

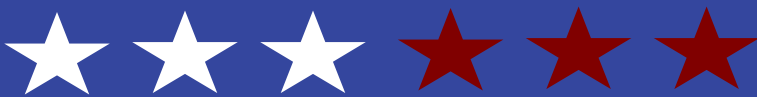


Team Showcase

**Application
and
Information**



2012



2012 Alabama Quality Award Team Showcase

Again, this year special recognition will be given to teams that demonstrate excellence in the use of Lean concepts such as 5S, TPM, Kanban, and others. This will be a separate, distinct award.

PURPOSE:

The purpose of the Team Showcase is to:

- * Recognize individual teams for their performance and the results they achieved.
- * Educate other organizations throughout Alabama on the potential benefits of empowered teams.
- * Demonstrate innovative and creative approaches to the continuous improvement process.
- * Acknowledge the use of Kaizen teams and their related implementation of Lean principles, as well as Quality improvement teams.
- * Encourage others to empower teams and be able to take full advantage of the vast array of international talent and skills present in organizations throughout the State of Alabama.

WHO IS ELIGIBLE:

The applicant's efforts must be implemented within the State of Alabama, but the organizations may have affiliates, divisions, or headquarters in other states.

WHO SHOULD SUBMIT APPLICATIONS:

Applications should be submitted by teams in recognition of exemplary customer service or for exceptionally valuable improvements in a system or process for achieving customer satisfaction. A fully completed official nomination form, including supporting documentation, must be submitted. The application form asks for responses to the evaluation criteria which should be typed, and single-spaced on standard 8 1/2 by 11 inch paper and comprise no more than eight (8) pages. Additional supporting documentation must also be typed or reproduced on standard 8 1/2 by 11 inch paper and must comprise no more than six (6) pages. The application must be signed by an officer or executive of the organization whose span of authority includes the submitting team.

PRE-APPLICATION REQUIREMENT:

All teams must submit a pre-application (form is found on page 3) by May 25, 2012 stating your intent to submit a full application by the July 27, 2012 deadline.

APPLICATION SUMMARY:

An application consists of:

1. A fully completed application form, including supporting documentation, properly signed.
2. Responses to the questions typed on standard 8 1/2 by 11 inch paper, at least 10pt. type, limited to eight (8) pages.
3. Additional supporting documentation limited to six (6) pages, typed or reproduced on standard 8 1/2 by 11 inch paper.
4. \$300 application fee.
5. Original and four copies of the completed application.

REVIEW:

Applications submitted by the deadline of **July 27, 2012**, will be reviewed by a panel of judges against the scoring criteria stated in the application. The teams receiving the highest overall scores will participate in the 2012 Team Showcase.

RECOGNITION:

Teams selected for the Team Showcase will participate in the 2012 Alabama Quality Awards Ceremony and Conference to be held in December. A fifteen (15) minute presentation will be made by the teams at the Conference.

A Question and Answer session will immediately follow the presentation. In addition, teams will have an opportunity to display a storyboard at the Team Showcase booth at the Conference.

DEADLINE:

All applications must be submitted **by July 27, 2012** to be considered. Applications should be mailed to:

Linda Vincent

Team Showcase

Box 870318, 249 Bidgood Hall

Tuscaloosa, Al 35487-0318

Call 205-348-8994 or email Linda@cba.ua.edu if additional information is needed.

2012 Alabama Quality Award Team Showcase Pre-Application Form

All pre-applications must be submitted by **May 25, 2012** via mail or fax to:

Linda Vincent
Alabama Quality Award Team Showcase
Alabama Productivity Center
Box 870318, 249 Bidgood Hall
Tuscaloosa, AL 35487-0318
Fax: (205)348-9391

1. Name of Quality/Kaizen team applying:

2. Name of organization submitting the application:

3. Primary contact person:

Name/Title: _____

Address: _____

City _____ **State** _____ **Zip** _____

Telephone number: (____) _____ **FAX number:** (____) _____

Electronic Mail Address: _____

4. Team Showcase Award Category: Check the appropriate category in which the application is being submitted. The award category is determined by the principal activity which employs the nominated team members.

