**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.

**2023**

BACKGROUND FOR THIS ASSIGMENT:

Process improvement teams are critical to the performance of public agencies. This Level 2 Assignment requires you to:

* identify a work process needing improvement
* form and lead a process improvement team
* measure and document its current level of performance
* develop an improvement plan
* implement the plan
* measure the results of the change on its performance

You are also asked to describe how the team develops and maintains its own level of performance (team dynamics).

PROCEDURES:

1. Download the Level 2 Assignment Outline from <https://fcpm.fsu.edu/student-area>.
2. Follow the Six Steps outlined on the next page.
3. 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.
4. Include specific citations from The Team Handbook, (i.e., Scholtes, p. 2-11).

**Upon completion, one member of your team will submit the Level 2 Assignment for your team:**

<https://students.fcpm.fsu.edu/fcpm_partlogin_000.cfm>

1. Log-on with the email address and password you gave us when you registered.
2. Click on “Submit Exam or Assignment” for the Level 2 Assignment.
3. Click “Browse” and locate the file on your hard drive, then click “Open.”
4. Click on the names of each group member in the drop-down boxes below the file.
5. Click “Submit File.”

Your group’s submission will be automatically entered into each person’s transcript as “Submitted.” Each person will also receive an automated email notification.

Once your assignment is graded**,** each group member will receive an automated email saying that it has been “Completed” *or* an email asking you to resubmit the assignment with an explanation about what will be needed to pass. Your work will be graded within 60 days or sooner. Assignments are graded on a Pass-Fail basis.

You should keep a copy of your submission for future reference. Your work is considered confidential, and the CPM Program will not share or discuss it with anyone, other than you.

If you encounter problemssubmitting your assignment, contact Dan Vicker, the CPM Student Liaison, at dvicker@fsu.edu or the CPM office at CPM@admin.fsu.edu. You can call our main number at (850) 644-6460 or (850) 644-0161.

**WORK PROCESS IMPROVEMENT STEPS**

**STEP ONE**

A. Select a work process you want to improve, describe it, and explain 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) and the major inputs of the work process.

(See Sholtes pp. 4-4 to 4-5)

C. List and explain the major activities in the work process.

(See Sholtes 4-6 to 4-7)

D. Identify the suppliers and customers of this work process.

(See Sholtes 4-6 to 4-7)

(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 a supplier and customer. (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)
  + Others

(See Chapters on “Roles and Responsibilities” and “Learning to Work Together”)

**STEP THREE**

Describe what you will do to ensure that the improvement team members work well together. You may find it beneficial to consider tools and resources from your experience in Levels 1 & 2 such as Blake and Mouton’s Managerial Grid, analysis and critique from Desert Survival, Blue-Green game, Tuckman’s Model, and other team building lessons.

(See Chapters on “Roles and Responsibilities”, “Doing Work in Teams”, and “Learning to Work Together”)

**STEP FOUR**

1. Flowchart or Process Map the work process you selected to ensure all team members understand and agree on how it currently operates. You should flowchart or map the sequence of steps in the current work process before you’ve made any improvements.

(See Scholtes 4-16 to 17).

B. Perform a cause-and-effect analysis to identify the most likely cause(s) of unacceptable process performance.

C. Construct a Pareto Chart or control chart that shows the performance of the process before improvement.

(See Scholtes 4-22 for Pareto Charts and 4-24 for Control Charts).

(See Chapter on “Tools”)

**STEP FIVE**

Using the cause-and-effect diagram and analysis, you should be able to determine some change to the process that will improve its performance.

Outline an improvement plan for the work process you have selected. Be sure to include appropriate strategies described by Scholtes.

(See Chapter 5 on the 5 Step Plan, the 7 Step Method, and the DAMAIC Method)

(See Chapter on “Building an Improvement Plan”)

**STEP SIX**

Implement your improvement plan and track the results of your team’s effort.

1. Implement your improvement plan, then construct a Pareto Chart or Control Chart to show process performance after your team implemented its improvement plan.
2. Describe the results of your improvement plan. Did you get the results you wanted? If not, what could you do to get the results you’re seeking?

(See Chapter on “Tools”)