



## Six Sigma DMAIC Improvement Story

*Green Belt* Project Objective:  
To Increase Percentage of Eligible Residential  
Customers Served by PWWM

*Last Updated: 11-29-12 (full)*

*For Six Sigma,  
it's worth it.*

Team: ***The Empire Strikes Back***

Pamela Payne (Co-Team Ldr) Teresa Fuentes-Smart (Co-team Ldr)

Amy Horton-Tavera

Stacey McDuffie

Paul Mauriello

Bill Busutil

Ray Scher (Sponsor)

Chris Rose (Sponsor)



# Six Sigma Problem Solving Process

The team utilized the 5-Step DMAIC problem solving process.

## DMAIC Performance Improvement Process

Process Step		Description of Team Activities
Number	Name	
1	DEFINE	<ul style="list-style-type: none"> <li>• Select Problem</li> <li>• Identify Project Charter</li> <li>• Develop Project Timeline</li> <li>• Establish Method to Monitor Team Progress</li> <li>• Construct Process Flowchart</li> <li>• Develop Data Collection Plan</li> <li>• Display Indicator Performance “Gap”</li> </ul>
2	MEASURE	<ul style="list-style-type: none"> <li>• Stratify Problem (i.e. “Gap”)</li> <li>• Identify Problem Statement</li> </ul>
3	ANALYZE	<ul style="list-style-type: none"> <li>• Identify Potential Root Cause(s)</li> <li>• Verify Root Cause(s)</li> </ul>
4	IMPROVE	<ul style="list-style-type: none"> <li>• Identify and Select Improvement(s)</li> <li>• Identify Barriers and Aids</li> <li>• Develop and Implement Improvement Plan</li> <li>• Confirm Improvement Results</li> </ul>
5	CONTROL	<ul style="list-style-type: none"> <li>• Standardize Improvements within Operations</li> <li>• Implement Process Control System (PCS)</li> <li>• Document Lessons Learned</li> <li>• Identify Future Plans</li> </ul>



# Select Problem

Management reviewed many problems using a selection Matrix.

Project Selection Matrix

Problem(s)	Customer (Internal or External)	Selection Criteria			
		A Impact on Customer (Accuracy/ Cost /Timeliness)	B Need to Improve (Performance Gap)	Supports Miami Dade Strategic Goal(s)? Y/N	C=A*B Overall
1 Too high of waste transfer costs	Diposal Haulers (Int/Ext)	4	2	Y	8
2 Too high of waste collection costs	Rate Payers (External)	2	2	Y	4
3 Disposal: Tipping fees not adequately covering all of disposal costs	Haulers Internal/External	3	4	Y	12
4 Too many retroactive change orders associated with capital construction	Board	5	2	Y	10
5 Vendors (construction) take too long to get paid	Vendors (External)	4	4	Y	16
6 Capital construction projects not getting done quickly enough (especially length of time to launch project)	Internal/External	1	4	Y	4
7 Poor efficiency of the cart maintenance program	Residential Cust (External)	3	3	Y	9
8 Too many residential developments/households are not being served by PWWM (but that should be served, by code)	External/Internal	3	5	Y	15
9 Efficiency of PWWM operations needs to be improved including accounting for seasonality	R&B Customers (External)	3	4	Y	12
10 Public Works' Road & Bridge op's teams need to be more efficient/effective (e.g. generalist versus specialist teams)	R&B Customers (External)	3	2	Y	6
11 Road & Bridge (Public Works)- pothole routing needs to be optimized.	R&B Customers (External)	3	2	Y	6
12 Public Works' Road & Bridge operations needs to be more efficient/effective	R&B Customers (External)	3	4	Y	12
13 Discipline process takes too long (especially on Waste Mgmt side)	Mgmt & Empls (Internal)	3	1	Y	3

Rating Scores: 5= Extreme 3= Moderate  
4= High 2= Low 1=None

“Unserved Residential Collections” was the second highest rated problem and was one of 3 problems assigned by management.



# Identify Project Charter

The team developed a team Project Charter.

Project Charter		2. <input checked="" type="checkbox"/>
<b>Business Case</b>	<b>Project Name:</b>	<b>To increase Percentage of Eligible Residential Customers Served by PWWM</b>
	<b>Problem/Impact:</b>	There are significant numbers of new residential eligible customers that are not currently being served by PWWM. These residential customers are not benefiting from the PWWM services available to them. Lost revenue to the county and loss of waste stream control also result. Determining the extent of the problem is part of the team's charter. All revenue sources contribute toward the calculation of Net Operating Revenue, which is used to determine our compliance with debt service coverage requirements (i.e. repayment of principal and interest on bond debt). Our debt service requirement is annual Net Revenues at or above 120% of annual debt service cost. If we fall below 120% debt service coverage we will be in violation of our bond covenant (technical default on bonds), which would likely result in a bond rating downgrade, triggering higher financing costs. <span style="float: right;">1. <input checked="" type="checkbox"/></span>
	<b>Expected Benefits:</b>	Increased collection revenue would further insulate the department from failure to meet the 120% debt service coverage requirement. Increased revenue for County; increased customer satisfaction; improved process for preventing eligible residential customers from missing out on PWWM services.
<b>Objectives</b>	<b>Outcome Indicator(s)</b>	Q1- % of Eligible New Residential Collection Accounts established by PWWM
	<b>Proposed Target(s)</b>	Target=TBD
	<b>Time Frame:</b>	July 2012 through Nov 2012
	<b>Strategic Alignment:</b>	Supports the County's Business Plan
<b>Scope</b>	<b>In Scope:</b>	New Eligible Residential Customers within County service areas
	<b>Out-of-Scope:</b>	Commercial Customers or residential Customers outside service Area
	<b>Authorized by:</b>	Ray Scher; Chris Rose
<b>Team</b>	<b>Sponsor:</b>	Ray Scher; Chris Rose
	<b>Team Leader:</b>	Pamela Payne, Teresa Fuentes-Smart
	<b>Team Members:</b>	Amy Horton-Tavera, Stacey McDuffie, Paul Mauriello, Bill Busutil
	<b>Process Owner(s):</b>	Pamela Payne
	<b>Mgmt Review Team:</b>	Ray Scher; Chris Rose; Kathleen Woods-Richardson
<b>Schedule</b>	<b>Completion Date:</b>	30-Nov-12
	<b>Review Dates:</b>	Monthly and Final Review in November 2012
	<b>Key Milestone Dates:</b>	See Action Plan



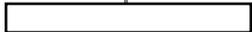
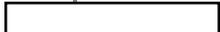
# Develop Project Timeline Plan

The team developed a timeline plan to complete the Project.

4. 

<b>Legend:</b>	
	= Actual
	- Proposed

## WHAT: Complete DMAIC Story Project by Nov 30, 2012

DMAIC Story Process Step	WHEN					
	2012					
	Jul	Aug	Sep	Oct	Nov	Dec
<b>1. Define</b>	 		Completed 8/31/12			
<b>2. Measure</b>	 		Completed 8/31/12			
<b>3. Analyze</b>		 	Completed 9/25/12			
<b>4. Improve</b>			 	10/30/12		
<b>5. Control</b>					11/30/12	



# Monitor Team Progress

The Team and Management used a Checklist to monitor team progress.

