

Certified Public Manager Program

Level 2 Assignment

List Names of all Group Members & their email addresses

Date Submitted

STEP ONE

A. **Select a work process you want to improve.**

Describe the process you chose, and why it needs to be improved. (See selection criteria in Scholtes pp. 2-10 to 2-11)

B. **Specify the major output (product or service) of the work process.**

The major output of the work process is... (See Sholtes pp. 4-4 to 4-5)

C. **Identify the major activities in the work process you select and its suppliers and customers.** (See Sholtes 4-6 to 4-7)

List the major activities, or steps, in the work process:

Describe the suppliers for this process:

The customers (internal or external) of this work process include:

STEP TWO

A. **Constitute a work process improvement team.**

The work process improvement team will consist of:

- Name, Title. (list all members)

B. **Specify the members of the team and the roles they will play. Be sure to include suppliers and customers.**

List names and roles (See samples below, from Chapter 2 on Team Roles & Responsibilities)

- Team Leader (Scholtes p. 2-3)
- Coach (Scholtes p. 2-4)
- Sponsor (Scholtes p. 2-6)
- Team Member (Scholtes p. 2-2)

STEP THREE

Describe what you will do to ensure that the improvement team members work well together to improve the selected work process.

(See Chapter 3 in Scholtes on “Doing Work in Teams.”)

STEP FOUR

A. Flowchart the work process you selected in STEP ONE to ensure that all team members understand and agree how it operates.

You may either use a Detailed Flowchart or a Top-Down Flowchart (See Scholtes 4-16 to 17). You should flowchart the sequence of steps in the **current** work process, before you’ve made any improvements Include the Flowchart here, or as an attachment.

B. Construct a pareto chart or a control chart to show process performance before improvement. See Scholtes 4-22 for Pareto Charts and 4-24 for Control Charts)

C. Construct a cause and effect diagram to identify the most likely cause(s) of unacceptable process performance.

(See Scholtes pp. 4-26 to 4-27)

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 5 on the 5 Step Plan and the 7 Step Method)

STEP SIX

A. Report the results of your team work process improvement.

Describe the results of your process improvement.

B. Construct a pareto chart or control chart to show process performance after improvement.