

Module 3

Team Roles and Relationships

Upon completion of this module, you will be able to:

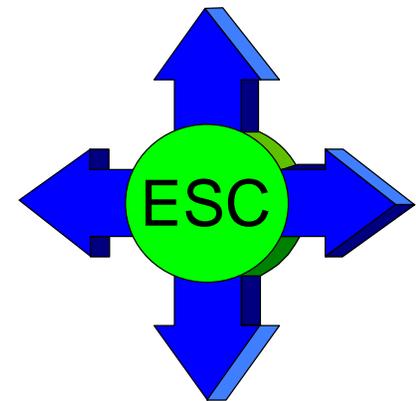
- Identify types of TQL teams
- Define team roles
- Describe an effective charter
- Evaluate a charter
- Conduct group process observation
- Create a storyboard

Types of TQL Teams

- Executive Steering Committee (system owners)
- Quality Management Board (process owners)
- Process Action Team (process workers)

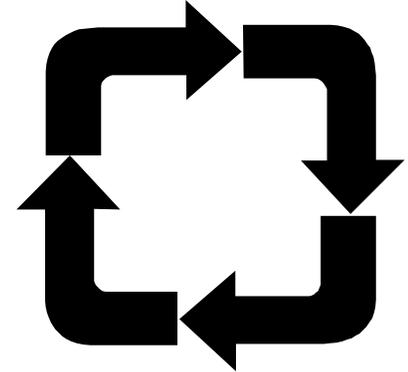
Executive Steering Committee (ESC)

- Composed of senior leaders (system owners)
- Leads process management efforts
- Participates in process improvement activities
- Charters teams for process improvement
- Identifies and provides resources
- Leads the transformation
- Begins strategic management



Process Selection

- Identify significant processes
- Select processes related to mission accomplishment
- Select processes that are customer focused
- Use a systems view to select processes

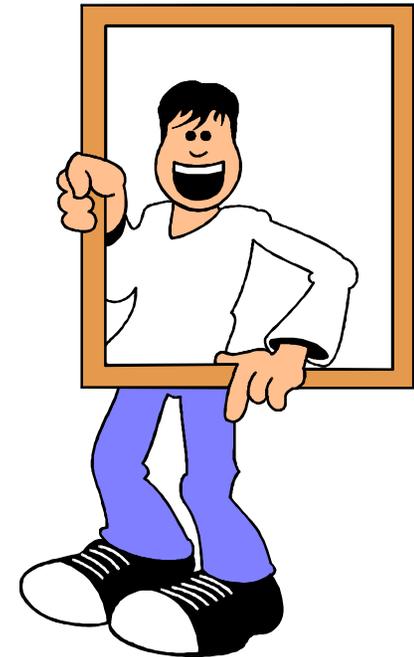


Selecting the Process for Initial Improvement Efforts

- The process is mission essential.
- It offers the greatest opportunity for improvement.
- Improvement is visible in a short time.
- The process is not undergoing major transitions.
- It is relatively simple, with clearly defined starting and ending points.

Process Boundaries

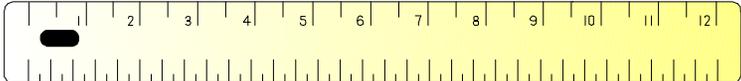
- Where does the process start?
- What are the inputs to the process?
- Who (suppliers) do the inputs come from?
- What are the macro steps in the process?
- What functional areas are involved?
- Is the process cross-functional?
- Where does the process end?
- What are the outputs?
- Who (customers) receives the outputs?



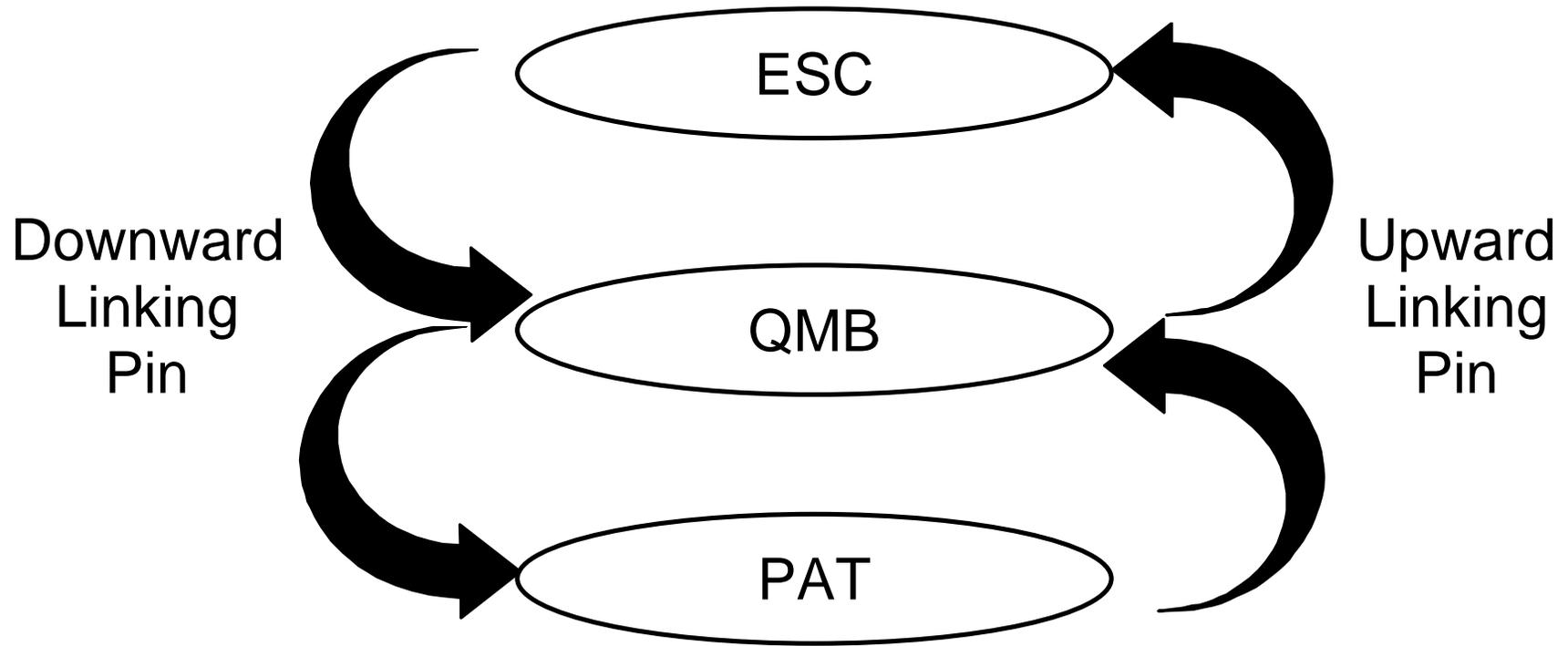
Quality Management Board (QMB)