DMAIC Story Checkpoints		
PLAN	Step 1 Define	<b>Objective: Demonstrate the importance of improvement needs in measurable terms.</b>
		1. The stakeholders' need(s) were identified. ✓
		2. The problem can be described as an "object" with a "defect" with unknown cause(s) that need to be identified. ✓
		3. A line graph outcome indicator was constructed that appropriately measures the problem (or gap). ✓
	Step 2 Measure	<b>Objective: Investigate the features of the indicator, stratify the problem and set a target for improvement.</b>
		4. A schedule for completing the five DMAIC Story steps was developed. ✓
		5. Data contained or directly linked to the indicator were stratified from various viewpoints (i.e., what, where, when and who) and a significant dataset was chosen. ✓
		6. A target for improvement was established based on the stakeholders' need. ✓
	Step 3 Analyze	<b>Objective: Analyze the stratified data to identify and verify the root causes.</b>
		7. The impact of the target on the indicator was determined. ✓
		8. A problem statement that describes the "remaining dataset" was developed. ✓
		9. Cause and effect analysis was taken to the root level. ✓
DO	Step 4 Improve	<b>Objective: Develop and implement countermeasures to eliminate the verified root causes of the problem.</b>
		10. Potential causes most likely to have the greatest impact on the problem were selected. ✓
		11. A relationship between the root causes and the problem was verified with data. ✓
		12. The impact of each root cause on the gap was determined. ✓
	Step 5 Control	<b>Objective: Confirm that the countermeasures taken impacted the root causes and the problem; and that the target has been met.</b>
		13. Countermeasures were selected to address verified root causes. ✓
		14. The method for selecting the appropriate countermeasures was clear and considered effectiveness and feasibility. ✓
		15. Barriers and aids were determined for countermeasures worth implementing. ✓
CHECK	Step 4 Improve	<b>Objective: Evaluate the team's effectiveness and plan future activities.</b>
		16. The action plan reflected accountability and schedule. ✓
		17. The effect of countermeasures on the root causes was demonstrated. ✓
		18. The effect of countermeasures on the problem (or indicator) was demonstrated. ✓
	Step 5 Control	<b>Objective: Prevent the problem and its root causes from recurring. Maintain and share the gains.</b>
		19. The improvement target was achieved and causes of significant variation were addressed. ✓
		20. The effect of countermeasures on the indicator representing the stakeholders' need was demonstrated. ✓
		21. A method was established to document, permanently change, and communicate the revised process or standard. ✓
ACT	Step 5 Control	<b>Objective: Evaluate the team's effectiveness and plan future activities.</b>
		22. Responsibility was assigned and periodic checks scheduled to ensure compliance with the revised process or standard. ✓
		23. Specific areas for replication were identified. ✓
		24. Any remaining problems (or gaps) were addressed. ✓
ACT	Step 5 Control	<b>Objective: Prevent the problem and its root causes from recurring. Maintain and share the gains.</b>
		25. Lessons learned, P-D-C-A of the Story process, & team growth were assessed & documented. ✓

✓ Team identified an indicator; developed a Flowchart and a Spreadsheet  
 ✓ Paretos and Histograms  
 ✓ Single Case Bore; Fishbone ; RC Verification Matrix  
 ✓ Countermeasures Matrix; Barriers and Aids; Action Plan  
 ✓ Line Graph  
 ✓ Process Flowchart; Process Control Chart  
 ✓ Lessons Learned



# Hidden Costs of Unserved Residential Collections Customers

The team collected info on hidden costs of Unserved Customers.

- |  | <u>Annual Revenue Lost</u> |
|--|----------------------------|
| <b>1. Lost County Revenues,</b>                              |                            |
| <b>a. 2508 Customers for 2011 (Average \$400 lost ).....</b> | <b>\$1,003,200</b>         |

*Note: The incremental cost to serve these additional accounts is very low (e.g. we are already out in area collecting waste) therefore, it is very cost effective to collect this waste.*

## Contributing Factors:

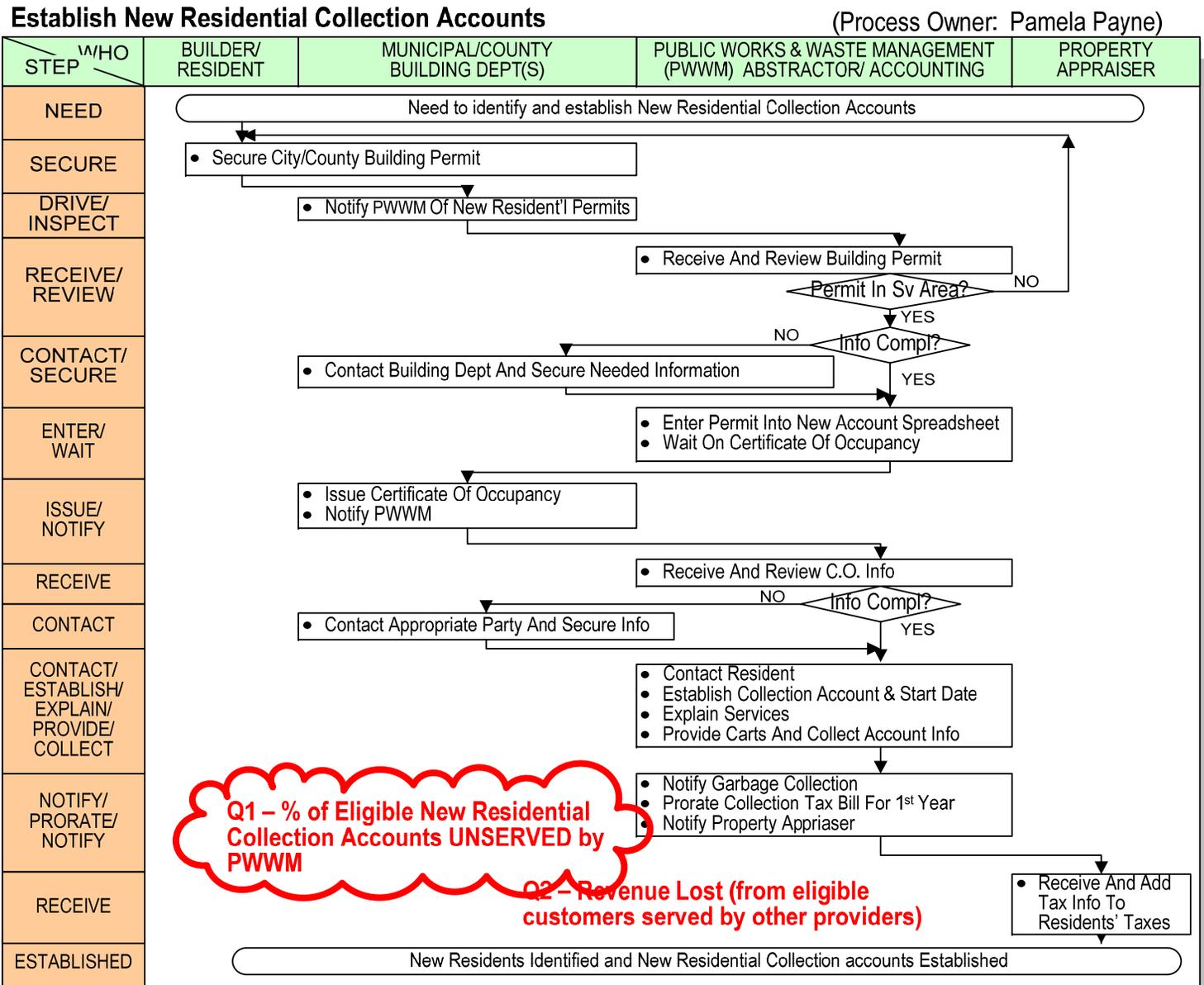
- a. City of Aventura
- b. City of Doral
- c. Municipalities Incorporated since 1996
- d. UMSA



# Review Process Flow Chart

The team constructed a Process flow chart describing the Process.