_____ Manufacturing _____ Service _____ Small Business

_____ Health Care _____ Education _____ Non-Profit

The application being submitted:

- Must encompass a project/process improvement within the last two (2) years.
- Must involve a specific team. (**check one**)
 - ___ Natural process team with specific results related to the team's mission.
 - ___ Special project/task oriented team with specific results related to the team's mission.
 - ___ Kaizen team with the goal of implementing Lean principles

2012 Alabama Quality Award Team Showcase Application Form

Please read through the entire application form before completing. Application should be **TYPED or PRINTED**. Note all instructions and follow carefully. All applications must be submitted by **July 27, 2012** to be considered.

The application being submitted:

- **Must encompass a project/process improvement within the last two (2) years.**
- Must involve a specific team. (**check one**)
 - Natural process team with specific results related to the team's mission.
 - Special project/task oriented team with specific results related to the team's mission.
 - Kaizen team with the goal of implementing Lean principles

1. **Name of Quality/Kaizen team applying:**

2. **Name of organization submitting the application:**

3. **Contact person in the organization who can respond to questions about the application:**

Name/Title: _____

Address: _____

City _____ **State** _____ **Zip** _____

Telephone number: (____) _____ **FAX number:** (____) _____

Electronic Mail Address: _____

4. **Team Showcase Award Category:** Check the appropriate category in which the application is being submitted. The award category is determined by the principal activity which employs the nominated team members.

_____ **A. Small Business Sector:**

All for-profit manufacturing and/or service firms with less than 100 full-time employees and unaffiliated, wholly owned (not a part of a larger corporation; this group includes those that do not have access to external corporate resources).

_____ **B. Service Sector**

Organizations, companies, or subunits of a larger entity that sell or provide a service. (Proper classification of organizations that perform both manufacturing and service is determined by the larger percentage of sales.)

_____ **C. Manufacturing Sector**

Organizations or subunits of larger entities that produce and sell manufactured products, including those organizations that produce agricultural, mining, or construction products.

_____ **D. Education**

Eligibility is open to all Alabama education organizations. For the purpose of the Alabama Quality Award Team Showcase, the term "education" means: institutions

of higher learning, secondary schools, elementary schools, school districts and other organizations administering education programs.

_____ **E. Health Care**

Eligibility is open to all Alabama health care organizations. Health care organizations are defined as organizations primarily engaged in furnishing medical, surgical, and other health services to persons. *Includes, but are not limited to, hospitals, HMOs, nursing homes, health care practitioner offices, home health agencies, and dialysis centers.*

_____ **F. Non-Profit**

Eligibility is open to all Alabama public, private or government organizations. Some subunits or nonprofit organizations, including U.S. subunits of foreign organizations located in Alabama, may be eligible. Eligibility is intended to be as open as possible. For example, eligible organizations include local, state, and federal government agencies; trade associations; charitable organizations; social service agencies; credit unions; and professional societies.

Please describe briefly the products/services offered by your organization in order to help us verify the category you have chosen.

Linda Vincent, at 205-348-8994, can assist you if you are uncertain about which category to check.

5. Team Awards: Teams are eligible to win awards based on the level of achievement their application indicates. Levels of achievement are defined as:

- Gold Level** Clearly illustrates a sound systematic team approach to Continuous Improvement and/or Lean.

- Silver Level** Illustrates an intermediate use of quality tools and displays an intermediate level of a systematic team approach to Continuous Improvement and/or Lean.

- Bronze Level** Illustrates the use of some quality tools and the beginning levels of a systematic team approach to Continuous Improvement and/or Lean.

6. Team Leader & Team Members: List the names and job titles of each. There is no limit to the number of team members. Use an additional sheet of paper if more space is needed to list all members.

NAME	JOB TITLE
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

Evaluation Criteria

Team Showcase applications will be evaluated on how well various concepts in conducting team based improvements are implemented in a particular project. The criteria for those teams engaging in Quality oriented continuous improvement efforts will be judged using ASQ based criteria, while those teams engaging in Lean Kaizen events will be judged on different criteria found in this application packet.