- Composed of middle managers (process owners)
- Develops a plan for process improvement
- Initiates process analysis
- Charters Process Action Teams
- Begins continual process improvement
- Recommends major process changes to the ESC

Process Action Team (PAT)

- Composed of process workers
- Develops measurement 
- Collects data
- Identifies and removes problems when authorized
- Makes recommendations to the QMB for improving the system
- Documents process analysis and actions

The DON Quality Improvement Team Structure

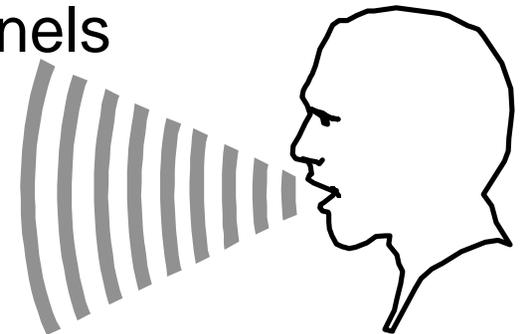


The Role of Teams in the Organization

- Quality improvement teams support the quality transformation.
- Not every effort requires a team.
- Roles must be clearly defined and supported.
 - Team leader
 - Quality advisor
 - Recorder
 - Team members

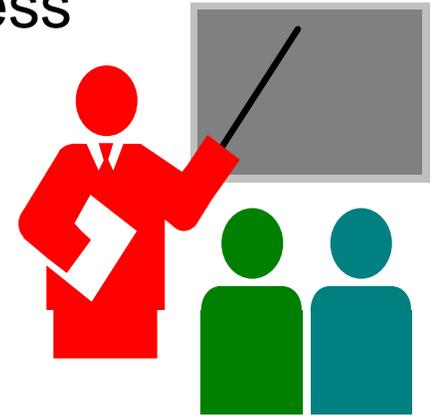
Team Leader's Roles and Responsibilities

- Plans and orchestrates team activities
- Keeps team focused
- Partners/contracts with quality advisor
- Promotes teamwork
- Establishes communication channels
- Coaches and creates trust