The team next looked at data needed to display the Q1 Indicator.



Copy (1) of DMAIC\_Story\_Miami Dade\_Residential Collections\_Flowchart\_7-14-12.vsd 9/1/12



# Identify Data Collection Needs

The team developed a data collection spreadsheet to collect indicator and demographic data...

Active Strategy PWWM New Residential Collections Summary															MIAMI-DADE COUNTY		
BCB (Each Row is an UNSERVED but Eligible New Residential Collections Customer)															As of: 9/1/12		
Line #	DEMOGRAPHICS														ESTIMATED DURATION		OUTCOMES
	B	C	E	F	G	H	I	J	K	L	M	N	O	P	AG	Months	AW = AU*\$30
Customer Name	Folio	Building Square Footage	County Land Use Code CLUC (text)	Units	Municipality	ZIP-CODE	address	fee code Number	SWM Account	Lot Size	Sq Footage/Acres	Status	SLUC	Bldg Year	Age of Bldg (Years)	Equivalent Revenue Lost	Comments
		Avg			Avg					Avg			Avg Yr	Totals			
		2662.1			1.2					7086.0			27.0	\$29,697,033			
1	100 SP L	30401301	6267	multifamily	4	UMSA	33155 5838 DEVON	30	11352558	11397	SQ FT	Cancel	0800	2011	1	\$439	
2	ACTION	30691800	1433	residential	1	UMSA	0 22601 SW 17	30		14.02	ACRES		6000	2011	1	\$439	
3	ARI GER	30413105	2436	townhouse	1	UMSA	33143 7471 SW 56	30		2123	SQ FT		0400	2011	1	\$439	
4	ARMAND	32201400	8382	residential	1	Miami La	33014 15890 W PRE	32	10675075	39037	SQ FT	Cancel	0100	2011	1	\$439	
5	CARLOS	30413105	2436	townhouse	1	UMSA	33143 7520 SW 56	30		2090	SQ FT		0400	2011	1	\$439	
6	CHRISTI	35300701	2025	townhouse	1	Doral	33178 11245 NW 87	35		1517	SQ FT		0400	2011	1	\$439	

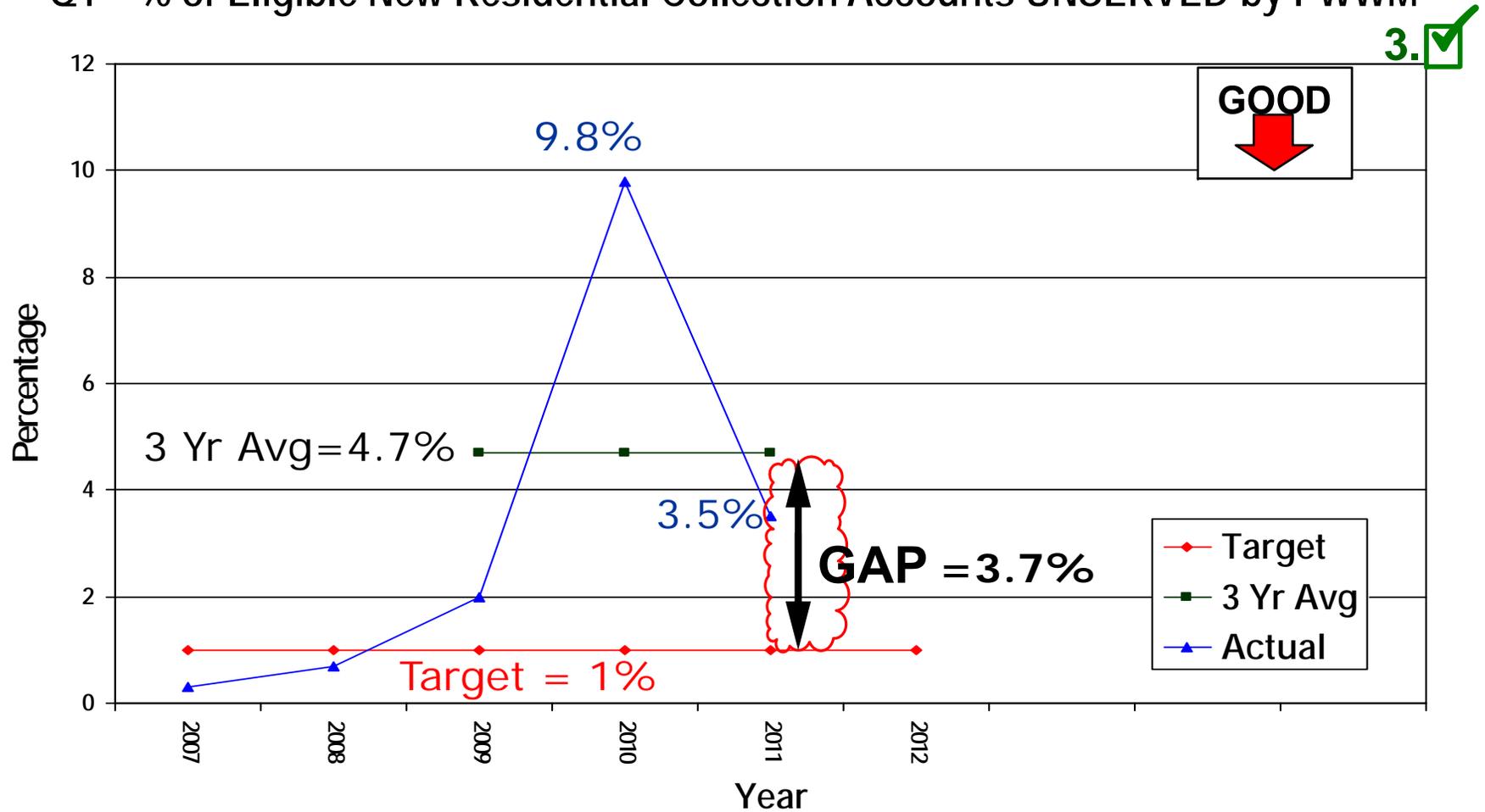
The team next looked at recent Q1 indicator performance.



# Review Selected Indicator

The team collected indicator data and reviewed performance trends:

Q1 – % of Eligible New Residential Collection Accounts UNSERVED by PWWM



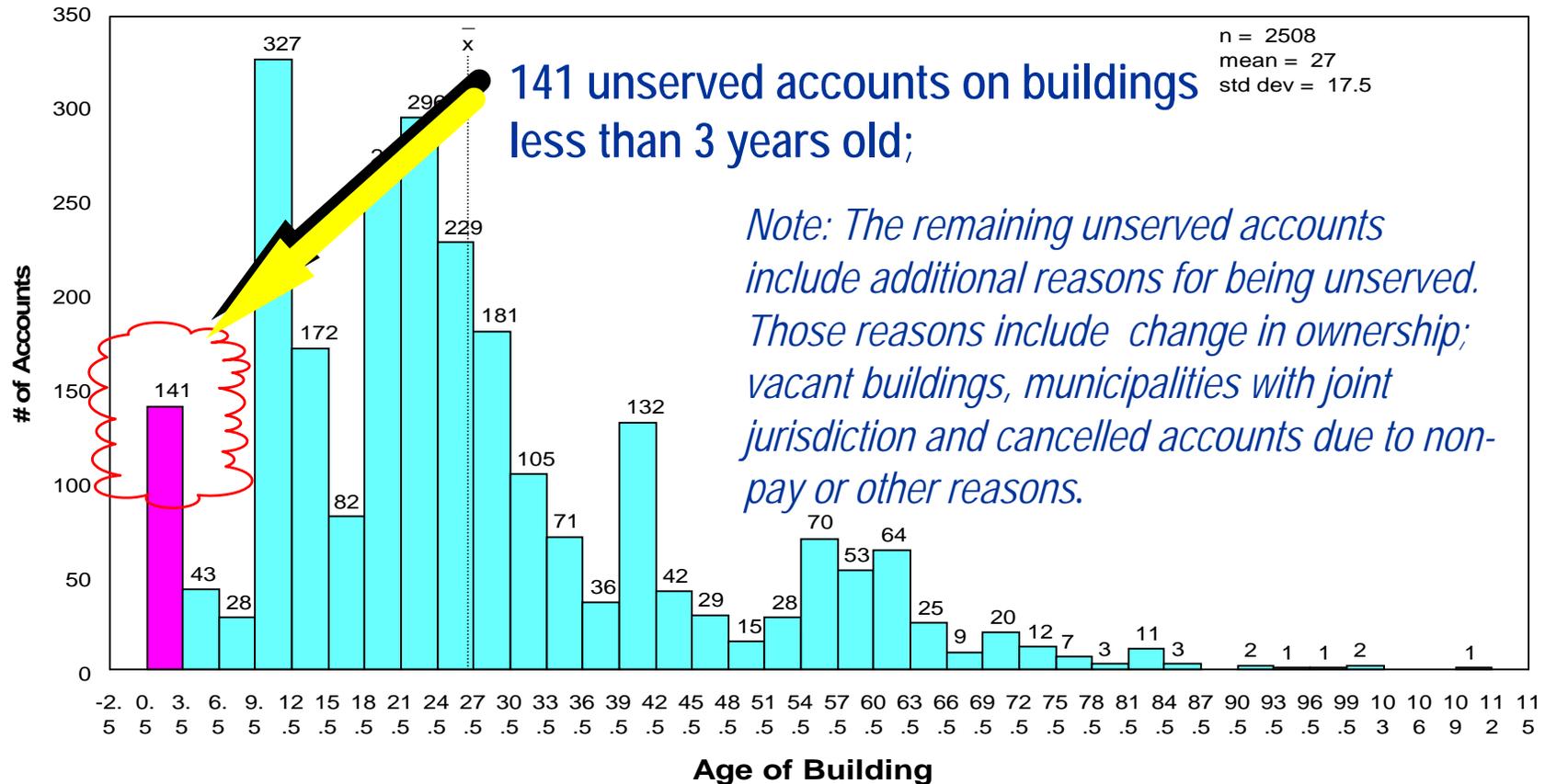
The team looked closer at the all current Unserved Accounts.



# Stratify the Problem

The team stratified all of the eligible unserved accounts many ways and found...

**Unserved PWWM Residential Accounts  
as of August 2012**



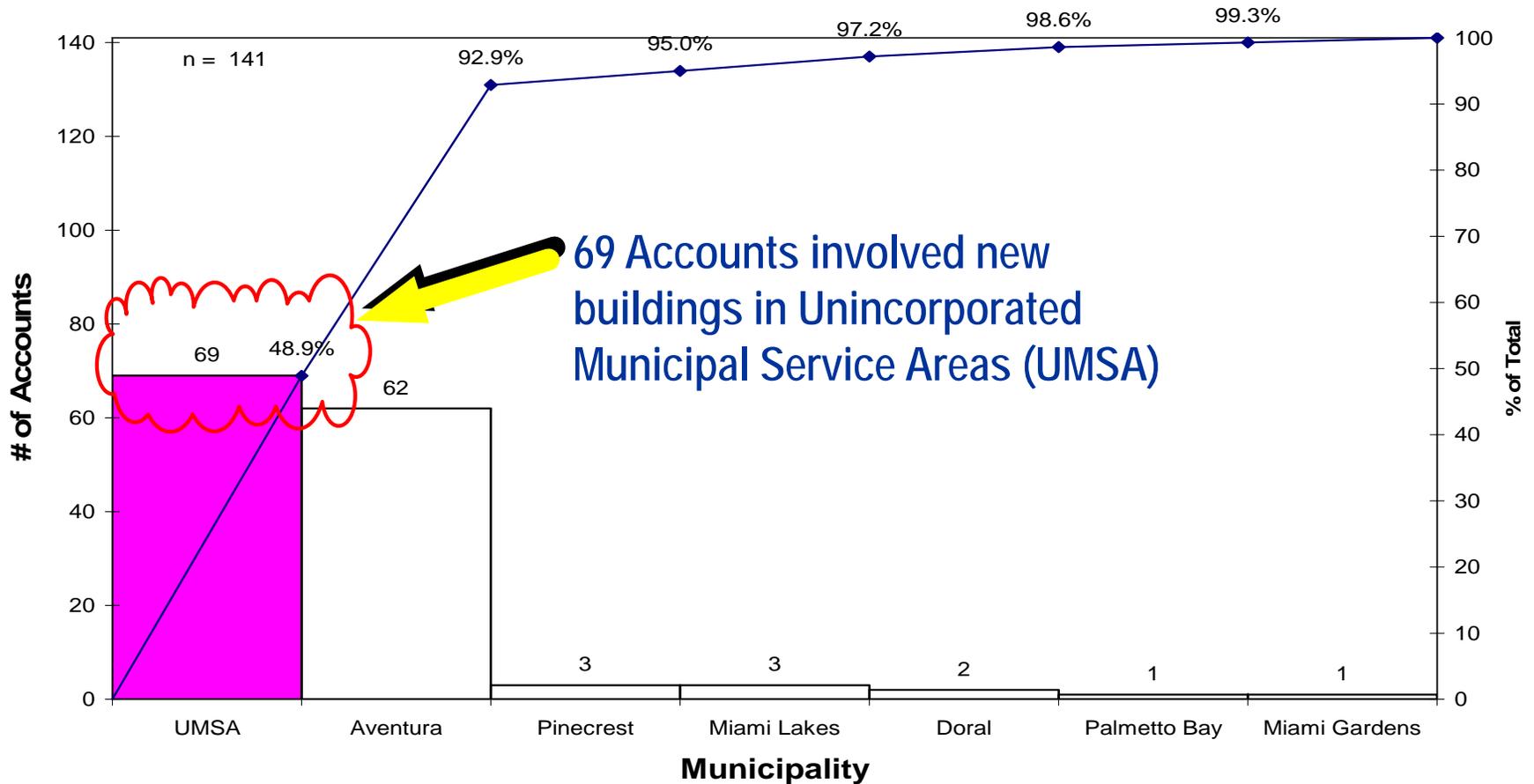
The team decided to focus 1<sup>st</sup> on fixing the process that allowed these 141 new buildings (and others) to become unserved accounts. After the process is fixed, the team will focus on reducing the accumulated unserved accounts



# Stratify the Problem

The team stratified the 141 unserved new accounts many ways and found...

