PHASE 3: Starting the Journey (3-6 Months)						Current Date
Action/Gate	**Order**	**Status**	**Owner**	**Due Date**	**Note**	**Link to Supporting Info**
Complete action plans for all items on this phase checklist	1				Make sure to go over all the steps required in this phase. Many of them will need to be started earlier than the completion sequence would suggest. We recommend having an action plan created and maintained by the owner of each gate.	
Revise CI Roadmap for all subsequent phases	2				Update the general plan for phases 4-6 (created in Phase 2). Consider how aggressive your progress was in Phase 2 to recalibrate your expectations for upcoming phases.	
Establish steering committee	3				Consists of key executives, support team leaders (tooling, facilities, HR, IT), and subject matter experts. Meets as needed to develop/revise continuous improvement plan. Steering committee can be set up to support entire company, or specific departments/facilities, depending on size. Focus should be on integrating CI into a business system and on using it to meet strategic goals. It should also assess the success of CI efforts.	

Action/Gate	Order	Status	Owner	Due Date	Note	Link to Supporting Info
PHASE 3: Starting the Journey (3-6 Months)						*Current Date*
Create continuous improvement group	4				This team will include the program leader, resource team, and internal consultants. It will have oversight over the day-to-day operation of the Business Management System. Assign part time support staff initially (will help develop processes and will support training needs). As demand grows, hire permanent staff to support the program leader. May also include temporary group members as a pass-through development assignment for leadership positions.	
Begin policy deployment process	5				PD Matrices, PD Bowlers, and PD Action Plans should be created throughout this phase. They should be started early, and may continue while other tasks are completed. Will require several iterations (catchball). NOTE: Full use of PD will start in Phase 4. Phase 3 is for setup and learning.	**Policy Deployment Training Module**
Pilot area(s) designated	6				Must have support of leaders and team members in the pilot area. May require trading personnel to build committed team(s). Should have one shop floor and one office pilot area. Consider additional pilot areas if needed (i.e. fabrication area and assembly line) in larger companies.	**Lean Office Overview**

PHASE 3: Starting the Journey (3-6 Months)						Current Date
Action/Gate	**Order**	**Status**	**Owner**	**Due Date**	**Note**	**Link to Supporting Info**
ID potential resource team members	7				Consider moving potential resource team members to pilot areas to get a head start on Lean education. Begin assigning this group to project teams to assess their potential as resource team members.	
Establish metrics process	8				This is a relatively simple step, but formalize the details. This step is as much about getting leaders on board as it is about developing processes and training. Consider how metrics will be collected, managed, displayed, and used.	**Managing with Metrics** **KPI Bowler**
Start identifying key metrics					Will be ongoing. Complete current year's list of metrics prior to end of phase. You will have company metrics, department metrics, and metrics for individual production areas (i.e. defect rate, line stop, etc.)	
Leader rollout training	9				Training program for managers and frontline leaders. Should start developing this program early in the phase to make sure it is ready when needed. Update training as company-specific processes are developed.	**CI Leadership Modules**

PHASE 3: Starting the Journey (3-6 Months)						*Current Date*
Action/Gate	Order	Status	Owner	Due Date	Note	Link to Supporting Info
Begin developing problem solving training program	10				Start developing/procuring problem solving training to use as a core of the program. Update it as new processes are developed. Problem solving tools are generally universal, but it is good to include company-specific reference and processes when possible.	**Phase 3 Modules (Includes Problem Solving)**
Create training plan for phase					Training plan should support CI roadmap. Include who gets trained, who does the training, what will be taught, when it will be taught, and how to judge its effectiveness.	
Update hiring plan to support CI roadmap					May require revisions to budget developed in Phase 2. Consider the impact of future improvements on productivity and sales when creating long-term hiring plan.	
Visual management standards established	11				Standardize floor markings, color codes, shelf location labels, etc.	**Visual Management Module**
Begin 5S					May require adding materials and tools to project area established in Phase 2. Mobile 5S carts are recommended.	**5S Module**
Create pilot andon light/line stop program	12				Include response/escalation process. Make sure to include data collection and follow up on the problems that cause the andon lights to be used.	

PHASE 3: Starting the Journey (3-6 Months)						Current Date
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Revise job descriptions with continuous improvement included	13				Create expectation that improving processes is part of the job.	
Update managers' and leaders' goals with CI targets and job descriptions in mind					Should use catchball process to get mutual agreement. Be aggressive, but make targets fair and attainable.	
Create employee proficiency management system	14				Create a means to track employee training. Should include CI and other general training (leadership, computers, etc.) as well as training in specific processes. Should include training records, goals/targets, requirements, training plan, and a record of demonstrated proficiency. Also include a refresher plan for perishable skills.	
Post KPI Boards	15				Use standard format and post in all work areas.	**Working with Metrics**
Complete problem solving training program	16				Must have a strong group of problem solvers available when projects ramp up in Phase 4. This starts somewhat late in the phase so as to be able to include the company-specific processes that are develop in earlier gates. The development of this program should start very early in the phase.	**Problem Solving Module Group** **PDCA Module** **Data Collection Module** **Root Cause Analysis Module** **Run Charts Module** **Pareto Charts Module** **Flow Charts Module** **Cause and Effect Module**

| PHASE 3: Starting the Journey (3-6 Months)						*Current Date*
Action/Gate	**Order**	**Status**	**Owner**	**Due Date**	**Note**	**Link to Supporting Info**
Frontline team CI orientation training	17				Basic overview training. (Specific skills training should be done based on current/future role or as just-in-time training when there is a specific need.) Train entire team, and set up new-hire training program.	
Complete policy deployment documents and establish monthly review process.	18				Monthly PD meetings begin fully in Phase 4 once teams have rudimentary skills. Conduct a few monthly reviews during Phase 3 to set up the processes and establish the format.	
Do proficiency review to close out phase.	19				Review your team's proficiency in the gates/concepts of Phase 3. Progress in future phases will be difficult if you have not mastered Phase 3.	

Member Version

VALUE PACKS

Phase 3 Enterprise Pack
Phase 3 Module Pack
Phase 3 Video Pack
Phase 3 Audio Pack
Phase 3 DVD Pack
Phase 3 Reference Pack

Revision Date: 2/21/2017
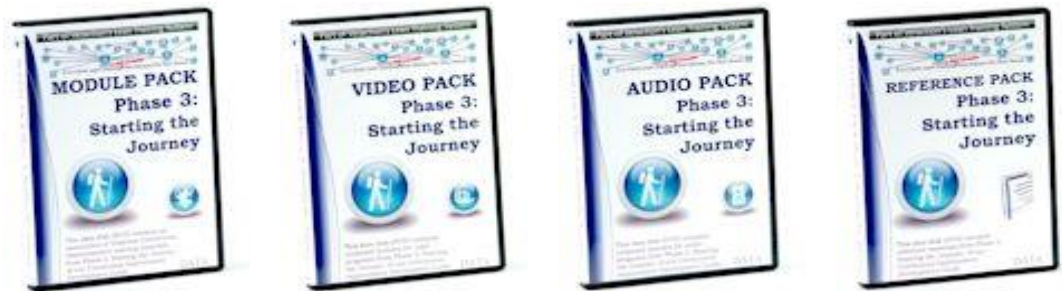
Phase packs and full version of this form are available at www.velactionstore.com. "All Phase" value packs are also available.