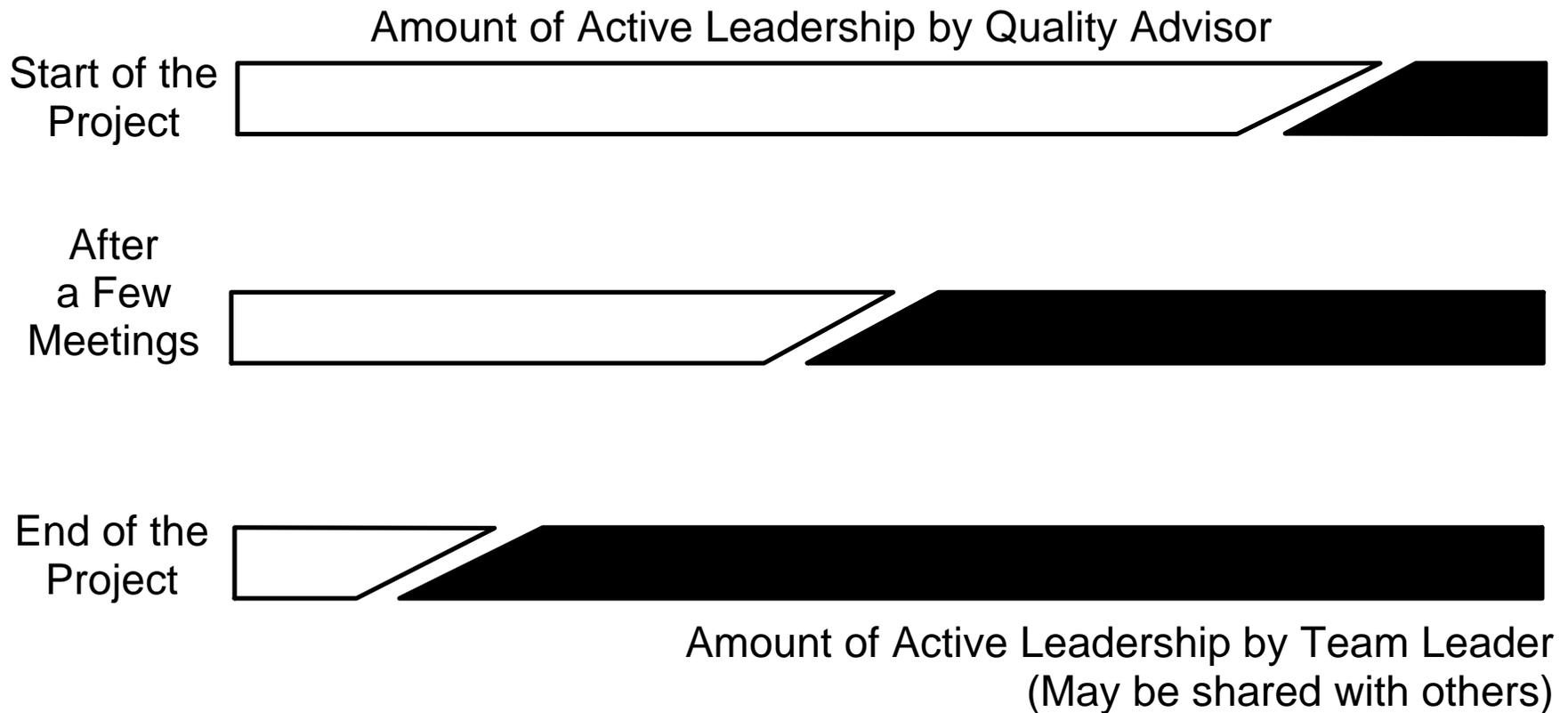


Quality Advisor's Roles and Responsibilities

- Acts as consultant external to the process
- Focuses on the teamwork process
- Instructs and guides team
- Develops team process and planning skills
- Partners or contracts with team leader
- Gradually lets team leader assume quality advisor functions



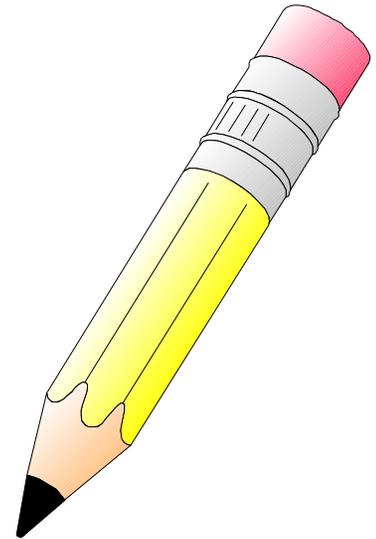
Continuum of Power-Sharing Between Team Leader and Quality Advisor



From *The Team Handbook* © 1988 Joiner Associates Inc. All Rights Reserved.
Reprinted by the Dept of the Navy TQL Office with permission.

Recorder's Roles and Responsibilities

- Maintains up-to-date team records
- Coordinates administrative activities
- Helps team leader keep group focused



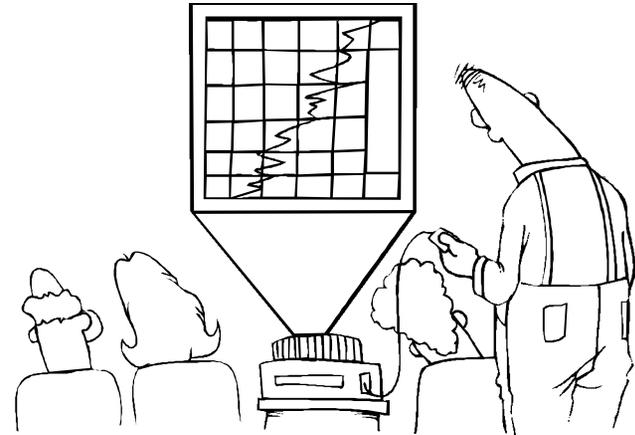
Team Members' Roles and Responsibilities

- Are selected for their process knowledge or ownership
- Share knowledge and expertise
- Carry out all assignments
- Understand the process
- Make teamwork part of the job
- Attend all meetings

