

MODULE 1: Overview Of Continuous Quality Improvement to Become High Performance

By Lori Strumpf

Strumpf Associates: ***Center for Strategic Change***

July 2017

On behalf of the Workforce Development Council



Objectives and Focus

- To gain knowledge around the history of CQI, principles and practices.
- Focus areas for the training:
 - seeing the organization as a system
 - creating value for the customer
 - eliminating barriers and unnecessary work
 - creating value thru innovation.

The Strategic Imperative

- **Align core processes within an organization for the purpose of gaining better efficiency and effectiveness.**
- For the purpose of developing an outstanding and high performing internal work organization and a relevant and high performing workforce system

Approach: **Organizational Development**

- Use of Continuous Quality Improvement Practices and Principles to achieve a High Performance Workplace

PHILOSOPHY OF HIGH PERFORMANCE WORK ORGANIZATIONS

- Continuous Quality Improvement
- Team Based
- Empowered Staff
- Customer Focused
- Data Driven

DEMING'S 14 PRINCIPLES

- ❑ Create constancy of purpose for improvement of product or service
- ❑ Adopt a new philosophy
- ❑ Cease dependence on mass inspection
- ❑ End the practice of awarding business on price tag alone
- ❑ Improve constantly and forever the system of production and service

Deming Principles continued

- Institute training
- Institute leadership
- Drive out fear
- Break down barriers between staff areas
- Eliminate slogans, exhortations, and targets for the workforce
- Eliminate numerical quotas

Deming Principles continued

- ❑ Remove barriers to pride of workmanship
- ❑ Institute a vigorous program of education and re-training
- ❑ Take action to accomplish further transformation

ELEMENTS FOR CQI

1. *An Organizational Culture*

□ **A customer focus**

An organizations focus shifts from meeting internal needs to meeting customer requirements. External and internal customers - the recipient or beneficiary of the outputs of the work - define expectations. This is a shift from focusing on internal rules and regulations. The external customer is primary.

Quality through the eyes of ones customer means:

- doing the right thing
- doing it the right way
- doing it right the first time
- doing it on time
- treating every customer with integrity, courtesy, and respect.

1. *An Organizational Culture*

□ **A process orientation**

- Is quality resident only in an organization's product or service, or is quality also found in the process that produces the product or service? The answer to this question brings an organization to new levels of understanding quality. It is the realization that quality is actually present in, or missing from, every aspect of an organization's operation from top to bottom and side to side.

- The organization's culture must shift from "in the end, the service was fine" to "the service is never good enough if the processes used to produce it are not of quality - conforming to customer expectations".

2. *Identification of key processes*

- ❑ Organizations are made up of many processes. These can be broadly categorized as core business processes, related to what the organization produces, and support processes. For example, a core process for Workforce Investment Areas is job development and a support process is accounting.
- ❑ Given that CQI is a formal strategy for process improvement, organizations have to identify three to five **key** processes that they will focus on through process improvement teams.
- ❑ Other teams may do the work of process improvement on additional processes; however, the whole organization is committed to focusing on these key processes. Processes that touch the customer directly and/or impact the customer directly are often considered key.

3. *Benchmarking*

- A benchmark is a standard of excellence or achievement against which other similar things must be measured or judged. Benchmarking is the process of figuring out what to benchmark; finding out what the benchmark is; determining how it is achieved; and deciding to make changes in one's own business practices to meet or exceed the benchmark.
- Benchmarking is used to set quality standards for the process being improved. Benchmarking is also used to set goals for overall achievement and performance.

4. *Teams as process owners*

- Teams are essential to the success of CQI. Teams have the authority to manage the process and responsibility and accountability for its overall performance. Teams, once trained, engage in ongoing process improvement activity, which include:
 - customer identification
 - process definition
 - performance requirements definition
 - performance measurement
 - process improvement cycle activity.

5. Use of a formal improvement process

- This element has three formal components:
 - an ongoing customer data collection system;
 - a process improvement cycle such as plan\do\check\act; and
 - the use of formal data collection and analysis tools using statistical methods for process control.

6. *Links process improvement to improved performance*

- Performance in this quality context means an attribute of the work product itself, i.e., how well does the output of the processes used to create it perform. Performance is also a general process characteristic. Broad performance characteristics are effectiveness, cost, and schedule.
- Key to the improvement cycle is to measure the performance of the product or service against productivity and efficiency.

