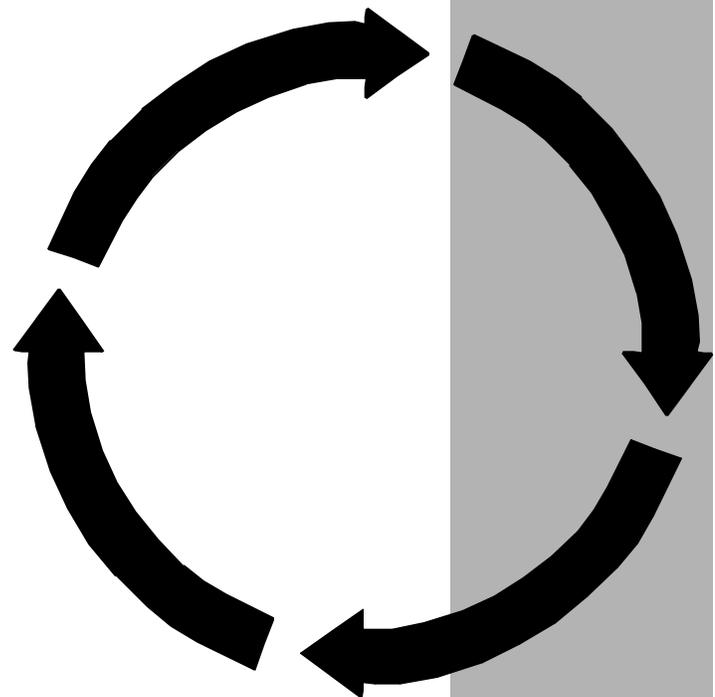


The Process Improvement Notebook Forms Packet



Department of the Navy
Total Quality Leadership Office
2611 Jefferson Davis Highway, Suite 2000
Arlington, VA 22202-4016

Quality Team Charter

Name _____

Chartered by _____ Date _____

Team Leader	Org./Unit/Code	Phone
Team Facilitator	Org./Unit/Code	Phone
Team Link	Org./Unit/Code	Phone

Name	Org./Unit/Code	Phone
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		

Quality Team Charter (Continued)

Process Selected for Improvement

Process Improvement Goal(s)

Resources

Reporting Requirements

Suggested Timeline

Team Meeting and Action Plan

Process: _____ Date: ___ / ___ / ___

Team Leader: _____ Start time: _____

Advisor: _____ End time: _____

Members	Present			Present	
	Yes	No		Yes	No
1.			7.		
2.			8.		
3.			9.		
4.			10.		
5.			11.		
6.			12.		

Agenda	Time topic will be given		Time topic will be given
1.		5.	
2.		6.	
3.		7.	
4.		8.	

Reports Made	
Topic	Reported by

Team Meeting and Action Plan (Continued)

Process: _____

Date: ___ / ___ / ___

Decisions and Recommendations

Action Items	When	By Whom

Next Meeting (Date and Location)

Agenda Items for Next Meeting

Team Member Self Assessment Survey

Process: _____

Date: ___ / ___ / ___

Please rate your knowledge/skill in the following TQL subjects. Honest ratings will help your team function more effectively. If you have relevant skills not listed here, write them in the "OTHER" category.

Subjects	None	A Little	Some	A Lot	Extensive
TQL PRINCIPLES (e.g., DON approach, systems theory, Deming's 14 points)	1	2	3	4	5
PROCESS IMPROVEMENT APPROACH (e.g., PDCA cycle)	1	2	3	4	5
MANAGEMENT AND PLANNING TOOLS (e.g., use of the affinity diagram, tree diagram, prioritization matrix)	1	2	3	4	5
BASIC GRAPHIC TOOLS (e.g., use of flowcharts, control charts, histograms)	1	2	3	4	5
STATISTICS (e.g., calculation and analysis of means, standard deviations, ranges)	1	2	3	4	5
GROUP FACILITATION (e.g., problem solving, conflict resolution, keeping team on track)	1	2	3	4	5
GROUP LEADERSHIP (e.g., decision making, goal setting, motivating team members, meeting time lines)	1	2	3	4	5
LISTENING SKILLS (e.g., paraphrasing, asking questions, demonstrating sincere interest, empathizing, using nonverbal cues)	1	2	3	4	5
WRITING SKILLS (e.g., preparing presentations/briefings, authoring written documents)	1	2	3	4	5
PRESENTATION SKILLS (e.g., delivering presentations/briefings to groups)	1	2	3	4	5
OTHER _____	1	2	3	4	5
OTHER _____	1	2	3	4	5
OTHER _____	1	2	3	4	5

Tally Sheet for the Team Member Self Assessment

Process: _____

Date: ___ / ___ / ___

Use this form to tally the results of each team member's Self Assessment Survey.