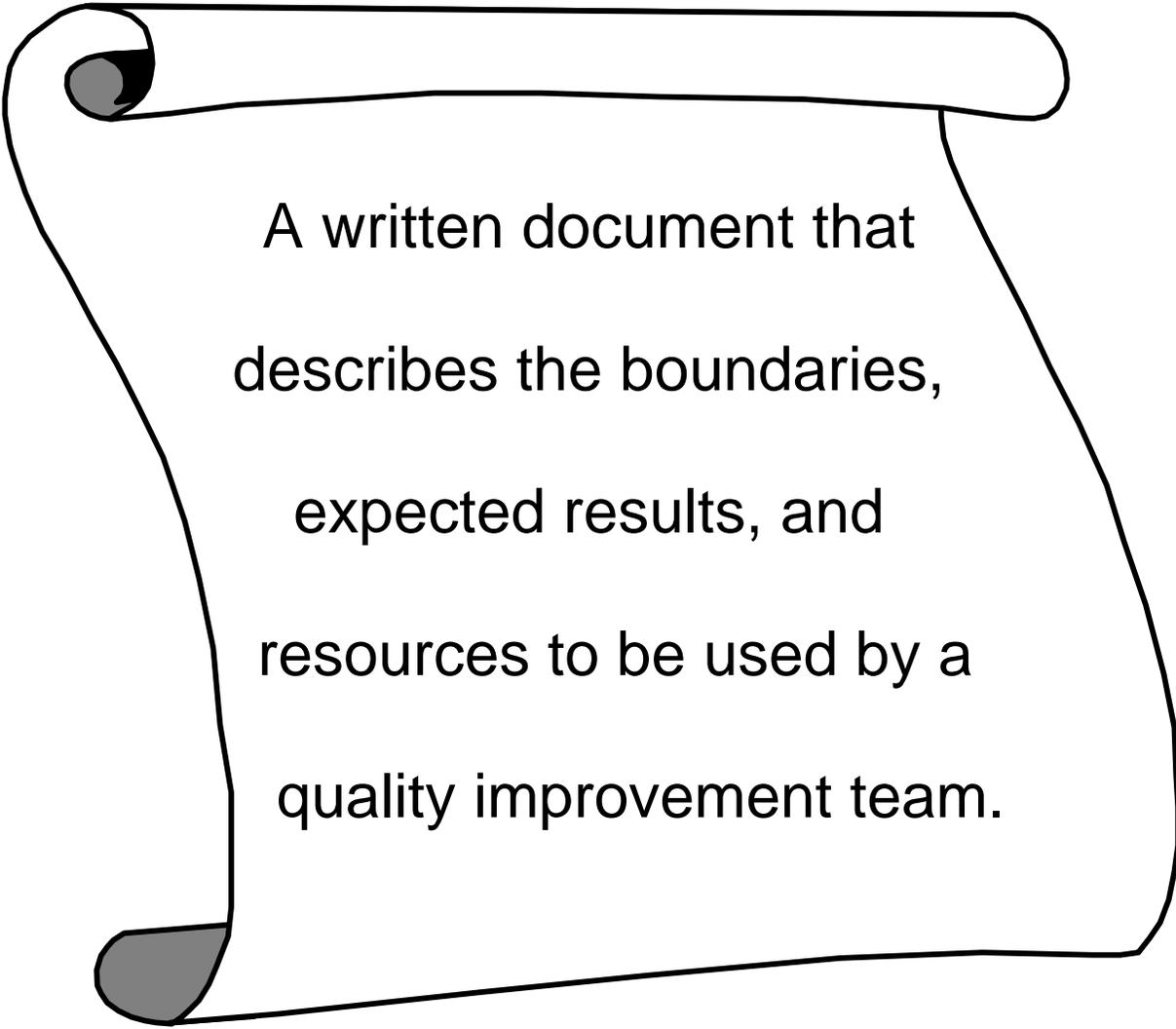


Team Training

- Training plan
 - Just-in-time
 - Refresher
- Training requirements
 - Team dynamics
 - Process improvement tools
- Training activities
 - TQL coordinators
 - Quality advisors
 - Training division staff
 - TQL library



Charter



A written document that describes the boundaries, expected results, and resources to be used by a quality improvement team.

Characteristics of an Effective Charter

- Identifies systems or processes
- Sets boundaries and limitations
- Describes expected results
- Identifies resources
- Defines limits of authority
- Identifies team members

Storyboarding

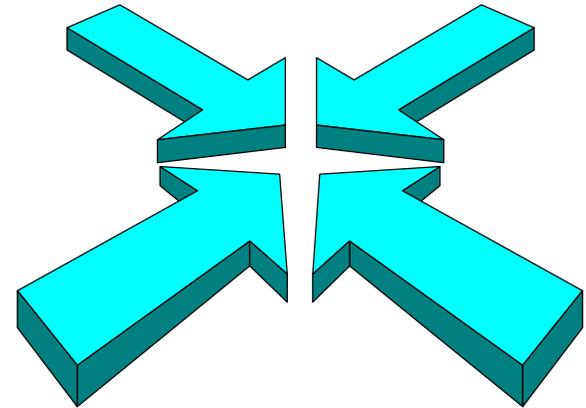
Documents a project through descriptive pictures
and graphs accompanied by a simple text.

Storyboard

Process Improvement Storyboard		
Team Information	Reason for Improvement	Current Situation
Data Collection and Analysis		
Proposed Improvement and Implementation	Evaluation of Results	Future Plans

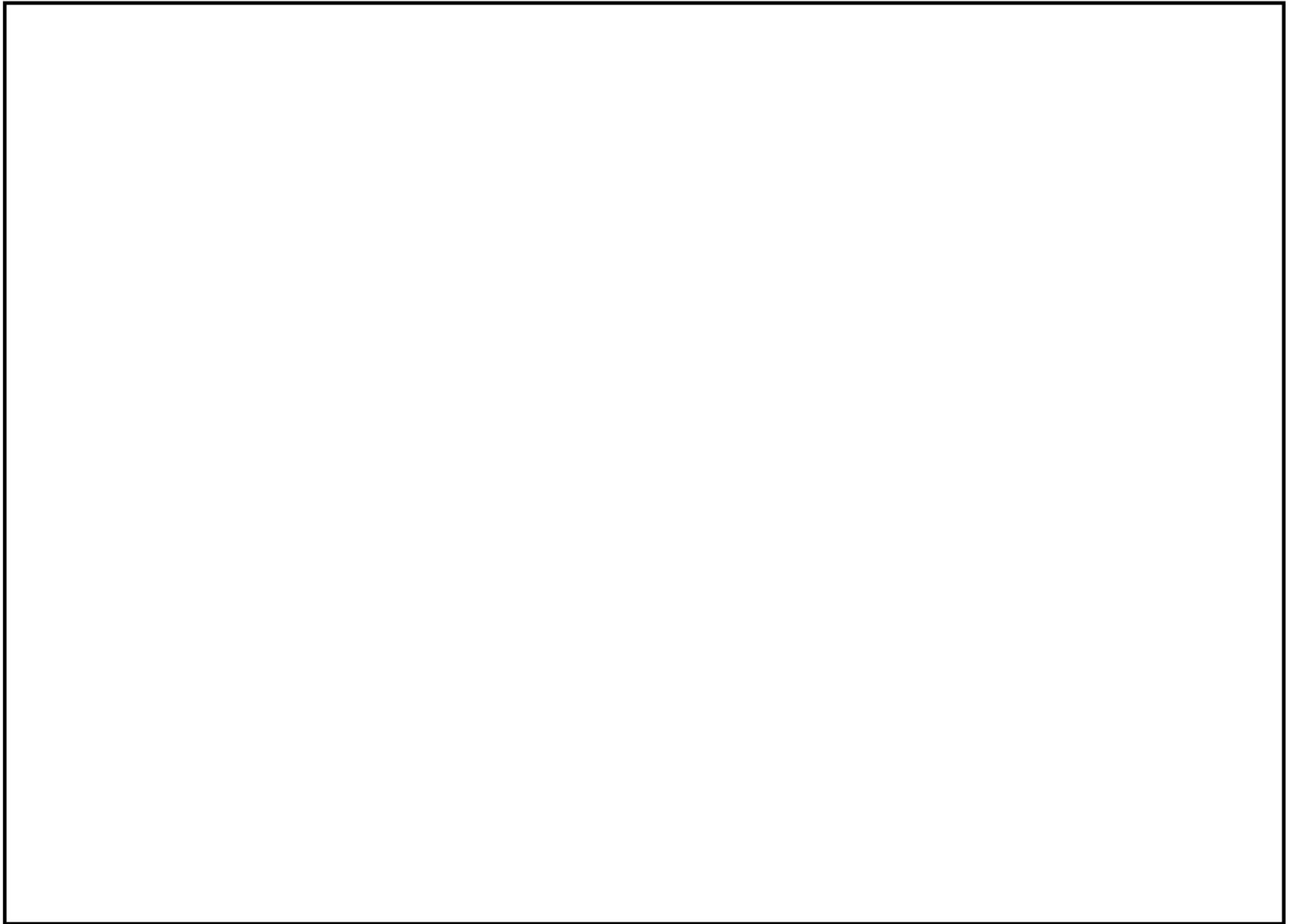
Why Use a Storyboard?

