

# CONTINUOUS QUALITY IMPROVEMENT

**GREAT  
LAKES  
NATIONAL  
PROGRAM  
OFFICE**



**ICF INCORPORATED**

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AGENDA

GLNPO CQI Follow-up Workshop

Chicago, October 31, 1989

<u>Time</u>	<u>Subject</u>	<u>Reference</u>
9:30	Welcome <ul style="list-style-type: none"><li>- Opening remarks</li><li>- review of agenda</li></ul>	Agenda
9:45	What have we accomplished so far? <ul style="list-style-type: none"><li>- Briefings by project leaders</li><li>- List tools used</li><li>- List obstacles encountered</li></ul>	
10:45	Break	
11:00	What have we accomplished... (cont'd)	
12:00	Lunch	
1:00	Building a better tool box. <ul style="list-style-type: none"><li>- Review tools from a.m. briefings.</li><li>- Other tools and where to learn more about them</li></ul>	Additional CQI Tools (Handout reference)
1:30	Putting the C into CQI <ul style="list-style-type: none"><li>- Maintaining momentum and continuity</li><li>- Obstacles to continuity</li><li>- Approaches/techniques for maintaining continuity</li><li>- Where to learn more</li></ul>	Maintaining continuity (Handout reference)
2:00	Getting it all together <ul style="list-style-type: none"><li>- The Baldrige and Presidential Award criteria: guides to a Continuous Quality Improvement program for GLNPO</li></ul>	Presidential Award Criteria (Handout reference)
2:30	Wrap-up	
3:00	Adjourn	

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## **BUILDING A BETTER TOOL BOX**

**TOOLS INTRODUCED AT THE PREVIOUS WORKSHOP.**

**HOW THE TOOLS HAVE BEEN USED AT GLNPO.**

**ADDITIONAL TOOLS TO CONSIDER.**

**WHERE TO GET FURTHER INFORMATION ON TOOLS.**

## TOOLS INTRODUCED AT THE PREVIOUS WORKSHOP

<u>TOOL</u>	<u>FUNCTION</u>
• CAUSE AND EFFECT DIAGRAMS	TO DISPLAY CAUSES AND EFFECTS
• PARETO CHARTS	TO RANK THE RELATIVE SIGNIFICANCE OF FACTORS
• FLOWCHARTS	TO DISPLAY THE STEPS IN A PROCESS SEQUENTIALLY
• BAR CHARTS/HISTOGRAMS	TO DISPLAY THE FREQUENCY WITH WHICH FACTORS/VALUES OCCUR
• RUN CHARTS	TO DISPLAY MEASUREMENTS TAKEN AT REGULAR INTERVALS, OVER TIME

## ADDITIONAL TOOLS TO CONSIDER

<u>TOOL</u>	<u>FUNCTION</u>
• TREE DIAGRAM	TO SEQUENTIALLY ANALYZE PRIMARY GOALS AND MEANS, SECONDARY GOALS AND MEANS, AND SO FORTH.
• CHECKSHEETS	TO TABULATE OCCURRENCES OF A FACTOR OR SITUATION
• CIRCLE GRAPHS/ PIE CHARTS	TO DISPLAY THE CATEGORICAL BREAKDOWN OF A FULL RANGE OF POSSIBLE VALUES
• SCATTER DIAGRAMS	TO DISPLAY A RELATIONSHIP BETWEEN TWO FACTORS
• CONTROL CHARTS	TO DETECT ABNORMALITIES IN EVALUATING PROCESSES OR TRENDS
• OTHERS	

## **PUTTING THE C INTO CQI**

**MAINTAINING MOMENTUM AND CONTINUITY**

**OBSTACLES TO CQI**

**APPROACHES/TECHNIQUES FOR CONTINUITY**

**WHERE TO LEARN MORE**

# **MAINTAINING CONTINUITY**

**CONSTANCY OF PURPOSE**

**SCHEDULES**

**PROJECTS SPAWNING PROJECTS**

**BUILDING SUPPLIER RELATIONSHIPS**

**ROLE RECOGNITION**

**MANAGING CONTINUITY**



## **APPROACHES/TECHNIQUES FOR CONTINUITY**

**IDENTIFY NEW PROBLEMS/OPPORTUNITIES.**

**PROPOSING/PRIORITIZING NEW PROJECTS.**

**SUPPORTING CQI EFFORTS.**

**FOLLOWING THROUGH ON PROJECTS.**

# **QUALITY IMPROVEMENT AWARD CRITERIA**

**QUALITY ENVIRONMENT**

**QUALITY MEASUREMENT**

**QUALITY IMPROVEMENT PLANNING**

**EMPLOYEE INVOLVEMENT**

**TRAINING FOR QUALITY IMPROVEMENT**

**EMPLOYEE RECOGNITION**

**CUSTOMER FOCUS**

**RESULTS OF QUALITY IMPROVEMENT EFFORTS**

## CRITERIA

This submission must be able to stand on its own. Answers to each item should be fully responsive, and assume no prior knowledge of the organization by the examiners. Responses should be concise, factual, and where possible quantitative.