**Unserved Miami-Dade County PWWM Residential Accounts as of Aug 2012  
for Buildings built on or after 2009**



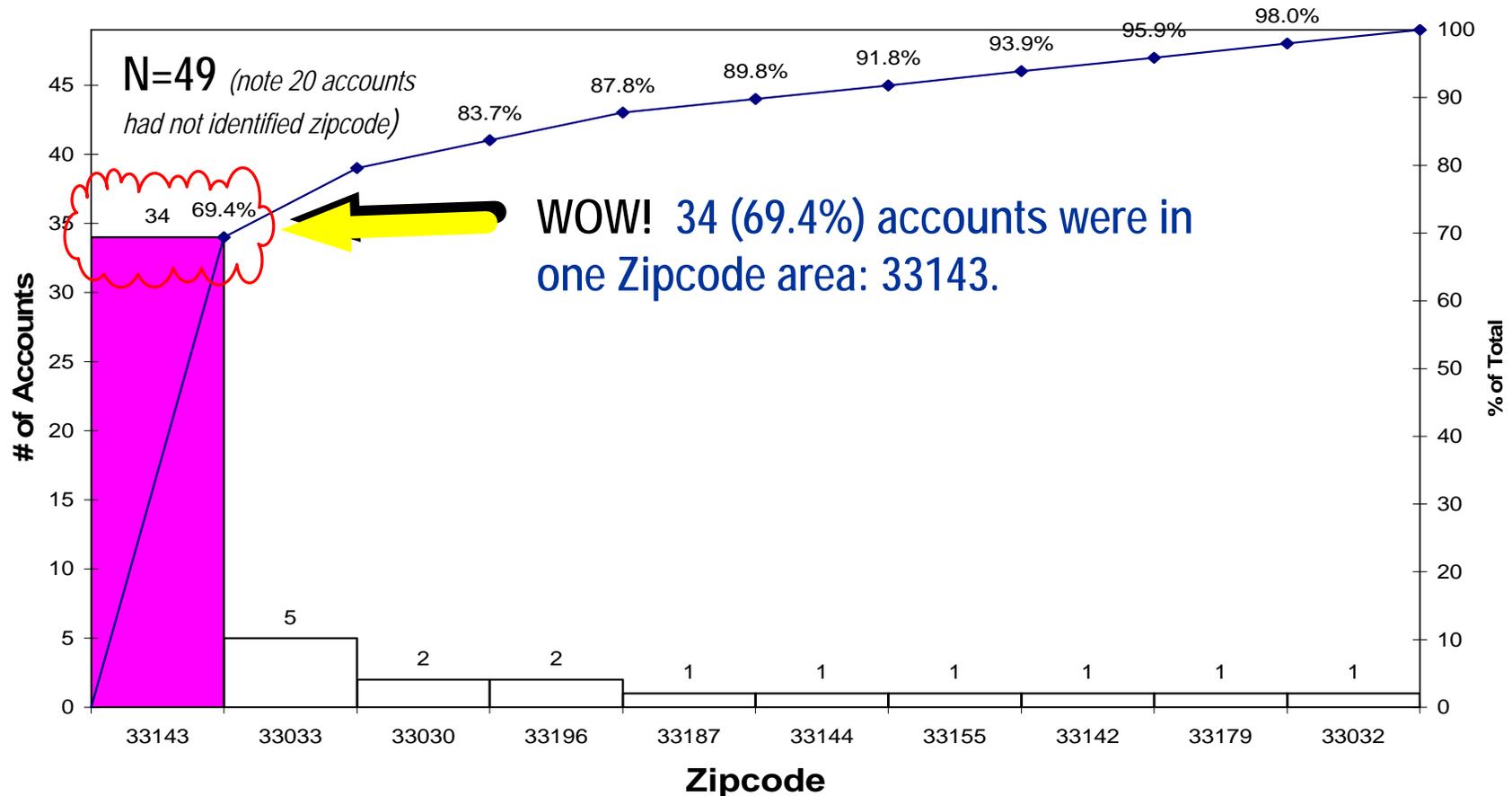
The team looked closer at these 69 UMSA accounts involving recently built residential dwellings.



# Stratify the Problem

The team stratified the 69 UMMA unserved accounts many ways and found...

Unserved Miami-Dade UMMA PWWM Residential Accounts as of Aug 2012  
for Buildings built on or after 2009



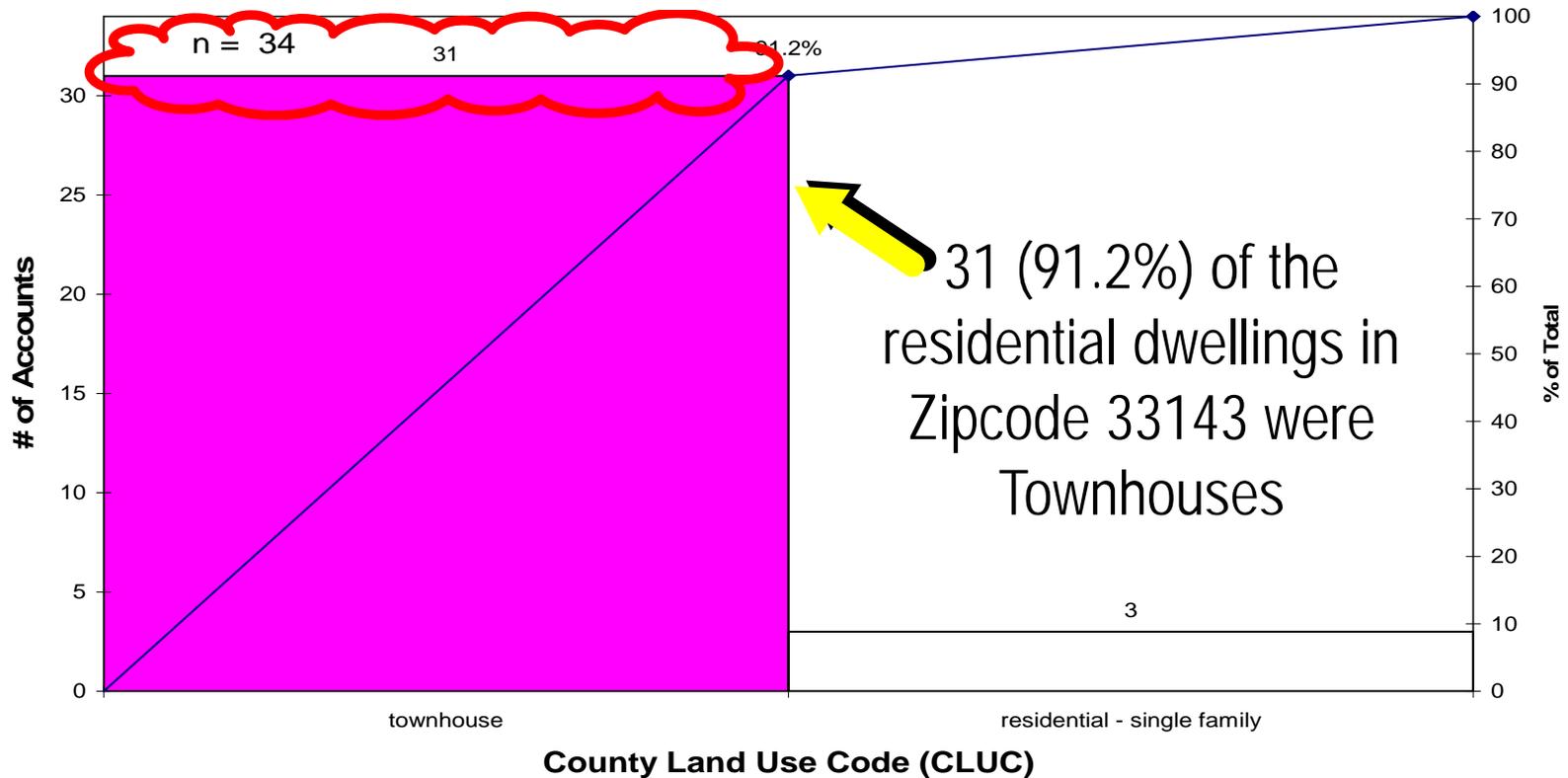
The team looked closer at these 34 Accounts in zipcode 33143.



