

**CERTIFIED PUBLIC MANAGER PROGRAM
FLORIDA CENTER FOR PUBLIC MANAGEMENT
THE FLORIDA STATE UNIVERSITY**

**LEVEL 2 ASSIGNMENT
GUIDELINES**

Scholtes, Peter, R., Brian L. Joiner, and Barbara J. Streibel. *The Team Handbook*. Third Edition. Madison, Wisconsin: Oriol Incorporated, 2003.

November, 2008

BACKGROUND

Process improvement teams are critical to improving the quality of public agencies. In this Level 2 Assignment, you are asked to identify a work process you want to improve, measure and display its current performance, put together a team, develop an improvement plan, and measure the improved performance. You will also describe how the team handles its own tasks and roles.

PROCEDURES

1. Follow the Six Steps outlined on the next page.
2. Download the Level 2 Assignment Outline from our website (click on “Assignments,” then click on “Level 2 Assignment – Outline”). Double-space your response. Be sure to include a title page with name(s) and email addresses of team members, the date of submission, and a contact phone number.
3. Include specific citations from *The Team Handbook*, (i.e., Scholtes, p. 2-11).
4. **Upon completion, submit this assignment through our website: www.fcpm.fsu.edu.**

Click on the “Submit Assignments” tab, which will bring up a log-on screen. Enter your email address and password (the last four digits of your Social Security number), then click “Next Step.” This will take you to your Transcript. Click on “Submit Assignment” for the particular assignment or exam. If you are uploading a Group Assignment, enter the names and email addresses of group members in the drop down menu. Click “Browse” and locate the file on your hard drive (usually in “My Documents”), then click “Open.” Once the file is listed in the menu, click “Submit File.”

Your submission will be automatically entered into the database. It will show on your transcript as “Being Graded.” You will also receive an automated email notifying you that it has been added to your transcript.

Once your assignment is graded, and if it passed, your transcript will indicate that the assignment is “Completed.” If your submission does not pass, you will receive an email telling you to resubmit, and explaining what you need to do to pass. Your work will be graded within 60 days, although CPM instructors typically grade assignments sooner than that.

If you encounter problems, contact Dan Vicker, the CPM Student Liaison, at dvicker@admin.fsu.edu or the CPM office at CPM@admin.fsu.edu. You can phone our main number at 850-644-6460, or SUNCOM 284-6460. Submissions will not be returned, so you should keep a copy for future reference. Your work is considered confidential and the CPM Program will not share or discuss it with anyone, other than you.

WORK PROCESS IMPROVEMENT STEPS

STEP ONE

- A. Select a work process you want to improve.
- B. Specify the major output (product or service) of the work process.
- C. Identify the major activities in the work process you select and its suppliers and customers.
(See Chapters on “Using Teams” and “Tools”)

STEP TWO

- A. Constitute a work process improvement team.
- B. Specify the members of the team and the roles they will play. Be sure to include suppliers and customers.
(See Chapters on “Roles and Responsibilities” and “Learning to Work Together”)

STEP THREE

Describe what you will do to insure that the improvement team members work well together to improve the selected work process.
(See Chapters on “Roles and Responsibilities”, “Doing Work in Teams”, and “Learning to Work Together”)

STEP FOUR

- A. Flowchart the work process you selected in STEP ONE to insure that all team members understands and agrees how it operates.
- B. Construct a pareto chart or a control chart to show process performance before improvement.
- C. Construct a cause and effect diagram to identify the most likely cause(s) of unacceptable process performance.
(See Chapter on “Tools”)

STEP FIVE

Outline an improvement plan for the work process you have selected. Your cause and effect diagram in STEP FOUR can be helpful. Be sure to include appropriate strategies described by Scholtes.
(See Chapter on “Building an Improvement Plan”)

STEP SIX

- A. Report the results of your team work process improvement.
- B. Construct a pareto chart or control chart to show process performance after improvement.
(See Chapter on “Tools”)