### 1. QUALITY ENVIRONMENT (10 points)

The Quality Environment category examines how the senior management of the organization creates and sustains a clear and visible quality value system to guide all activities of the organization.

- a. Describe the roles of the key executives in the quality improvement effort. Include specific examples of visible and personal executive involvement in the development of an effective quality culture.
- b. Summarize the organization's policy on Quality and Productivity Improvement and describe how "ownership" of the policy by management was accomplished and how it is reinforced.
- c. Describe how the organization communicates its quality vision to all employees.
- d. Describe how quality and productivity management responsibilities are integrated into the organization's planning process and how these plans are managed on a routine operational basis.
- e. Give specific examples of expenditures on quality and productivity improvement efforts.

### 2. QUALITY MEASUREMENT (10 points)

The Quality Measurement category examines the scope, validity, use, and management of data and information that underlie the organization's quality system.

- a. Describe the organization's quality-related measures and indicate the type of information it contains relating to customers, suppliers, internal operations, products or services.
- b. State the most significant changes in the types of information the organization collects now compared to the period prior to starting a quality improvement process.

- c. Describe how the organization uses the information it collects. Give specific examples.
- d. Describe how the organization ensures that key data are accurate, timely and available to those who need it.

3. QUALITY IMPROVEMENT PLANNING (10 Points)

The Planning category examines the extent to which quality and productivity considerations are taken into account in the planning process. Particular emphasis is placed on how and when information about customer requirements and satisfaction are identified and used for planning purposes.

- a. Describe the short-term and long-term goals for quality and productivity improvement, the process for establishing these goals, and the means to ensure they are implemented.
- b. Briefly summarize specific plans for quality and productivity improvement, identifying key priorities for short-term and long-term improvement.
- c. Describe specifically how customer requirements and feedback are taken into account in the planning process to improve existing products and services.

4. EMPLOYEE INVOLVEMENT (10 points)

The Employee Involvement category examines the effectiveness and thoroughness of employee involvement in quality and productivity improvement.

- a. Summarize the means available for employees to contribute to quality and productivity improvement, especially as it involves team activity.
- b. Discuss data related to current employee involvement efforts, such as percent participation in each type of involvement described above, number of teams operating during the past year.
- c. Describe plans to expand involvement of employees.

5. TRAINING FOR QUALITY IMPROVEMENT (10 points)

The Training category examines the effectiveness of the organization's efforts to develop and utilize the full potential of the workforce for quality improvement.

- a. Describe the types of quality and productivity management training provided for senior management.

Provide the number of managers and supervisors who received this training and the total number who are eligible.

- b. Describe the types of quality and productivity improvement training provided for employees. Provide the number of employees who received each type of training and the total number eligible for each.
- c. Relate the current and future training program to the planning objectives.

6. EMPLOYEE RECOGNITION (10 points)

The Recognition category examines the extent to which the organization's management uses rewards and incentives to recognize employees who improve quality and productivity.

- a. Describe how employee contributions to quality and productivity improvement are evaluated and recognized. Indicate whether and how team recognition is used.
- b. Give the percentage of employees who received rewards and recognition in FY 1988, compared to the period prior to initiating a quality improvement process.

7. CUSTOMER FOCUS (15 points)

The Customer Focus category examines the organization's customer service systems, knowledge of the customer, responsiveness and ability to meet requirements and expectations.

- a. Describe the methods used for obtaining customer feedback and a knowledge of customer expectations.
- b. Describe how the organization analyzes customer feedback and complaints and translates them into corrective action.
- c. Describe the organization's service goals, how they are set and modified.
- d. Summarize the results of the past year or two indicating quantitatively the level of customer satisfaction with the quality of services.

8. RESULTS OF QUALITY IMPROVEMENT EFFORTS (25 points)

The Results category examines the measurable and verifiable results of the applicant's quality and productivity improvement practices. Data tables and graphs summarizing trends and achievement may be utilized.

- a. Using all key measures for assessing the quality, timeliness, and cost-effectiveness of products/service, summarize results of the past two years (longer, if available). Include in-process (e.g., percent rework) as well as end-item measures.
- b. Summarize briefly five projects that illustrate the breadth and effectiveness of the organization's quality improvement activities. These projects should illustrate the techniques and methods used by the organization to achieve continuous improvement, and should have demonstrable results.
- c. Summarize the findings of the organization's most recent program evaluation, and when it occurred, to provide information on whether the program's mission is being achieved.

#### FOR MORE INFORMATION

Barra, Ralph. Putting Quality Circles to Work: A Practical Strategy for Boosting Productivity and Profits, Quality Press, 1983.

Barry, Thomas J. Quality Circles: Proceed with Caution, Quality Press, 1988.

Christopher, William F. Productivity Measurement Handbook, Productivity Press.

Crosby, Philip B. Quality is Free: The Art of Making Quality Certain, New York: McGraw-Hill, 1979.

Deming, W. Edwards. Out of the Crisis, Massachusetts Institute of Technology, 1986.

Feigenbaum, A.V. Total Quality Control: Engineering and Management, New York: McGraw-Hill, 1961.