- Keeps teams focused
- Enhances communication
- Provides team recognition



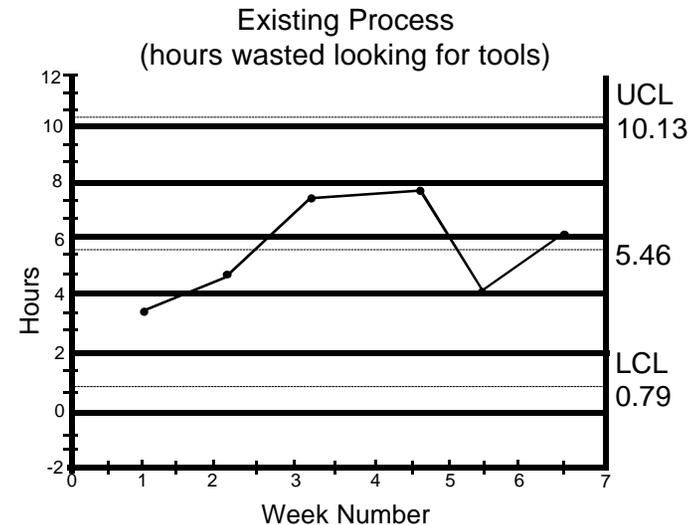
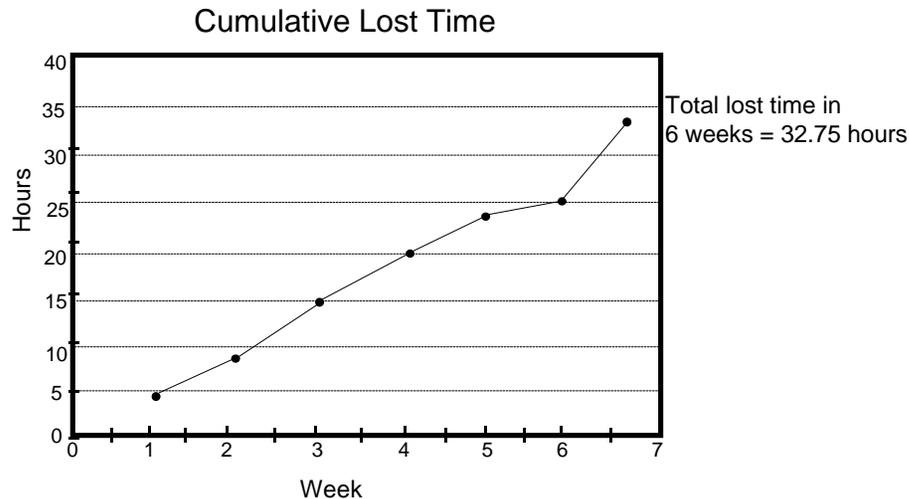
Storyboard Segments

Process Improvement Storyboard		
Team Information	Reason for Improvement	Current Situation
<ul style="list-style-type: none"> ● Team name ● Team members ● Meeting minutes 	<ul style="list-style-type: none"> ● Charter ● Background statement 	<ul style="list-style-type: none"> ● Process steps ● As-is flowchart ● Baseline measurements
Data Collection and Analysis		
<ul style="list-style-type: none"> ● Data that identifies root causes <ul style="list-style-type: none"> → Cause-and-effect diagram → Data collection checksheet → Pareto chart → Histogram → Scatter diagram 		
Proposed Improvement and Implementation	Evaluation of Results	Future Plans
<ul style="list-style-type: none"> ● Recommendations ● Implementation strategies or countermeasures ● Improved process flowchart 	<ul style="list-style-type: none"> ● Data to monitor progress <ul style="list-style-type: none"> → Run charts → Control charts 	<ul style="list-style-type: none"> ● Recommendations for other PATs ● Monitoring methods



(2) Reason for Improvement

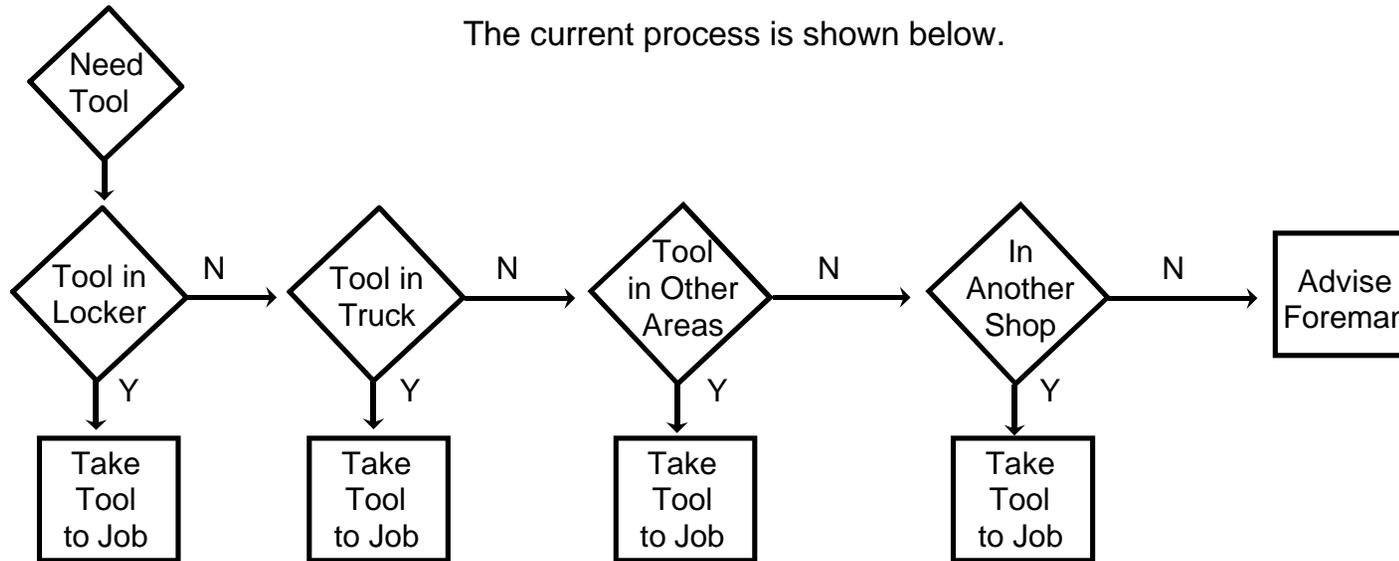
The High Voltage Crew wanted to use the new quality management tool their supervisor obtained during training. They selected a project that all could participate in, that could be completed in a short time period, and assist them in improving the quality of their work and eliminate waste. They chose "Looking for Tools." Time was wasted looking for special shop tools. The tools could be on a job, on a truck, or not returned to the proper place.



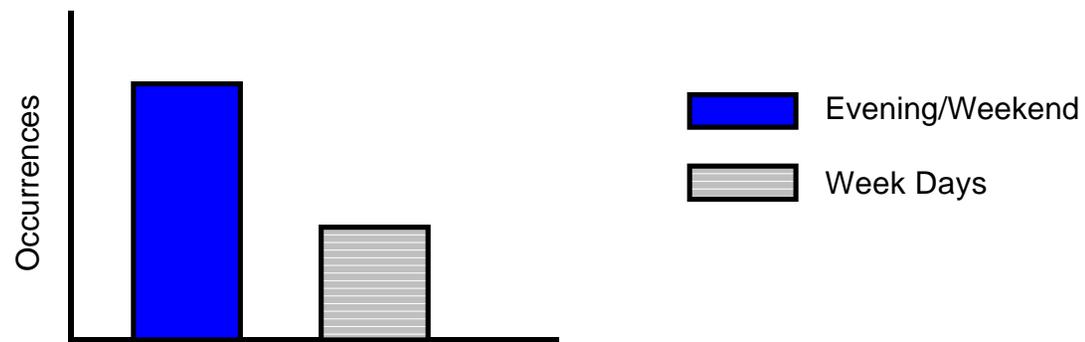
There was no consistent location for tools and no central location status. Monitoring the number of times tools had to be located during a six-week period resulted in a computed loss of 32.75 hours or 5.4 hours per week.

(3) Current Situation

The current process is shown below.