# Stratify the Problem (Continued)

The team stratified the 43 Removals many ways and found... 5.,6.,7.,8. 

Unserved Miami-Dade UMSA PWWM Residential Accounts in Zipcode 33143 as of Aug 2012 for Buildings built on or after 2009



Problem Statement: *"31 Residential Townhouse Accounts in UMSA within Zipcode 33143 as of Aug 2012 for buildings built during or after 2009 were served by a provider other than PWWM"*



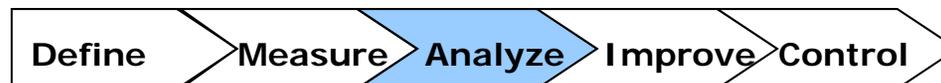
# Identify Potential Root Causes

The team sampled 20 of the 31 Townhouse accounts, reviewed internal documentation and interviewed involved staff before conducting the Single Case Bore Analysis.

**Problem Statement: "31 Residential Townhouse Accounts in UMSA within Zipcode 33143 as of Aug 2012 for buildings built during or after 2009 were served by a provider other than PWWM"**

Reasons or Factors <i>(That possibly contributed to PWWM not serving these accounts)</i>	Sampled 20 of the 31 Unserved Townhouse Accounts																				Total	Percentage
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20		
1) No process in place at Building Dept. to notify PWWM Accounting of Temporary CO issuance	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	20	100%
2) Private Hauler Provider in Area	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	20	100%
3) PWWM/Building do not inform developers of Code requirements	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	20	100%
4) PWWM does not systematically inform haulers of service area restrictions	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	20	100%

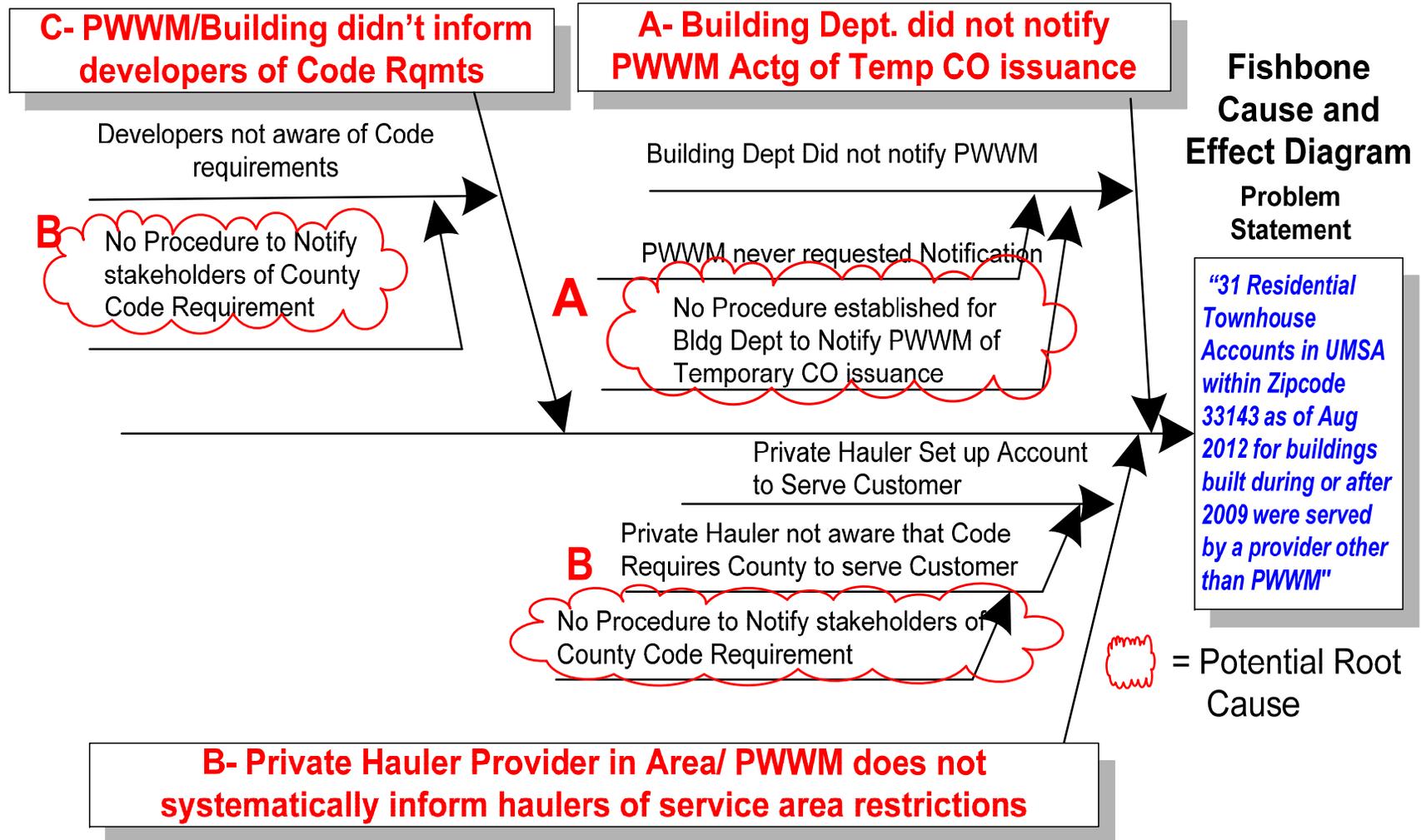
The team next looked closer at all of these factors.



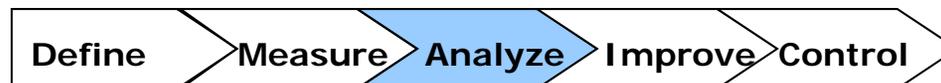
# Identify Potential Root Causes

The team completed Cause and Effect Analysis and found...

9.,10. 

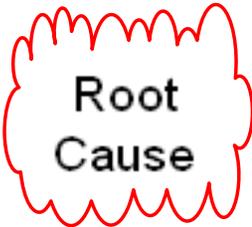


The team next looked to verify these two (2) Potential Root Causes.

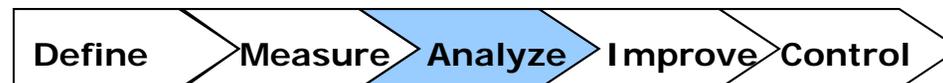


# Verify Root Causes

The team collected data to verify the root causes and found.... 11.,12. 

Root Cause Verification Matrix		
Potential Root Cause	How Verified?	Root Cause or Symptom
<b>A</b> No Procedure established for Bldg Dept to Notify PWWM of Temporary CO Issuance	Team reviewed the Procedures for both COs and Temporary COs and found there is only a procedure for COs	
<b>B</b> No Procedure to Notify stakeholders of County Code Requirement	Reviewed current Outreach activities and found that no County Department Hilites and discusses the Code Requirements for Collections within the county (Stakeholders include Developers and Haulers)	

...both were validated as root causes.