7. *Investments in the organization's human capital*

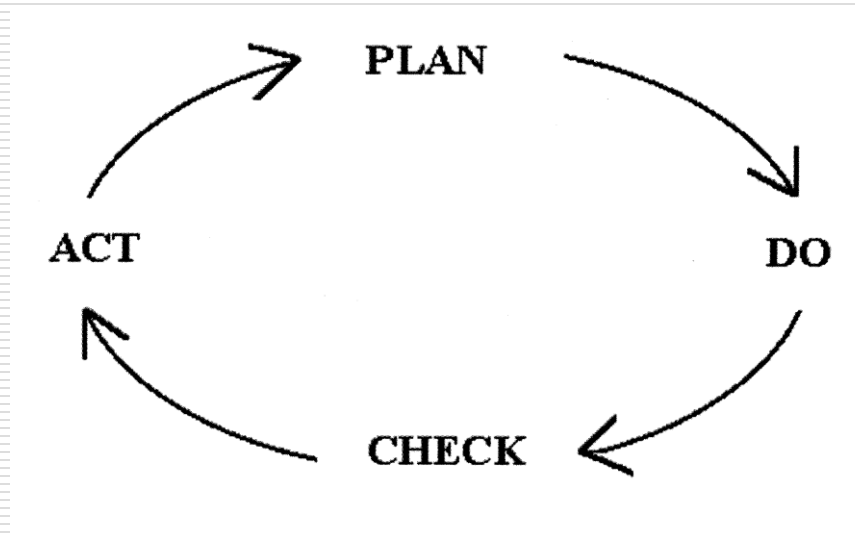
- CQI relies on the availability of time for individuals and teams to pursue improvement efforts, and on the availability of training and education to develop needed skills and experience in improvement tools and techniques. The notion is to develop a learning organization, one that values risk-taking and innovation and the ability to learn from mistakes through reflection.
- The organization is committed to providing individuals with learning plans and opportunities to carry out the plans; regular coaching; and just in time approaches to training.

DATA IS KEY

- *Continuous improvement will not occur unless organizations commit to data collection and analysis as an ongoing part of doing business, rather than only in response to crises.*

Continuous Quality Process Improvement

To use data in a continuous way means to begin to think in a cycle known as Plan\Do\Act\Check.



Continuous Cycle

- ❑ **PLAN** - plan a process improvement
- ❑ **DO** - carry out the change or test on a small scale, searching for data that can be used in step 1 (plan)
- ❑ **CHECK** - check the results to see what was accomplished or learned, observing and monitoring the effects of the change
- ❑ **ACT** - adopt the change or abandon if not useful, trying the cycle again with the accumulated knowledge.

This differs from the old way

Design it → Make it → Use it

How Can Your Organization be the Best it Can Be?

- What will be our achievements?
- What will we be known for?
- What will our competitors say about us?
- Who will our business partners be?
- How will our leaders have changed?
- What attributes will describe our employees?
- What contribution will we make to redefining excellence?
- What words will be on our customers' lips about us?

ABOUT YOUR TRAINER

Lori Strumpf has over thirty years in the field of organizational development and change management in human services and workforce development organizations. Lori has been in business as ***Strumpf Associates: Center for Strategic Change*** for the last 28 years. She is a nationally known expert in organizational management, training and design for education, training, and human resource development systems. Prior to starting her business, Lori was the Assistant Director for the National Association of Private Industry Councils. She is on the board of the National Youth Employment Coalition and was a founding member. She has been a Senior Associate at Brandeis University, Center for Human Resources, Heller School for Public Policy. Prior to moving to Washington, D.C. to work on the Vice President's Task Force for Youth Employment, Lori was the Assistant Director to a project for court diverted delinquent youth. She also worked at Florida State Prison, counseling prisoners.

Strumpf Associates is a small cadre of training and consulting experts, headquartered in Washington, DC. The Principals in Strumpf Associates have decades of experience helping organizations manage change, build systems, build leadership teams, and improve program quality and customer satisfaction. The Center provides organizational change management consulting and executive coaching to schools, workforce organizations, and welfare organizations.

Lori Strumpf has a Masters and Specialist Degree in Educational Counseling from the University of Florida.