Exam at the Human Resources Certification Institute (HRCI).

Duration: 9 days

\$3,000 – Materials + Instruction included.

HRCI Exam Fee reimbursed also!

### 2011 sessions

June 20–30

July 12–22

Aug 2–12

Sep 5–15

Oct 10–20

### Topics Covered.

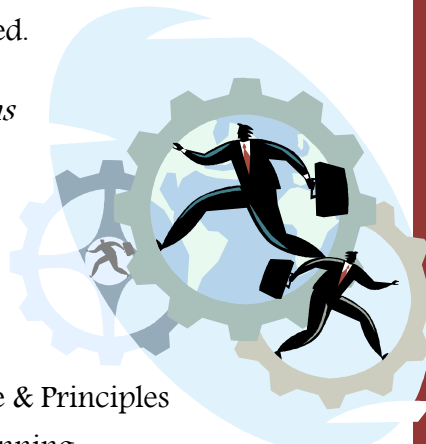
- ✓ HR: Body of Underlying Knowledge & Principles
  - ✓ Strategic Management / Planning
- ✓ Workforce Planning & Employment
  - ✓ Human Resource Development
    - ✓ Total Rewards
  - ✓ Employee & Labor Relations
    - ✓ Risk Management
- ✓ Practice questions & answers



## BENEFITS OF HUMAN RESOURCES CERTIFICATION

Validating your extensive knowledge of HR practices with certification results in:

- ❖ career advancement
- ❖ higher pay
- ❖ professional confidence
- ❖ competitive advantage in the job market



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## The Difference Between SPHR® & PHR® Certification

### PHR® Exam Prep – Professional Human Resources

**Prerequisites.** HR Background (recommended for individuals who have worked as a human resources professional at exempt-level status 2+ yrs.)

**Benefits.** Prepares you to pass the PHR® Exam

**Follows HRCI (Human Resources Certification Institute) BOK**

#### Content

- **HR: Body of Underlying Knowledge & Principles**  
Needs Assessment & Analysis, Adult Learning Process and Motivation Concepts, Core Third Party Contact Contract Management: RFP (Request for Proposals), Communication Strategies, Organizational Documentation Requirements (state/federal), Training Methods & Career Development, Leadership/Project Management Concepts, Diversity Concepts & Human Relations Concepts, HR Ethics/Professional Standards, Technology-Support HR Information Systems (HRIS), Qualitative / Quantitative Methods, Job Analysis/Descriptions, Change Management, HR Activities / Functions & Employee Records Management, Organizational Structures & Environmental Scanning, Methods of Assessing Employees, Basic Budgeting /Accounting / Risk Management Techniques
- **Strategic Management / Planning**
  - The HR Impact Model, HR Dimensions & HR Consulting
  - Client Management/Outsourcing, Environmental Scanning
  - Organizational Structure/Design/Partnership, Measuring HR Effectiveness
  - Ethics & Legislative Framework
- **Workforce Planning & Employment / Laws**
  - Equal Employment Opportunity & Legal Dimensions of Workforce Planning:
    - Title IV of Civil Rights Act & Executive Order 11246, 1965
    - AAPs (Affirmative Action Plans) & Age Discrimination in Employment Act (ADEA), 1967
    - Rehabilitation Act, 1973 & Pregnancy Discrimination Act, 1978
    - Vietnam Era Veterans Readjustment Assistance Act (VEVRAA), 1974
    - Uniform Guidelines for Employee Selection Procedures, 1978
    - Immigration Reform & Control Act (IRCA), 1986
    - Worker Adjustment And Retraining Notification Act (WARN), 1988
    - Americans with Disabilities Act (ADA), 1990
    - Civil Rights Act (CRA), 1991 & Congressional Accountability Act (CAA), 1995
  - Employment Life Cycle: Posting, Recruiting, Selection Process
  - Background Checks, Extending the Offer, Exit Interviews
  - Terminations (Involuntary, Voluntary, Constructive Discharge)
- **Human Resource Development**
  - Copyright Act of 1976, the Importance of ADDIE
  - Organization & Leadership Development, Performance Management
- **Total Rewards**
  - Benefits, Job Evaluation/Marketing Pricing/Base/Variable Pay, Pay Structures
  - Legislation / Laws related to Benefits / Compensation
    - Employee Retirement Income Security Act, (ERISA), 1974
    - Retirement Equity Act (REA), 1984 & Medicare & Unemployment Insurance (UI)
    - Consolidated Omnibus Budget Reconciliation Act (COBRA), 1985
    - Older Worker's Benefit Protection Act (OWBPA), 1990
    - Health Insurance Portability & Accountability Act (HIPPA), 1996
    - Mental Health Parity Act (MHPA), 1996 & Sarbanes – Oxley Act (SOX), 2002
    - Workers Compensation & Social Security Act (SSA), 1935
    - Revenue Act, 1978 & Family & Medical Leave Act (FMLA), 1993
    - Uniformed Services Employment & Reemployment Rights Act (USERRA), 1994
- **Employee & Labor Relations**
  - EEOC Filing Charges/Court & Employee Rights, Tort/Contract Doctrines
  - Unions, Collective Bargaining, Grievances, Strikes
- **Risk Management**
  - Occupational Safety & Health Act (OSH Act), 1970 & Mine Safety Health Act (MSHA), 1977, Drug-Free Workplace Act, 1988 & USA Patriot Act, 2001, Homeland Security Act, 2002 & Occupational Health, Safety, Security