	None	A Little	Some	A Lot	Extensive
Subjects	1	2	3	4	5
TQL PRINCIPLES (e.g., DON approach, systems theory, Deming's 14 Points)					
PROCESS IMPROVEMENT APPROACH (e.g., PDCA cycle)					
MANAGEMENT AND PLANNING TOOLS (e.g., use of the affinity diagram, tree diagram, prioritization matrix)					
BASIC GRAPHIC TOOLS (e.g., use of flowcharts, control charts, histograms)					
STATISTICS (e.g., calculation and analysis of means, standard deviations, ranges)					
GROUP FACILITATION (e.g., problem solving, conflict resolution, keeping team on track)					
GROUP LEADERSHIP (e.g., decision making, goal setting, motivating team members, meeting time lines)					
LISTENING SKILLS (e.g., paraphrasing, asking questions, demonstrating sincere interest, empathizing, using nonverbal cues)					
WRITING SKILLS (e.g., preparing presentations/briefings, authoring written documents)					
PRESENTATION SKILLS (e.g., delivering presentations/briefings to groups)					
OTHER _____					
OTHER _____					
OTHER _____					

Customer Affinity Diagram

Process: _____

Date: __ / __ / __

Segment _____

Customers _____

Customer Background Information

Process: _____

Date: ___ / ___ / ___

What products and/or services has this customer acquired or used from your organization in the past?

How often does this customer acquire products/services from you?

How long has this customer been using your products/services?

How much of your budget is related to products/services for this customer?

Does this customer have any pattern in the acquisition or use of your products/services?

Does any complaint data exist to help clarify customer requirements?

Do other customer satisfaction data exist?

Does this customer refer other organizations to you? Who?

Customer Interview Form

Process: _____

Date: ___ / ___ / ___

Customer: _____

Phone: _____

Customer's
Organization: _____

Department/Division: _____

Interviewer: _____ Length of interview: _____

What products and services do we currently provide?

What are the most important features or characteristics of the products/services we provide you?

Customer Interview Form (Continued)

What aspects of our products/services are you satisfied with?

What needs improving?

Customer Interview Form (Continued)

Additional Comments and Observations

Product/Service Assessment Form

Process: _____

Date: ___ / ___ / ___

Customer: _____

Product/Service: _____

Characteristic	Ratings of Importance and Satisfaction				
	Importance				
	1	2	3	4	5
	Low				High
	Satisfaction				
	1	2	3	4	5
	Low				High
	Importance				
	1	2	3	4	5
	Low				High
	Satisfaction				
	1	2	3	4	5
	Low				High
	Importance				
	1	2	3	4	5
	Low				High
	Satisfaction				
	1	2	3	4	5
	Low				High
	Importance				
	1	2	3	4	5
	Low				High
	Satisfaction				
	1	2	3	4	5
	Low				High

