

## **ABSTRACT**

*ABC University is a university that aims to become a research and entrepreneurial university that has a good impact on society. One of the Directorates that has a role in creating an academic product that can provide improved technology and information-based academic services is the XYZ Directorate. However, there were several delays in working on projects included in the academic program at the XYZ Directorate which were caused by several wastes in the activities. From these problems, to resolve problems that occur in objects, this final assignment will discuss designing strategies to reduce waste through the lean six sigma approach based on the project management maturity level using the Kerzner model and the lean maturity level using the Lean Enterprise Self Assessment Tool (LESAT) with the aim of so that services and program development can be carried out optimally based on the DMAIC stages. Based on the results of the Lean Six Sigma approach in defining processes, it was found that critical waste in the program run by the XYZ Directorate was a defect, then in measuring processes the sigma value obtained was 2.2 Sigma. In analyze processes analysis is carried out using why why diagrams. Furthermore, based on the maturity level of project management, improvements need to be made at each level. At the lean maturity level, it was found that there are still many gaps in each enterprise practice. In the final stage, namely improving the process, an improvement plan is designed which consists of 6 stages starting from designing a bug and error monitoring system, forming an application service improvement team, training for programmers, training on project management, forming a lean six sigma team and training for lean six implementation. sigma.*

**Keywords – higher education, project management, program, lean, lean six sigma, lean management, Kerzner project management maturity model, LESAT.**