# Identify and Select Countermeasures

13.,14. ✓

The team brainstormed many countermeasures and narrowed them down to these for evaluation:

### Countermeasures Matrix

Problem Statement	Verified Root Causes	Countermeasures	Legend:			
			4-Extremely Effective	3-Moderately Effective	2-Insufficient	1-Not Effective
			Ratings			Take Action? Yes/No
Effectiveness	Feasibility	Overall				
<p>"31 Residential Townhouse Accounts in UMSA within Zipcode 33143 as of Aug 2012 for buildings built during or after 2009 were served by a provider other than PWWM"</p>	<p><b>A - No Procedure established for Bldg Dept to Notify PWWM of Temporary CO Issuance</b></p>	<p><b>A1- Establish Procedure for County Building Dept to notify PWWM at time of Temp CO</b></p>	4	4	16.00	Y
		<p><b>B1- Require Notification at pre application conference</b></p>	4	4	16.0	Y
	<p><b>B - No Procedure to Notify stakeholders of County Code Requirements</b></p>	<p><b>B2- Provide Reminder at time of Building Permit</b></p>	4	3	12.0	Y
		<p><b>B3- Provide Reminder to Developer at time of Temporary CO / CO and selected Temporary CU / CU</b></p>	4	3	12.0	Y
		<p><b>B4- Require Hauler Notification (with Acknowledgement Sign-off) at time of Hauler Permit</b></p>	3	5	15.0	Y
		<p><b>B5- Require Verification that "No Eligible County Resident is on Hauler List" when Hauling Permits are renewed</b></p>	5	3	15.0	Y
		<p><b>B6- Conduct Outreach to Developer and Hauler Industry Groups</b></p>	3	4	12.0	Y
		<p><b>B7- Incorporate Reminders in Developer workshops at MDPIC</b></p>	3	5	15.0	Y

The team selected 8 countermeasures for implementation.



# Identify Barriers and Aids

The team performed Barriers and Aids analysis on the selected Countermeasures.

Countermeasure(s): Implement 9 Countermeasures to increase Collections Accounts				
Barriers			Aids	
Impact (H, M, L)	Forces against Implementation		Forces For Implementation	
M	1)	Push Back from Bldg Div /RER/CAO <i>(Supported by Aid:A)</i>	A)	Management very supportive of team's efforts in saving costs
M	2)	Limited Staff availability <i>(Supported by Aid:A,B,C)</i>	B)	Higher level of service to customers
M	3)	IT issues may be difficult with Legacy systems <i>(Supported by Aid:A,C)</i>	C)	Beneficial Revenue Impact on PWWM
H	4)	Push Back from Haulers <i>(Supported by Aid:A, D)</i>	D)	Enforcement Authority in Law

The team next sought to incorporate this analysis into the team's Action Plan.



# Develop and Implement Action Plan

Legend:  
 = Actual  
 = Proposed

The team implemented an Action Plan for the team's Countermeasures.

16. 

WHAT: Implement 9 Countermeasures to increase Collection Accounts

HOW	WHO	WHEN							
		2012				2013			
		Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
<b>1. Develop Countermeasures:</b>									
<b>A1- Establish Procedure for County Building Dept to notify PWWM at time of Temp CO (Use Mgmt email showing support)</b>	PWWM Ast Dir/ RER/Actg Div/ Teri				11/30/12				
<b>B1- Conduct Outreach to Developer and Hauler Industry Groups</b>	PWWM PIO/ Stacey/ RER								
<b>B2- Require Notification (with Acknowledgement Sign-off) at Concurrency Application (Use Mgmt email showing support)</b>	PWWM Ast Dir/ RER/ Teri				11/30/12				
<b>B3- Require Notification (with Acknowledgement Sign-off) at IMPACT Fee Application (Use Mgmt email showing support)</b>	PWWM Ast Dir/ RER/ Teri				11/30/12				
<b>B4- Provide Reminder at time of Building Permit (Mgmt email showing support)</b>	PWWM Ast Dir/ RER/ Teri				11/30/12				
<b>B5- Require Hauler Notification (with Acknowledgement Sign-off) at time of Hauler Permit (Use Mgmt email showing support)</b>	PWWM Ast Dir/ Enforcement				11/30/12				
<b>B6- Require Verification that "No Eligible County Resident is on Hauler List" before Hauling Permits are granted or renewed (Use Mgmt email showing support)</b>	PWWM Ast Dir/ Enforcement/ CAO								
<b>B7- Provide Reminder to Developer at time of Temporary CO / CO (Mgmt email showing support)</b>	PWWM Ast Dir/ RER/Teri				11/30/12				
<b>B8- Incorporate Reminders in Developer workshops at MDPIC (Use Mgmt email showing support)</b>	PWWM Ast Dir/ PIO/RER				11/30/12				
<b>2. Secure Management Approval of Countermeasures (share benefits and cost savings)</b>	Team								
<b>3. Communicate/Train PWWM Staff in Countermeasures and related policies/procedures (share benefits and cost savings)</b>	Team								
<b>4. Implement Pilot for Countermeasures</b>	Team								
<b>5. Review Pilot and determine Benefits and adjust as necessary and present results to management</b>	Team								
<b>6. Establish On-going responsibilities and standardize countermeasures into operations</b>	Team								

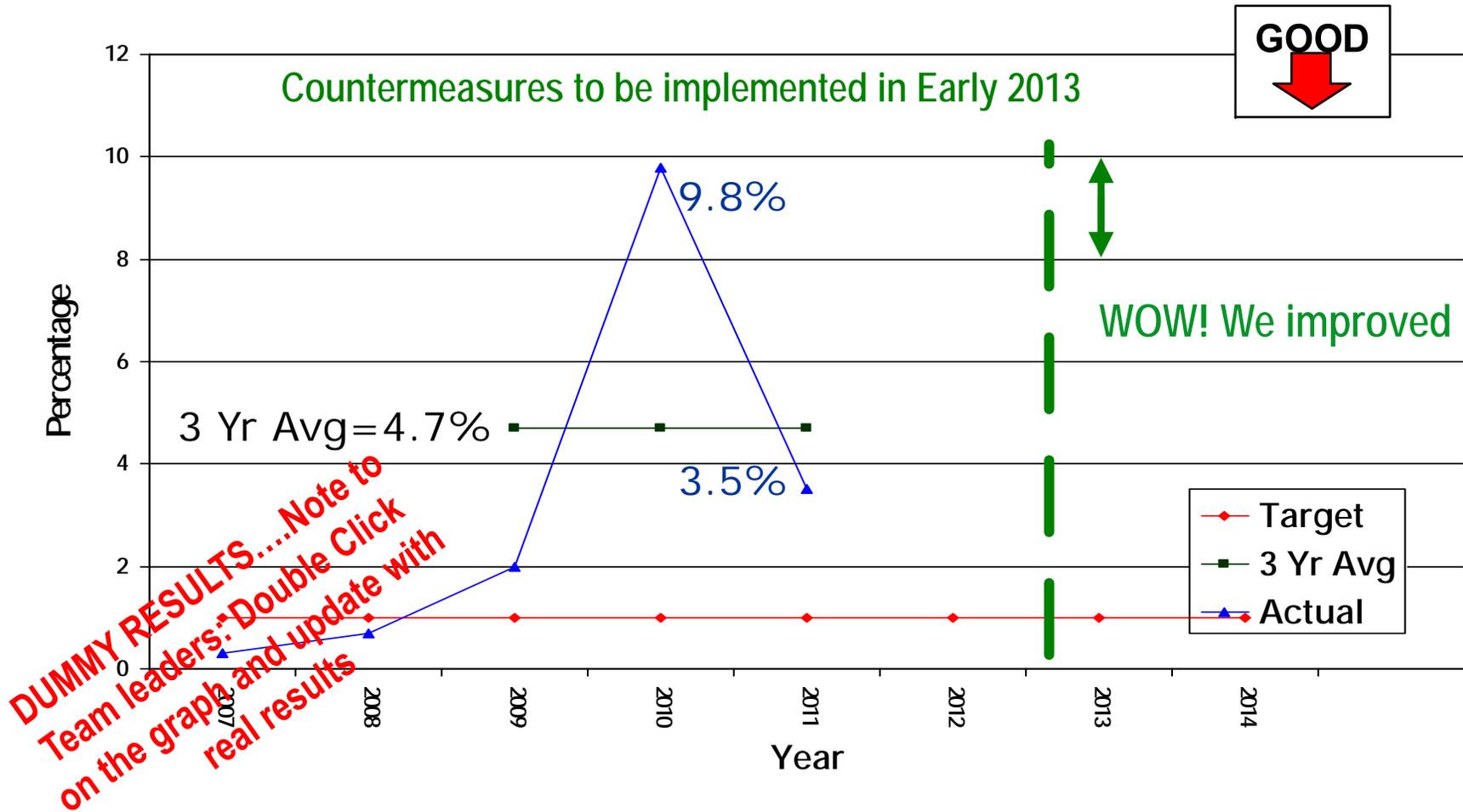


# Review Results

17.,18.,19.,20. 