Quality Characteristics Worksheet

Process: _____

Date: ___ / ___ / ___

Customer: _____ Product/Service: _____

Quality Characteristics	Measure(s) of Quality Characteristics

Selected Processes

Process: _____

Date: ___ / ___ / ___

Process Identified for Change

Process Improvement Goal

Products/Services Effected

Customer Impact

Affinity Diagram of Potential Causes of Quality

Process: _____

Date: ___ / ___ / ___

Category Name: _____

_____	_____
_____	_____
_____	_____
_____	_____

Category Name: _____

_____	_____
_____	_____
_____	_____
_____	_____

Category Name: _____

_____	_____
_____	_____
_____	_____
_____	_____

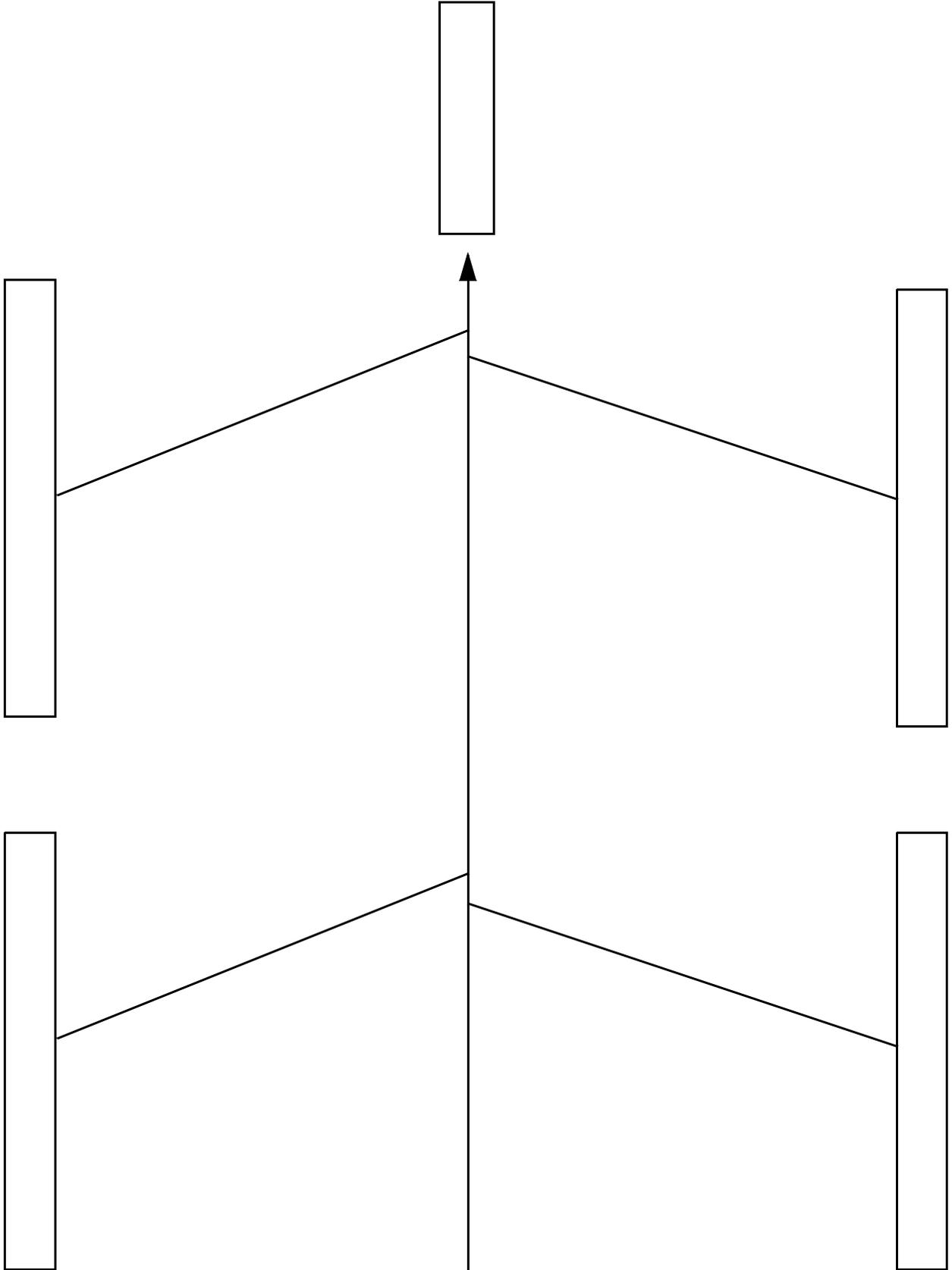
Category Name: _____

_____	_____
_____	_____
_____	_____
_____	_____

Cause and Effect Diagram

Process: _____

Date: ___ / ___ / ___



Outcome and Output Measures

Process: _____

Date: __ / __ / __

Process Improvement Goal

Outcome Measures

Output Measures

Process Measures

Process: _____

Date: ___ / ___ / ___

Process Improvement Goal

Process Variable

Existing Measures

Name	Description

Measures to Develop

Name	Description

Data Collection Plan

Process: _____

Date: ___ / ___ / ___

What measure is to be collected?

How will the data be collected?

When will the data be collected?

Where will the data be collected?

Who will collect the data?