Please provide brief but thorough responses to the questions below. In submitting your answers to the questions you should follow closely the outline below and number your responses for the judges (1.1a(a); 1.1a(b); etc. In following this format you will assist the judges in evaluating your submission and assigning the scores. Do not just use a narrative format.

Quality Teams:

- 1. PROJECT SELECTION AND PURPOSE (9 FACTORS @ 3 POINTS = 27 POINTS POSSIBLE)**
 - 1a. Explain the methods used to choose the project. (Provide specific examples of techniques and data used.)**
 - a. Reasons why the project was selected
 - b. Types of data and quality tools used to select the project, and why
 - c. Involvement of potential stakeholders in project selection
 - 1b. Explain how the project supports the organization's goals.**
 - a. Listing of affected organizational goals/performance measures
 - b. Types of impact the project will have on each goal area
 - c. Degree of impact the project will have on each goal area
 - 1c. Identify the potential stakeholders (those impacted by the project) and how they may be impacted by the project.**
 - a. Affected internal and external (if applicable) stakeholders
 - b. Types of potential impact on stakeholders
 - c. Degree of potential impact on stakeholders
- 2. CURRENT SITUATION ANALYSIS (6 FACTORS @ 4.5 POINTS = 27 POINTS POSSIBLE)**
 - 2a. Explain how the team used a formal process to identify the improvement opportunity or the potential root cause(s).**
 - a. Methods and tools used to identify improvement opportunities or possible root cause(s)
 - b. Analysis of data to identify possible improvement opportunities or root causes
 - c. Example of other actions taken to identify improvement opportunities or possible root cause(s)
 - 2b. Describe how the team analyzed information to identify the final improvement opportunity or root cause. (Include any appropriate validation.)**
 - a. Methods and tools used to identify the final improvement opportunity or root cause(s)
 - b. Analysis of data to verify that the best improvement opportunity or primary root cause was selected
 - c. Demonstration of how validation was ensured

3. **ACTION PLAN DEVELOPMENT (9 FACTORS @ 3 POINTS = 27 POINTS POSSIBLE)**
 - 3a. **Explain the methods used to identify the improvement actions or potential solutions.**
 - a. Methods and tools used to develop improvement actions or possible solutions
 - b. Analysis of data to develop possible improvement actions or possible solutions
 - c. Demonstration of how validation was ensured via methods, tools, etc.
 - 3b. **Explain how the final improvement(s) or solution was determined.**
 - a. Criteria used to select the final improvement action or solution
 - b. Use of methods, tools, and data to select the improvement action or solution
 - c. Involvement of stakeholders in the selection of the improvement or solution
 - 3c. **Explain the justification/benefits of the improvements(s) or solution.**
 - a. Types of tangible and intangible benefits that are expected to be realized
 - b. Use of data to justify the project
 - c. Comparison of budgeted to actual costs, or use of other justification methods
4. **PROJECT BUY-IN, IMPLEMENTATION, PROGRESS, AND RESULTS (9 FACTORS @ 3 POINTS = 27 POINTS POSSIBLE)**
 - 4a. **Explain how buy-in/agreement was achieved for implementation.**
 - a. Types of internal and external (if applicable) stakeholder involvement
 - b. How various types of resistance were addressed
 - c. Proof/validation that buy-in existed
 - 4b. **Explain the methods that were developed/installed to ensure the results.**
 - a. Use of stakeholder feedback in implementation
 - b. Procedure or system changes that were made
 - c. Creation and installation of a system for measuring results
 - 4c. **Describe the results achieved.**
 - a. Types of tangible and intangible results that were realized
 - b. Linkage of project impact on organizational performance and goals
 - c. How results were shared with stakeholders

Kaizen Teams:

Note: You are being judged on the effective use of Lean principles and the implementation of them in a systematic manner.

Please provide brief but thorough responses to the questions below. In submitting your answers to the questions you should follow closely the outline below and number your responses for the judges (1.1a(a); 1.1a(b); etc. In following this format you will assist the judges in evaluating your submission and assigning the scores. Do not just use a narrative format.