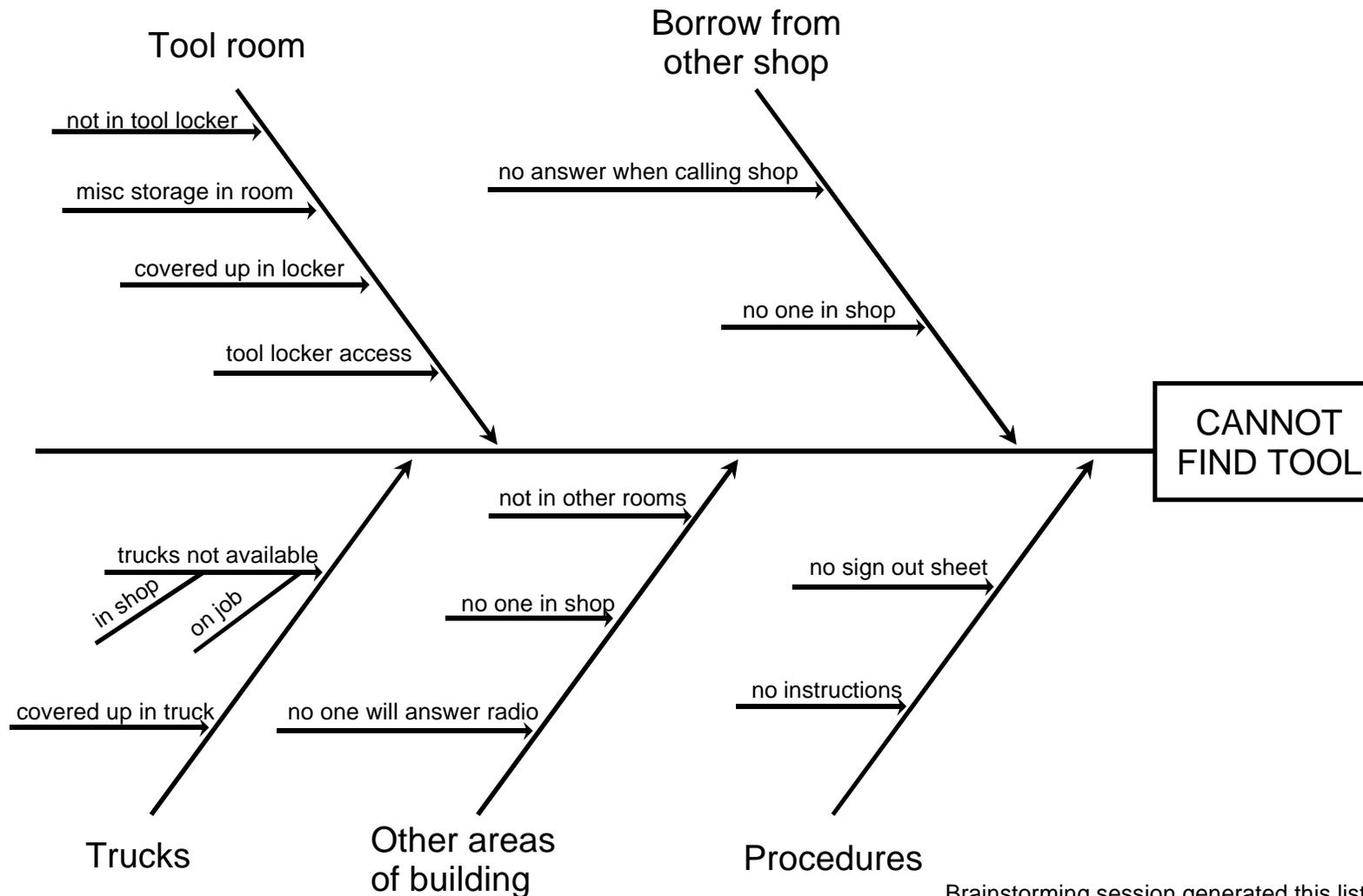
The High Voltage crews work day and night shifts. The night shift is smaller and works specific jobs or emergencies that occur during the evening. The team examined which shift had the biggest loss. The results are shown below.



(4) Data Collection and Analysis - 1

Department/Code				Instructions					
High Voltage Shop				Each time a tool cannot be located, annotate the date, time, your name, and show specific reason in appropriate column below.					
Section Name									
Nightshift				Identification of Data Collected					
	Date	Time	Person Collecting Data	Tool Room	Borrow From Other Shop	Trucks	Other Areas of Building	Procedures	Other
1	5/2/90	0130	GORDON			not available			
2	5/4/90	0415	WHITE	covered in locker					
3	5/5/90	2330	JENNINGS		borrowed				
4	5/8/90	0215	JENNINGS			not available			
5	5/12/90	2345	WHITE				no one in		
6	5/13/90	0345	THOMPSON			not available			
7	5/13/90	0500	GORDON	covered in locker					
8	5/15/90	0115	BRANNING			not available			
9	5/16/90	0245	GONTERMAN	covered in locker					
10	5/19/90	0330	BRANNING					no sign-out	
11	5/24/90	0145	JENNINGS						all in use
12	5/25/90	0440	WHITE			not available			
13	5/26/90	0600	THOMPSON	covered in locker					
14	5/27/90	0430	GORDON				no answer		
15	5/29/90	0230	GONTERMAN			not available			
16	5/30/90	0320	BRANNING			not available			
Sum				4	1	7	2	1	1
Average									
Standard Deviation									
Notes									

(4) Data Collection and Analysis - 2



Brainstorming session generated this list of causes.

(5) Proposed Improvement and Implementation - 1

In order to improve the process, the team identified actions necessary to correct the barrier to improvement.

Barrier

- Tools in different locations
- No place to store tools
- No inventory
- Different people using tools