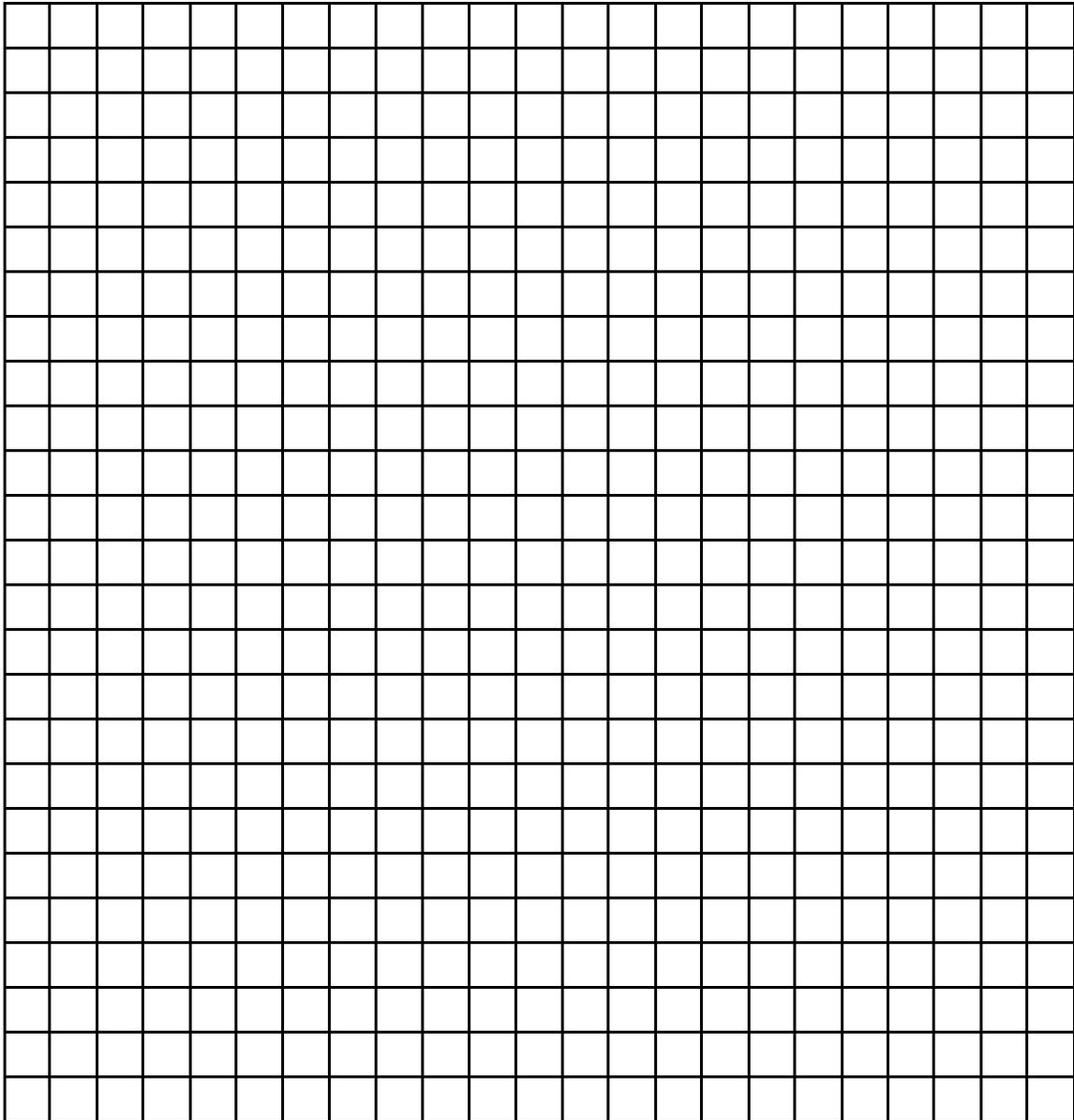
Histogram Worksheet (Continued)