Gitlow, Howard, and Shelly Gitlow, Alan Oppenheim and Rosa Oppenheim. Tools and Methods for the Improvement of Quality, Quality Press, 1989.

Imai, Masaaki. Kaizen, Random House Business Division, 1986.

Ishikawa, Kaoru. Guide to Quality Control, Tokyo: Asian Productivity Organization, 1976.

Ishikawa, Kaoru. What is Total Quality Control?, Prentice-Hall, Inc., 1985.

Juran, Joseph M. Juran on Planning for Quality, The Free Press, 1988.

Lawler, Edward E., III. High Involvement Management, Quality Press, 1986.

Mizuno, Shigeru (ed.). Management for Quality Improvement: The 7 New QC Tools, Productivity Press, 1988.

Nemoto, Massao. Total Quality Control for Management, Prentice-Hall, Inc., 1987.

Schonberger, Richard J. Japanese Manufacturing Techniques, The Free Press, 1982.

Stratton, A. Donald. An Approach to Quality Improvement That Works: With an Emphasis on the White-Collar Area, Quality Press, 1988.

## FEDERAL QUALITY AND PRODUCTIVITY RESOURCE CENTER

Federal Quality Institute  
Federal Quality and Productivity Resource Center

### Mailing Address:

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### Location:

440 G Street, N.W.  
Pension Building, Room 333  
Washington, D.C.

Jeff Manthos, Center Director - (202) 376-3753, (FTS) 376-3753

### Purpose

To provide information on total quality and productivity management, primarily to the Federal sector. Particular area of emphasis is on Federal productivity and improvement in service delivery.

### Special Services

The Federal Quality and Productivity Resource Center provides individualized information packages and/or referral services, based on the inventory of items listed below and staff expertise.

### QUALITY AND PRODUCTIVITY IMPROVEMENT PROGRAM

#### o General Guidelines and Reports\*

- *Executive Order 12367, Productivity Improvement for the Federal Government*
- *OMB Circular A-132, Federal Productivity and Quality Improvement in Service Delivery*
- *OMB Concept Papers on Productivity Measurement and Specifying Program Functions*
- *Management of the U.S. Government, FY 90 Report*
- *The Federal Productivity Improvement Effort; Current Status and Future Agenda (Spring 1988)*
- *Quality Improvement Prototypes/Case Studies*
- *Building a Quality Focus in Government Conference Proceedings June 1-2, 1988.*
- *Overcoming Barriers to Productivity: An Agency Call To Action*
- *How to Develop Quality Measures that are Useful in Day to Day Management (January 1989)*



- o Federal Productivity Measurement (Special studies; BLS Summary Data and Output Indicators)
- o Joint Financial Management Improvement Program Publications
- o President's Council on Management Improvement Reports
  - *Improving Federal Productivity: An Inventory of Agency Examples*
  - *Measuring Administrative Services: Assessing and Improving Productivity*
  - *An Inventory of Shared Administrative Support*
  - *A Guide for Sharing Administrative Support*
  - *Case Studies of Shared Administrative Support*
- o President's Council on Integrity and Efficiency Progress Reports
- o BLS Bulletins
- o GSA Handbooks
- o White House Conference on Productivity Report
- o Exemplary Project Series/Agency Case Studies
- o GAO Reports on Productivity
- o Quality and Productivity Articles on the Following Topics
  - *Total Quality Management*
  - *Quality Improvement*
  - *Productivity Management*
  - *Productivity Measurement*
  - *White Collar Productivity*
  - *Gainsharing*
  - *Productivity Trends (Limited)*
  - *Automation and Technology (Limited)*
- o Quality and Productivity Bibliographies
- o Employee Involvement
  - *Participative Management*
  - *Quality Improvement Teams*

- *Quality Circles*
- *Incentive Program Articles*
- o Labor-Management Handbooks and Articles
- o National Center for Productivity and QWL Publications
- o Best Sellers and Reference Books on Quality and Productivity available on loan.
- o Videotapes on Quality and Productivity available on loan.
- *Productivity and Pride* Format: 3/4" Commercial, Length: 14 minutes, 22 seconds.
- *A Passion for Excellence. The Obsessive Pursuit of a Dream.* Tom Peters. Format: 3/4 Commercial, Length: 63 minutes.
- *Productivity and Pride Video Conference (May 1) USDA/OMB.* Format: 1/2" VHS, Length: Approx. 60 minutes.
- *Deming: Why Productivity Increases as Quality Improves.* MIT Video Course. Format: 3/4" Commercial, Length: 55 minutes.
- *Deming: Quality and Productivity in Service Organizations.* MIT Video Course. Format: 3/4" Commercial, Length: 47 minutes.
- *Deming: The 14 Steps Management Must Take, I.* MIT Video Course. Format: 3/4" Commercial, Length: 55 minutes.
- *Deming: Roadmap For Change.* Format: 3/4" Commercial, Length: 29 minutes
- *Deming: The 14 Steps Management Must Take, II Obstacles to Success, I.* MIT Video Course. Format: 3/4" Commercial, Length: 58 minutes.
- *Team Building.* