

**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: Oriel Incorporated, 2003.

September, 2006

BACKGROUND

Work process (system) improvement teams are a critical component of quality management. Comprised of persons who carry out the activities of the work process, as well as suppliers and customers, teams increase product and service quality through continuous improvement of work processes. In this Level 2 Assignment, you are asked to identify a work process you wish to improve, measure and display current performance, constitute a team to develop an improvement plan, and measure and display improved performance. You are also asked to describe how the team handles its own task and process roles.

PROCEDURES

1. Follow the work process improvement steps as outlined on the next page of these guidelines.
2. Cite Scholtes, *The Team Handbook*, appropriately (i.e., Scholtes, p. 2-11).
4. Type your application in a double-spaced format and include a title page with your name, email address, date of submission, and your work phone number.
5. **Upon completion, submit this assignment through our website: www.fcpm.fsu.edu.**

A tutorial for submitting homework is on the homepage of our website and provides step by step instructions. Click on the “Submit Assignments” tab, which will bring up a log-on screen. Enter your email address on the first line. Your password is the last four digits of your Social Security Number. This will take you to your Transcript. Click on “Submit Assignment” for the particular assignment or exam you wish to submit. Click “Browse” and then locate the file on your hard drive (usually stored in “My Documents”), and click “Open.” If you are submitting a Group Assignment, you need to enter the names of all group members. Once you have attached the file, 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 of that. If you have any questions or encounter problems submitting your homework, please ask your CPM instructor for help, or contact Shawn Baldwin at sbaldwin@admin.fsu.edu or 850-644-8987.

Once your assignment is graded, you should receive an email showing the results. If your submission passes, the email will indicate that the assignment is “Completed.” If your submission does not pass, the email will indicate that you must “Resubmit” the assignment. You will be told what you need to do to make the assignment acceptable. Your work will be graded within 60 days, at the latest, although CPM instructors typically grade assignments sooner than that.

If you do not have email, you should mail a hard copy to:

Gayle Blankenship, CPM Program Registrar
The Florida State University
Florida Center for Public Management
2035 East Paul Dirac Drive
102 Herb Morgan Building
Tallahassee, FL 32306-2821

Our main number is 850-644-6460, or SUNCOM 284-6460.

Projects submitted to the CPM Program Office will become a part of the permanent records of the CPM Program. Participants should keep a copy of their projects for their own files and future reference. A project is considered confidential and will be discussed only with the participant who submits it. .

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”)