Process: _____

Date: ___ / ___ / ___

Topic/Measure: _____

Measurement
Scale

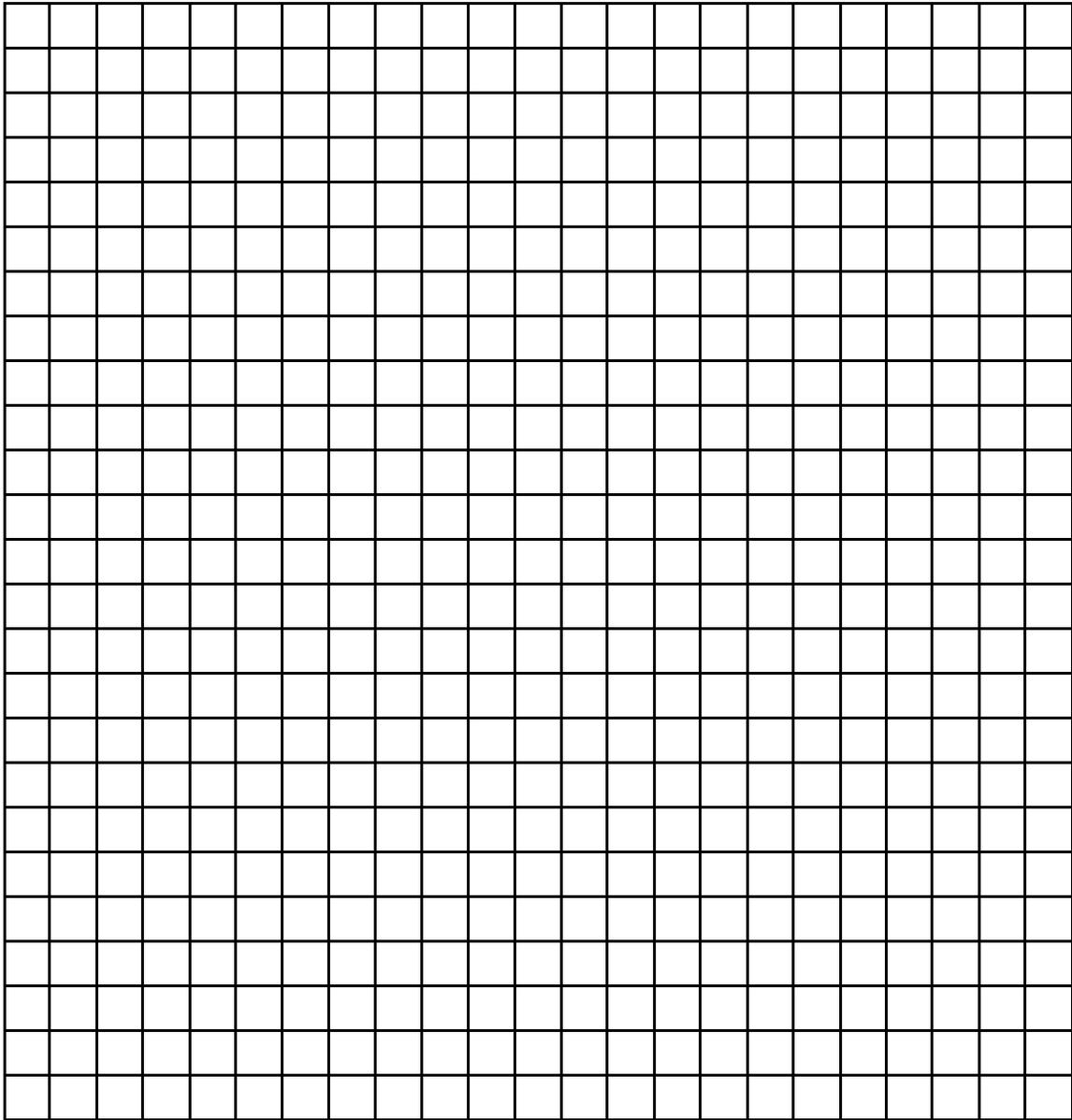


Class Intervals

Scatter Diagram Worksheet (Continued)

Process: _____

Date: ___ / ___ / ___



y Variable: _____

x Variable: _____

Variables Control Chart (\bar{X} and R)

UNIT OF MEASURE	MEASUREMENT DESCRIPTION	
		DATE
1	MEASURE OF LOCATION	1
2		2
3		3
4		4
5		5
6		6
7		7
8		8
9		9
10		10
11		11
12		12
13		13
14		14
15		15
16		16
17		17
18		18
19		19
20		20
21		21
22		22
23		23
24		24
25		25
1	MEASURE OF VARIATION	1
2		2
3		3
4		4
5		5
6		6
7		7
8		8
9		9
10		10
11		11
12		12
13		13
14		14
15		15
16		16
17		17
18		18
19		19
20		20
21		21
22		22
23		23
24		24
25		25
SUBGROUP, SAMPLE	MEASUREMENT	DATE TIME
1	1	
2	2	
3	3	
4	4	
5	5	
SUM		
LOCATION		
VARIATION		

Variables Control Chart (\bar{X} and s)

UNIT OF MEASURE	MEASUREMENT DESCRIPTION	
PROCESS	DATE	
1		25
2		24
3		23
4		22
5		21
6		20
7		19
8		18
9		17
10		16
11		15
12		14
13		13
14		12
15		11
16		10
17		9
18		8
19		7
20		6
21		5
22		4
23		3
24		2
25		1

MEASURE OF LOCATION		
1		25
2		24
3		23
4		22
5		21
6		20
7		19
8		18
9		17
10		16
11		15
12		14
13		13
14		12
15		11
16		10
17		9
18		8
19		7
20		6
21		5
22		4
23		3
24		2
25		1

MEASURE OF VARIATION		
1		25
2		24
3		23
4		22
5		21
6		20
7		19
8		18
9		17
10		16
11		15
12		14
13		13
14		12
15		11
16		10
17		9
18		8
19		7
20		6
21		5
22		4
23		3
24		2
25		1

DATE	TIME	SUBGROUP, SAMPLE	MEASUREMENT	SUM	LOCATION	VARIATION
		1				
		2				
		3				
		4				
		5				

Individual Values and Moving Range (X, mR)

Variables data

Attribute data

UNIT OF MEASURE	MEASUREMENT DESCRIPTION				
		DATE			
1	INDIVIDUAL VALUES (X)	1			
2		2			
3		3			
4		4			
5		5			
6		6			
7		7			
8		8			
9		9			
10		10			
11		11			
12		12			
13		13			
14		14			
15		15			
16		16			
17		17			
18		18			
19		19			
20		20			
21		21			
22		22			
23		23			
24		24			
25		25			
1	MOVING RANGE (mR)	1			
2		2			
3		3			
4		4			
5		5			
6		6			
7		7			
8		8			
9		9			
10		10			
11		11			
12		12			
13		13			
14		14			
15		15			
16		16			
17		17			
18		18			
19		19			
20		20			
21		21			
22		22			
23		23			
24		24			
25		25			
		DATE			
		TIME			
		X			
		mR			
		NOTES			

Attribute Control Chart

p
 np
 c
 u

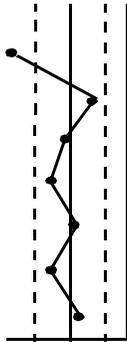
UNIT OF MEASURE	MEASUREMENT DESCRIPTION	DATE
PROCESS	COUNTS	
1		25
2		24
3		23
4		22
5		21
6		20
7		19
8		18
9		17
10		16
11		15
12		14
13		13
14		12
15		11
16		10
17		9
18		8
19		7
20		6
21		5
22		4
23		3
24		2
25		1
DATE	TIME	COUNT
NOTES		

Attribute Control Chart (Continued)