### SPHR® Exam Prep – Senior Professional Human Resources

**Prerequisites.** HR Background (recommended for those who have worked as human resources professionals at exempt-level status for 2+ yrs. and typically have managed other human resources professionals.)

**Benefits.** Prepares you to pass the SPHR® Exam

**Follows HRCI (Human Resources Certification Institute) BOK**

#### Content

- **Strategic Management / Strategy Planning Process**
  - Environment Scanning, Understanding the Organization
  - Structure/Design/Partnership, Measuring HR Effectiveness
  - Role of HR in Organization Ethics & Legislative Framework / Role of HR
- **Workforce Planning & Employment / Laws**
  - Civil Rights Act of 1966, 1964 and 1991 & United States Constitution
  - Equal Pay Act (EPA), 1963 & Fair & Accurate Credit Transactions Act, 2003
  - Executive Order 11246 (1965), 11375 (1967), 11478 (1969)
  - Age Discrimination in Employment Act (ADEA), 1967
  - Consumer Credit Protection Act, 1968 Civil Rights Act (CRA), 1991
  - Fair Credit & Reporting Act, 1970 & Rehabilitation Act, 1973
  - Vietnam Era Veterans Readjustment Assistance Act (VEVRAA), 1974
  - Privacy Act of 1974 & Pregnancy Discrimination Act, 1978
  - Uniform Guidelines for Employee Selection Procedures, 1978
  - Immigration Reform & Control Act (IRCA), 1986
  - Worker Adjustment And Retraining Notification Act (WARN), 1988
  - Employee Polygraph Protection Act, 1988, Americans with Disabilities Act (ADA), 1990
  - Uniformed Services Employment & Reemployment Rights Act (USERRA), 1994
  - Congressional Accountability Act (CAA), 1995
  - Affirmative Action and Equal Employment Opportunity, Gender Discrimination
  - Workforce Planning, Talent Management, Job Analysis, Recruitment, Selection Process, Offers
  - Exit Interviews / Termination, Management of Employee Records
- **Human Resource Development**
  - Civil Rights Act, 1964, Age Discrimination in Employment Act, 1976
  - Copyright Act of 1976, Americans with Disabilities Act, 1990
  - Learning, Motivation, Performance Management, Career, Leadership & Organizational Dev.
- **Total Rewards**
  - Legislation / Laws Related to Benefits / Compensation
    - Workers Compensation, 1911+ & Family & Medical Leave Act (FMLA), 1993
    - Davis-Bacon Act, 1931 & Copeland Act, 1931
    - Social Security Act (SSA), 1935 & Walsh-Healy Public Contracts Act, 1936
    - Fair Labor Standards Act, 1938 & Portal-to-Portal Act, 1947
    - Equal Pay Act, 1967 & Employee Retirement Income Security Act, 1974
    - Revenue Act, 1978 & Consolidated Omnibus Budget Reconciliation Act, 1985
    - Health Insurance Portability and Accountability Act, 1996
  - Design / Development of Compensation System
    - Job Analysis & Job Evaluation, Pay Structure & Incentive Pay, Benefits
- **Employee & Labor Relations**
  - Employee & Labor Relations 1776 – Present & Sherman Anti-Trust Act, 1890 & Railway Labor Act, 1926, Norris-LaGuardia Act, 1932 & National Industrial Recovery Act, 1933 & Wagner Act, 1935 & Taft-Hartley Act, 1947 & Landrum-Griffin Act, 1959, Union Certification & Collective Bargaining Processes/Contract Administration: Grievances & Arbitration & NLRB ULP Complaint Process, Public Sector Employees & International Employees & Strikes, Employee Relations in Non-Union Environment & Discipline/Disputes
- **Risk Management**
  - Fair Labor Standards Act, 1938 & Occupational Safety & Health Act, 1970 & Superfund Amendments & Reauthorization Act of 1986 & Drug-Free Workplace Act, 1988 & OSHA Standards & Safety, Security and Occupational Health Programs