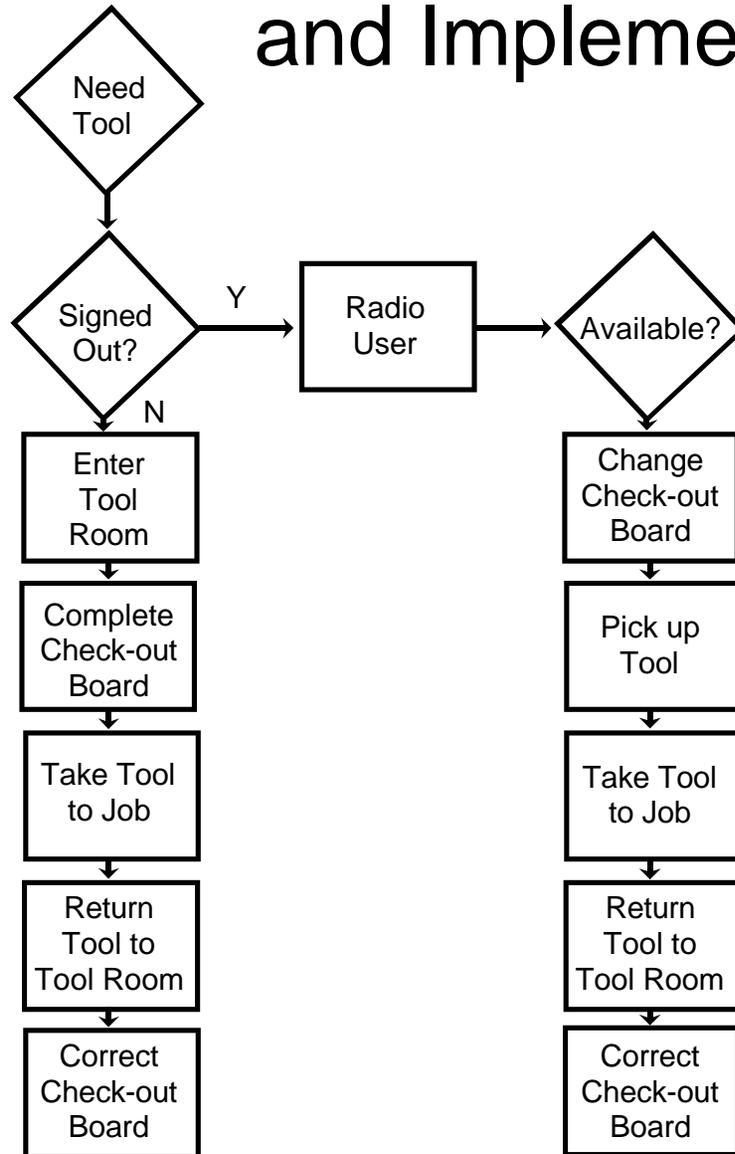
Action

- Collect all tools
- Establish Central Tool Room
- Inventory tools
- Make check-in/out board for tools
- Inventory each night
- Inform everyone of new process

Action Plan

WHAT	WHEN	WHO	HOW
Collect all tools	6/7/90	HVC	
Establish Central Tool Room	6/20/90	SC/HVC	MWAs to provide level floor in old storeroom and to isolate pot head.
Inventory tools	6/22/90	HVC	
Make tool check-in/out board	7/9/90	HVC	
Inventory each night		HVC	
Inform everyone of new process	7/9/90	HVC	

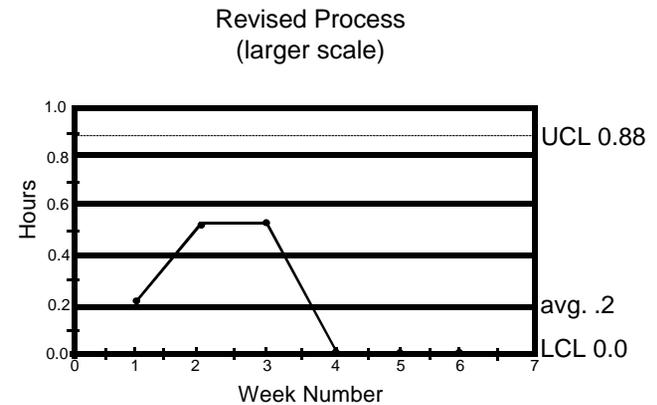
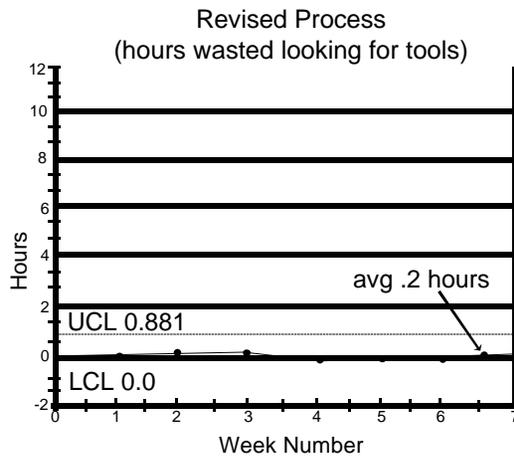
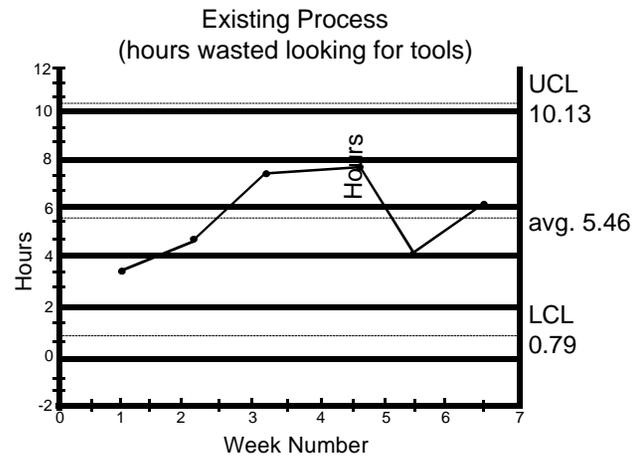
(5) Proposed Improvement and Implementation - 2



The new process developed by the team is shown below. Each member of the High Voltage crew has had the process explained to him. An inventory of the tools is completed each night by the foreman.

(6) Evaluation of Results

In order to evaluate the effectiveness of the solutions, the team must compare current situation data to data compiled after implementation.



New Process has caused the average loss of time to be reduced from 5.46 hours per week to .2 hours per week.

(7) Future Plans

- Lessons learned:
 - Before starting a problem, a facilitator should be available.
 - A small problem is a good one to start on to learn the tools.

- Remaining action:
 - Continue to collect data.
 - Team will now look into reducing unscheduled power outages.

Sample Storyboard

Process Improvement Storyboard Mailroom QMB		
Team Information	Reason for Improvement	Current Situation
Tom Jones, Administrative Dept. Head John Doe, Supply Dept. Head Sue Brown, Command Master Chief Jane Smith, Command Transportation Coordinator	Charter	
Data Collection and Analysis		
Proposed Improvement and Implementation	Evaluation of Results	Future Plans

Summary

- The types of TQL teams
- The roles and relationships of team members
- How to charter a team
- Group process observation
- Storyboarding