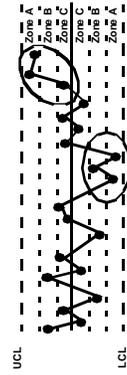
Calculations

Rules for Defining Special Cause Signals

Rule 1

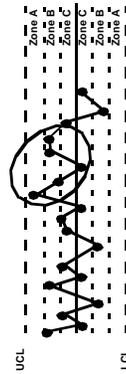


Rule 2

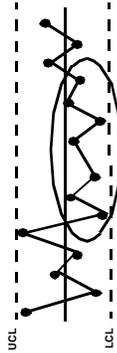


1. Any point outside of the control limits.
 2. Two out of three successive points fall on the same side of the center line in zone A or beyond.

Rule 3



Rule 4



3. Four out of five successive values fall on the same side of the center line in zone B or beyond.
 4. Eight successive points fall on the same side of the center line.

DATE/TIME

DESCRIPTION

Special Cause Improvement

Process: _____

Date: ___ / ___ / ___

Describe Special Cause Selected

Actions Taken

Effects of Changes

Common Cause Improvement

Process: _____

Date: ___ / ___ / ___

Describe Common Cause Selected and Recommended Change

Rationale

Operations/Departments/Individuals Effected by Change

Proposed Timeline and Resources Required for Change

Approval of Common Cause Improvement

Process: _____

Date: ___ / ___ / ___

Approval of Selected Cause

Rationale

Change Agent

Resources Allocated

Timeline

Types of Process Causes

Process: _____

Date: ___ / ___ / ___

Special Causes of Variation

Common Causes of Variation

Impact of Improvement

Change Implementation Plan

Process: _____

Date: ___ / ___ / ___

Change Implementation Report

Report made by _____

Report made to _____

Recommendations

Decisions

Team Development Plan

Process: _____

Date: ___ / ___ / ___

Name
Objective
Tool/Course
When
Where
Date Completed

Name
Objective
Tool/Course
When
Where
Date Completed

Name
Objective
Tool/Course
When
Where
Date Completed

Team Dynamics Survey

Process: _____

Date: ___ / ___ / ___

This survey assesses each team member's perceptions of how well we are functioning as a team. Read each item and then indicate how much you agree or disagree with it. Be honest in your feedback. The results will be tallied and then discussed by the team so as to improve our effectiveness.

Team Meetings

1. Our meetings begin and end on time.
2. We usually follow an agenda.
3. Most of our time is spent on important issues.
4. The team meets as often as needed.
5. Absenteeism at team meetings is not a problem.
6. There is follow-up on action items decided in previous meetings.

	Strongly Disagree	Disagree	Neither Disagree Nor Agree	Agree	Strongly Agree
1. Our meetings begin and end on time.	1	2	3	4	5
2. We usually follow an agenda.	1	2	3	4	5
3. Most of our time is spent on important issues.	1	2	3	4	5
4. The team meets as often as needed.	1	2	3	4	5
5. Absenteeism at team meetings is not a problem.	1	2	3	4	5
6. There is follow-up on action items decided in previous meetings.	1	2	3	4	5

Roles and Responsibilities

7. The team leader keeps the group focused.
8. The team advisor is effective.
9. All team members actively participate in meetings.
10. It is clear to me what my role is on the team.
11. No one person dominates our team meetings.
12. Responsibilities are distributed equally among team members.

	Strongly Disagree	Disagree	Neither Disagree Nor Agree	Agree	Strongly Agree
7. The team leader keeps the group focused.	1	2	3	4	5
8. The team advisor is effective.	1	2	3	4	5
9. All team members actively participate in meetings.	1	2	3	4	5
10. It is clear to me what my role is on the team.	1	2	3	4	5
11. No one person dominates our team meetings.	1	2	3	4	5
12. Responsibilities are distributed equally among team members.	1	2	3	4	5

Team Dynamics Survey (Continued)

Communication

- 13. Team members communicate effectively with one another.
- 14. I offer information in order to promote group discussion.
- 15. Team members generally don't interrupt one another.
- 16. I can present alternate views to the team.
- 17. Team discussions are usually constructive.
- 18. I let other team members know that I appreciate their input.
- 19. Team members pay attention when I contribute to the discussion.
- 20. Team members who are absent from a meeting are kept informed.

	Strongly Disagree	Disagree	Neither Disagree Nor Agree	Agree	Strongly Agree
13. Team members communicate effectively with one another.	1	2	3	4	5
14. I offer information in order to promote group discussion.	1	2	3	4	5
15. Team members generally don't interrupt one another.	1	2	3	4	5
16. I can present alternate views to the team.	1	2	3	4	5
17. Team discussions are usually constructive.	1	2	3	4	5
18. I let other team members know that I appreciate their input.	1	2	3	4	5
19. Team members pay attention when I contribute to the discussion.	1	2	3	4	5
20. Team members who are absent from a meeting are kept informed.	1	2	3	4	5

Decision Making

- 21. This team has an effective process for making decisions.
- 22. We use data to help us make decisions.
- 23. I can influence decisions made by the team.
- 24. Decisions are usually made by consensus.