The QPS Institute • 225 Cedar Hill Street • Marlborough • MA • 01752

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## Summer & Fall 2011 Calendar

### ASQ Certifications

ASQ Certification Refresher Courses\* (any one certification) Call for schedule

### STATISTICS & SERVICE

Basic Statistics Using Excel (Software Provided) June 20-21 or August 22-23 or October 25-26  
Intermediate Statistics Using Minitab June 20-22 or August 22-24 or October 25-27  
Statistical Process Control June 20 or August 22 or October 25  
Design of Experiments Using Minitab June 13-15 or August 8-10 or October 11-13  
Lean Six Sigma Implementation for Service Organizations December 5-6  
Improving Customer Satisfaction December 7  
Implementing ISO 9001 for Service Industry November 8-9  
Facilitating Groups/Team Management November 3  
Team Management November 2  
Leadership and Change Management November 1  
Lean Six Sigma Implementation for Service Organizations April 11-12

### SUPPLY CHAIN

Lean Supply Chain July 13 or November 16  
Certified Supplier Auditor August 17-18 or November 10-11  
Outsourcing Management June 23 or November 3  
APICS Certified Supply Chain Prep August 17-19 & 24-26

### FDA RELATED

Auditing to ISO 13485 (Includes Process Auditing) August 15-16  
Risk Management/Analysis For Medical Devices/Pharma November 9  
Medical Devices Regulations/QSR November 7-8  
Process Validation November 10

### QUALITY SYSTEMS

Process Mapping & Process Management August 17 or December 15  
APQP/Control Plan Certification December 14  
Auditing to ISO/TS 16949 (Includes Process Auditing) December 9-10  
FMEA and Gauge R & R November 10  
Understanding and Implementation-TL 9000 November 7-8  
Implementation and Auditing to AS9100C and AS9110 (Includes Process Auditing) September 19-20, November 9-10

### \*NEW\*

#### *Agile Certified Practitioner (PMI-ACP)SM Certification Preparation*

August 8-10 or September 26-28 or November 1-3 or December 19-21

#### *AutoCAD*

**AutoCAD Basics, Intermediate & Advanced** Aug 8-26, Oct 3-21, Dec 5-21

#### *Human Resources*

**Professional Human Resources PHR® Exam Prep** July 12-22, Aug 2-12, Sep 5-15, Oct 10-20  
**Senior Professional Human Resources SPHR® Exam Prep** June 20 - 24, July 18-22, Aug 9-12, Sept 5-9, Oct 10-14

### PROJECT MANAGEMENT

**PMI Project Management (PMP®) Certification (Prep)** July 11-July 27, September 6-October 5, November 14-30  
**Fast Track PMP® Certification Prep** July 11-July 15, October 10-14, November 14-18, 2011  
**PMI Risk Management Professional (RMP®) Certification Prep** - July 11-July 15, October 10-14, November 14-18, 2011  
**PMI Scheduling (SP®) Professional Prep** July 11-July 15, October 10-14, November 14-18, 2011  
**MS Project – Understanding & Implementation** June 22-23, July 26-27, August 15-16, September 21-22, October 19-20, November 3-4

### LEAN SIX SIGMA

**Lean Six Sigma Management Overview** June 27 or September 12 or November 7  
**Champion Training** June 27-30 or September 12-15 or November 7-10  
**Lean Six Sigma Green Belt Certification** September 6-9 & 12-16 or November 1-4 & 7-11  
**Six Sigma Black Belt Certification** Starts every 2 months, next sessions start on July 5, September 6 and November 1  
**Design For Six Sigma Overview** June 20-21 or November 14-15  
**Design For Six Sigma (DFSS) Certification (Transactional or Product)** June 20-24 or November 14-18  
**Master Black Belt Certification** Can be started anytime!  
**Lean Six Sigma Black Belt Certification** Starts every 2 months, odd number months – contact for details.

