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## Step 2: Establish a Project

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The second step in the quality improvement process is Establish a Project. We will discuss each of the three activities.

### THE JURAN QUALITY IMPROVEMENT PROCESS

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#### 1 Identify a Project

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#### 2 Establish the Project

- Prepare a mission statement
- Select a team
- Verify the mission

#### 3 Diagnose the Cause

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#### 4 Remedy the Cause

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#### 5 Hold the Gains

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#### 6 Replicate Results and Nominate New Projects

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## Prepare a Mission Statement

A well-written mission statement contains two parts.

### PREPARE A MISSION STATEMENT

#### Problem is...

- The problem to be resolved, that is, what is wrong
- The objective of the project, that is, what the team is to do about the problem

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*Make sure  
they match  
Goal: Problem ÷ 2*

Every mission statement should meet these four criteria:

### MISSION IS

Specific

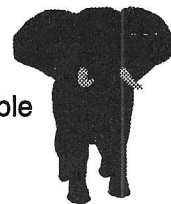


Observable

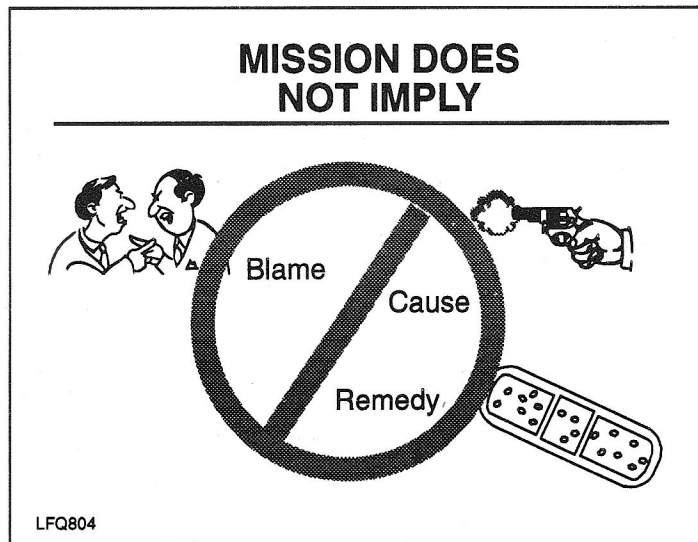
Measurable



Manageable



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The mission should not suggest a remedy, e.g., we need a new data base. This solution may be wrong and send a quality improvement team down a dead-end road on their journey.

If we attribute blame in the mission statement, it will most likely generate defensive behavior, hurting the team's ability to collect and analyze data objectively.

Implying the cause in the mission may prevent the team from uncovering the real cause.

## Select a Team

The Quality Council is responsible for picking the members of the cross-functional project team that come from the departments most closely affected by the problem.

## Verify the Mission

The quality improvement team is given the mission or statement of the problem. Many times the mission is vague, e.g., improve outgoing letters. If necessary, the team should develop a mission statement that is more specific confirming any changes with the Quality Council.

A clear mission allows the quality improvement team to understand exactly what problem is to be addressed.

### **VERIFY THE MISSION**

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- Evaluate the mission statement via criteria
- Verify that the problem exists through measurement
- Get needed clarification on the problem
- Identify any additional team members
- Get Quality Council approval of revised mission

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