	Strongly Disagree	Disagree	Neither Disagree Nor Agree	Agree	Strongly Agree
21. This team has an effective process for making decisions.	1	2	3	4	5
22. We use data to help us make decisions.	1	2	3	4	5
23. I can influence decisions made by the team.	1	2	3	4	5
24. Decisions are usually made by consensus.	1	2	3	4	5

Team Dynamics Survey (Continued)

Climate

	Strongly Disagree	Disagree	Neither Disagree Nor Agree	Agree	Strongly Agree
25. New ideas and ways of doing things are encouraged by team members.	1	2	3	4	5
26. This team offers an atmosphere conducive to working together.	1	2	3	4	5
27. Team members appreciate my contributions to the group.	1	2	3	4	5
28. Team members treat each other with respect.	1	2	3	4	5
29. There is an atmosphere of trust among team members.	1	2	3	4	5

Overall Effectiveness

	Strongly Disagree	Disagree	Neither Disagree Nor Agree	Agree	Strongly Agree
30. This team can accomplish what it is chartered to do.	1	2	3	4	5
31. I am motivated to make this team do the best we can do.	1	2	3	4	5
32. We are an effective team.	1	2	3	4	5
33. I am proud to be part of this team.	1	2	3	4	5

Tally Sheet for the Team Dynamics Survey

Process: _____

Date: ___ / ___ / ___

Use this form to tally the results of the Team Dynamics Survey.

	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neither Disagree Nor Agree</i>	<i>Agree</i>	<i>Strongly Agree</i>
Team Meetings	1	2	3	4	5
1. Our meetings begin and end on time.					
2. We usually follow an agenda.					
3. Most of our time is spent on important issues.					
4. The team meets as often as needed.					
5. Absenteeism at team meetings is not a problem.					
6. There is follow-up on action items decided in previous meetings.					

Roles and Responsibilities

7. The team leader keeps the group focused.					
8. The team advisor is effective.					
9. All team members actively participate in meetings.					
10. It is clear to me what my role is on the team.					
11. No one person dominates our team meetings.					
12. Responsibilities are distributed equally among team members.					

Tally Sheet for the Team Dynamics Survey (Continued)

	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neither Disagree Nor Agree</i>	<i>Agree</i>	<i>Strongly Agree</i>
Communication	1	2	3	4	5
13. Team members communicate effectively with one another.					
14. I offer information in order to promote group discussion.					
15. Team members generally don't interrupt one another.					
16. I can present alternate views to the team.					
17. Team discussions are usually constructive.					
18. I let other team members know that I appreciate their input.					
19. Team members pay attention when I contribute to the discussion.					
20. Team members who are absent from a meeting are kept informed.					

Decision Making					
21. This team has an effective process for making decisions.					
22. We use data to help us make decisions.					
23. I can influence decisions made by the team.					
24. Decisions are usually made by consensus.					

Tally Sheet for the Team Dynamics Survey (Continued)

	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neither Disagree Nor Agree</i>	<i>Agree</i>	<i>Strongly Agree</i>
Climate	1	2	3	4	5
25. New ideas and ways of doing things are encouraged by team members.					
26. This team offers an atmosphere conducive to working together.					
27. Team members appreciate my contributions to the group.					
28. Team members treat each other with respect.					
29. There is an atmosphere of trust among team members.					

Overall Effectiveness

30. This team can accomplish what it is chartered to do.					
31. I am motivated to make this team do the best we can do.					
32. We are an effective team.					
33. I am proud to be part of this team.					

Summary of the Team Dynamics Survey (Continued)

Communication

	Disagree		Neither Agree nor Disagree		Agree	
	n	%	n	%	n	%
13. Team members communicate effectively with one another.						
14. I offer information in order to promote group discussion.						
15. Team members generally don't interrupt one another.						
16. I can present alternate views to the team.						
17. Team discussions are usually constructive.						
18. I let other team members know that I appreciate their input.						
19. Team members pay attention when I contribute to the discussion.						
20. Team members who are absent from a meeting are kept informed.						
Total						

Decision Making

21. This team has an effective process for making decisions.						
22. We use data to help us make decisions.						
23. I can influence decisions made by the team.						
24. Decisions are usually made by consensus.						
Total						

Summary of the Team Dynamics Survey (Continued)

	Disagree		Neither Agree nor Disagree		Agree	
	n	%	n	%	n	%
Climate						
25. New ideas and ways of doing things are encouraged by team members.						
26. This team offers an atmosphere conducive to working together.						
27. Team members appreciate my contributions to the group.						
28. Team members treat each other with respect.						
29. There is an atmosphere of trust among team members.						
Total						