### SOFTWARE

Deploying ISO 9001 for Software Organizations June 9-10 or October 20-21  
Developing and Deploying ISO 20,000 June 16-17 or October 18-19  
Documenting and Implementing ISO 27001 October 4-5

### ISO

Auditing to ISO 9001:2008 (Includes Process Auditing) November 16-17  
Implementing ISO 9001 for Service Industry November 8-9  
Deploying ISO 9001 for Software Organizations June 9-10  
Implementation and Auditing ISO 14001/OHSAS 18001 June 20-22 or November 14-15  
Developing and Deploying ISO 20,000 June 16-17  
Documenting and Implementing ISO 27001 May 12-13

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## QPS – A R.E.P. for P.M.I.

QPS is a Registered Education Provider (R.E.P) for the Project Management Institute (PMI). Being a R.E.P. allows QPS to issue PDUs for its project management related training because its content is formally recognized and consistent with PMI's global standards. QPS is also listed in the PMI Directory.

According to the PMI website, "placement in the directory confirms an organization's good standing" and that "it is approved to issue Professional Development Units (PDUs) for training courses and events." R.E.P. status reflects that QPS met high criteria that PMI requires from all potential R.E.P. applicants.

QPS exemplifies organizational maturity with its 15+ years experience of being in the training and consulting business, accompanied by its extensive client satisfaction track record. Its curriculum design process and content, in addition to its delivery methods, contain quality-driven characteristics that result in its high success rates of QPS participants passing PMI examinations.

QPS's commitment to education and training is highly considered by those seeking professional development when selecting a training provider and QPS's client satisfaction is the determining factor when they choose to train with QPS.



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## QPS FEATURE CASE STUDY

### *HEALTHCARE CLAIMS PROCESSING*

The management thought it was taking too long to process customer claims. They thought this because they really couldn't pin down the actual time, some people said 30 days and some said 60 days and most other department managers didn't really know. So we worked with teams for LSS Project. We trained several black belts and greenbelts then pulled some of the best people to work on the project. After developing a charter and define phase, we moved into the measure phase and did a value stream map of the process. We started in the mail room and tracked the process all the way to sending out a check. 162 days and a value stream map about 20 feet long. WOW!

Several other projects came out of this project; otherwise teams could have spent a year trying to fix everything. During the investigation the teams stumbled upon several quick fixes, one being in the shipping of the claims from the mail facility to headquarters to another facility for screening and back to headquarters. This was done because the person doing the screening for some special type of claims, left the company 3 years ago, but we still sent the claims to this person; nobody knew what to do with them and sent them back to headquarters. For three years we had been doing this and nobody raised a flag or asked why! STOP! This was taking an average of one week, quick fix, stop doing this!

After several projects addressing this process, we are down to averaging 30 days. Huge improvement, but teams are continuing to address and improve this process. The methodology creates a breakthrough improvement and then move to continuous improvement to maintain visibility and keep up the improvement approach. In the last few years, averaged \$5 million/year in savings.

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## Locations

### **THE QPS INSTITUTE**

**225 Cedar Hill Street • Marlborough • MA • 01752**

#### **\*BOSTON\***

**Massachusetts Training Location  
15 New England Executive Park  
Burlington, MA 01803**

#### **\*PROVIDENCE\***

**Rhode Island Training Location  
801 Greenwich Avenue  
Warwick, RI 02888**

#### **\*HARTFORD\***

**Connecticut Training Location  
1224 Mill Street - Building B  
East Berlin, CT 06023**

#### **\*CHARLOTTE\***

**North Carolina Training Location  
10225 Feld Farm Lane  
Charlotte, NC 28210**

#### **\*CHICAGO\***

**Illinois Training Location  
303 W Algonquin Road  
Mount Prospect, IL 60056**