The team collected indicator data and reviewed results of it's countermeasures

Q1 - % of Eligible New Residential Collection Accounts UNSERVED by PWWM



The team was encouraged by the results and will continue to monitor the countermeasures.



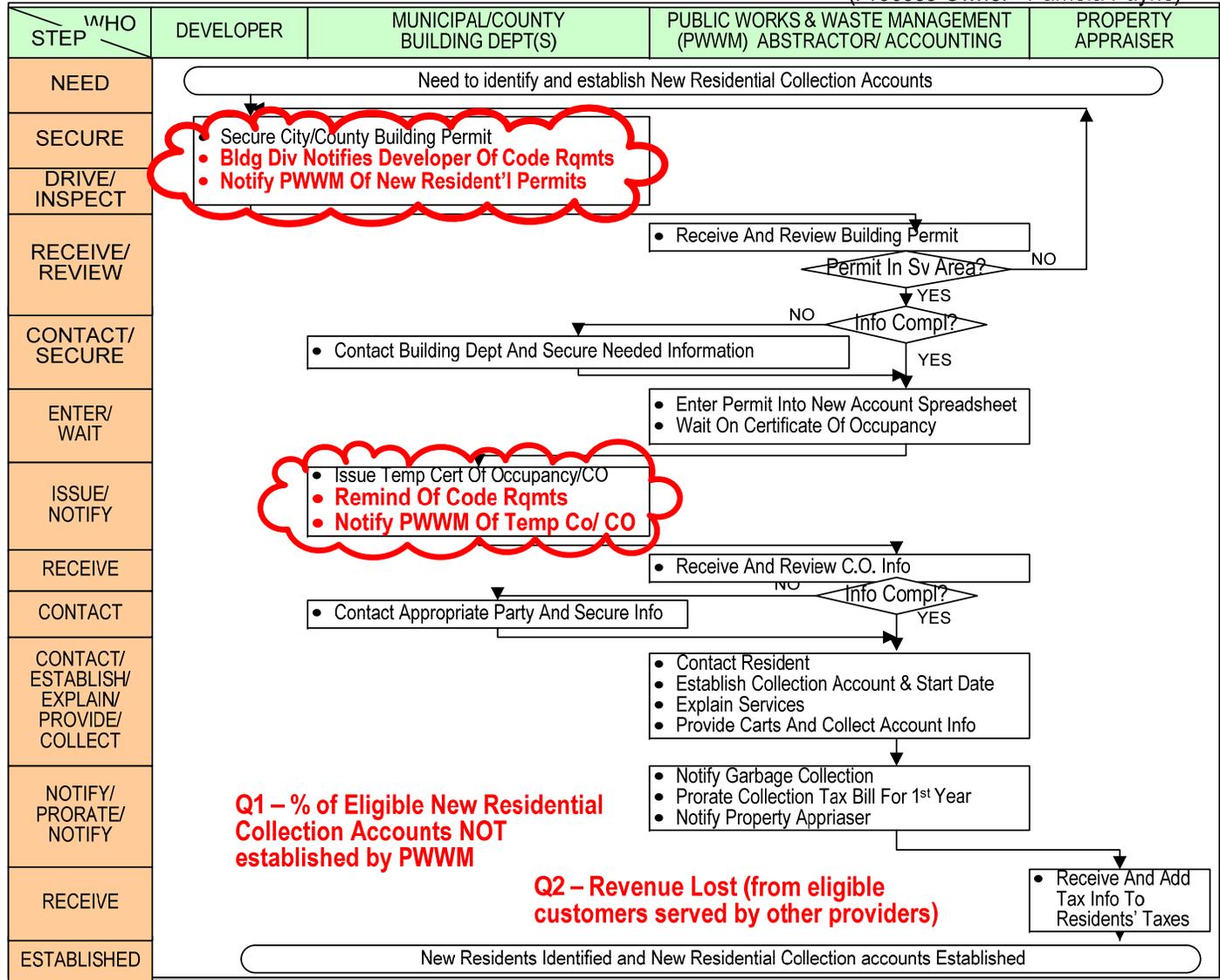
# Standardize Countermeasures

21.,22.,23. ✓

The team revised indicators and incorporated the improvements into the Process flowchart.

## Establish New Residential Collection Accounts

(Process Owner: Pamela Payne)



DMAIC\_Story\_Miami Dade\_Residential Collections\_Flowchart\_9-25-12.vsd 9/25/12

The team looked to standardize the Indicator monitoring



# Standardize Countermeasures

21.,22.,23. ✓

The team Developed a Process Control System (PCS) to monitor the process on-going.

Process Control System						
<b>Process Name:</b> Establish New Residential Collection Accounts			<b>Process Owner:</b> Pam Payne			
<b>Process Customer:</b> PWWM/ ratepayers/ External Customers being served			<b>Critical Customer Requirements:</b> Timely Notification of Code Requirements of eligible households			
<b>Process Purpose:</b> Sign up new eligible households for Collection Services			<b>Current Sigma Level:</b> TBD		<b>Outcome Indicators:</b> Q1, Q2	
Process and Quality Indicators			Checking / Indicator Monitoring			Contingency Plans / Misc. • Actions Required for Exceptions • Procedure References
Process Indicators	Control Limits	Data to Collect	Timeframe (Frequency)	Responsibility		
And						
Quality Indicators	Specs/ Targets	What is Checking Item or Indicator Calculation	When to Collect Data?	Who will Check?		
Q1	% of Eligible New Residential Collection Accounts NOT established by PWWM	1%	100*(# of Eligible New Residential Collection Accounts NOT established by PWWM)/(# of Eligible Accounts)	Annual	Acctg in Conjunction with IT	• PWWM log
Q2	Revenue Lost (from eligible customers served by other providers)	TBD	Revenue Lost (from eligible customers served by other providers)	Annual	Acctg in Conjunction with IT	• PWWM log

Approved: \_\_\_\_\_ Date: \_\_\_\_\_ Rev #: \_\_\_\_\_ Rev Date: \_\_\_\_\_

The team looked ahead to the future.



# Identify Lessons Learned

24.,25. 

## Lessons Learned

- 1) All Ideas are wanted when generating countermeasures. Sometimes strange or odd ideas can be refined into working ideas
- 2) Stratification of collected data was valuable in pointing the team in the “right direction” for data analysis.
- 3) Don’t jump to conclusions when reviewing data. Careful examination proved more effective and helped the team follow the pertinent data that led to Identifying Root Cause(s)
- 4) Six Sigma provides a Systematic method (DMAIC) to utilize graphic tools and techniques along with “common sense” to solve problems.

## Next Steps

- 1) Continue to monitor the countermeasures and performance results
- 2) Focus on reducing the remaining accumulated unserved accounts