Overall Effectiveness						
30. This team can accomplish what it is chartered to do.						
31. I am motivated to make this team do the best we can do.						
32. We are an effective team.						
33. I am proud to be part of this team.						
Total						

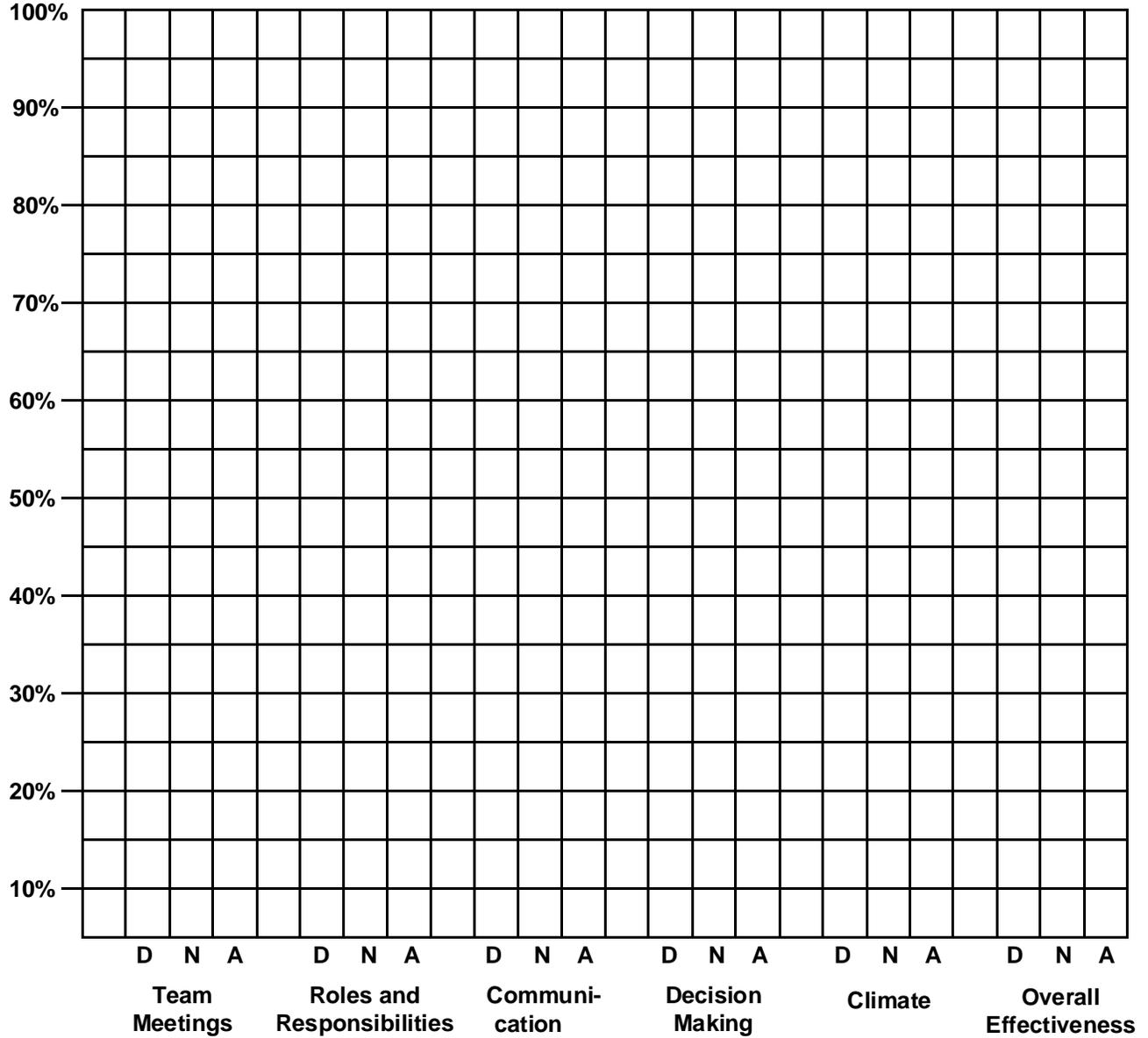
Graph of the Team Dynamics Survey

Process: _____

Date: ___ / ___ / ___

Number of Team Members: _____

Number Completing the Survey: _____



Comments

Team Dynamics Action Plan

Process: _____

Date: ___ / ___ / ___

Team Meetings

Strengths	Improvements Needed
-----------	---------------------

Roles and Responsibilities

Strengths	Improvements Needed
-----------	---------------------

Communication

Strengths	Improvements Needed
-----------	---------------------

Decision Making

Strengths	Improvements Needed
-----------	---------------------

Climate

Strengths	Improvements Needed
-----------	---------------------

Other

Strengths	Improvements Needed
-----------	---------------------

Team Dynamics Action Plan (Continued)

Action Items	When	By Whom



Department of the Navy • Total Quality Leadership Office
2611 Jefferson Davis Highway • Suite 2000 • Arlington, VA 22202-4016