1. LIST PROBLEM(S) ADDRESSED BY KAIZEN TEAM (8 FACTORS @ 3 POINTS = 24 POINTS POSSIBLE)

1a. Describe the problem(s). (Please be as specific as possible)

- a. Reasons why the problem was addressed (ex., Long changeover times were reducing output)
- b. Which area of the company was directly affected by the problem (ex., A paint booth in Manufacturing)
- c. Involvement of potential stakeholders in problem selection (i.e., who was effected by the problem)

1b. Provide quantitative measures used to establish a baseline of the performance of the effected operations before the team addressed the problem(s).

- a. List the metrics that demonstrated the state of the problem (ex., changeover time was taking six hours)
- b. Detail how and how often the metrics in 1b(a) were collected

1c. Describe the establishment of the Kaizen team

- a. List the members of the Kaizen team and his or her functional area of the company
- b. How long was the Kaizen team given to accomplish their goals, and what was the scope of the team's authority to enact change?
- c. What were the original goals established for improvement, with regards to the baseline metrics listed in 1.b(a) above (ex., 3 hour reduction in changeover time)?

2. IMPLEMENTATION OF LEAN TOOLS (8 FACTORS @ 4.5 POINTS = 36 POINTS POSSIBLE)

Note: the intent of this section is to document the specific steps the Kaizen team took in addressing the problem.

2a. Identification of the cause(s) of the problem

- a. What caused this particular problem to be addressed as a Kaizen event?
 - List any previous attempts to remedy the problem
- b. Describe the approaches used to analyze data to identify possible improvement opportunities or root causes

2b. Selection of specific Lean tools to remedy the problem

- a. Which tools were used in the Kaizen event?
- b. How will these tools improve the problem?
- c. What are the expected results to the problem from the use of these Lean tools?

2c. Implementation

- a. List all steps the Kaizen team took from the time the Lean tools were selected until all recommended changes were implemented.
- b. List any obstacles the team encountered in implementation.
- c. What efforts were made to ensure the Lean principles would continue to be used on a long-term basis. (Ex., How did the Kaizen team work to get buy-in from the employees who would be using the Lean tools?)

3. RESULTS (8 FACTORS @ 4.5 POINTS = 36 POINTS POSSIBLE)

3a. Effectiveness of implementation

- a. Did the implementation of Lean principles address the root causes of the original problem?
- b. Were the Lean principles used by the employees as the Kaizen team expected?
- c. Are employees still using the Lean principles implemented by the Kaizen team?

3b. Quantitative metrics that show improvement versus the baseline readings

- a. How much performance gain did the Kaizen team's use of Lean principles generate?
- b. Did this performance meet the goals listed in 1c(c)?
- c. Were stakeholders involved in the selection of the improvement or the solution?

3c. How did the effects of the Kaizen team affect the organization as a whole

- a. Did the success of this Kaizen team lead to the formation of additional Kaizen teams to address other problems within the company?
- b. Did the company see actual changes in its accounting figures that show reduced costs or increased revenues?

Release: Alabama Quality Award Team Showcase recipients are required to share information on their successful performance and quality strategies with other Alabama organizations. However, recipients are not required to share proprietary information, even if such information was part of the application. Showcase Award recipients will share information at the Alabama Quality Award Ceremony/Conference.

Signature of Officer/Executive of the organization whose span of authority includes the Quality/Kaizen Team.

Signature: _____ Date: _____

Name (typed or printed) _____

Title: _____

Address: _____

City _____ State _____ Zip _____

Telephone number: (____) _____ FAX number: (____) _____

E-mail address: _____

Mail completed application and the \$300 application fee to:

**Linda Vincent
Alabama Quality Award Team Showcase
Alabama Productivity Center
Box 870318, 249 Bidgood Hall
Tuscaloosa, AL 35487-0318**

Checks should be made out to The Alabama Productivity/Center Capstone Foundation.

Charge to my
<input type="checkbox"/> VISA <input type="checkbox"/> MasterCard <input type="checkbox"/> Discover <input type="checkbox"/> Amer. Exp.
Account # _____
Exp. Date _____ Sec. Code _____ <small>mm/yy</small>
Signature _____
Date _____

May 25, 2012 is the Deadline for Pre-Application Forms

July 27, 2012 is the Deadline for Applications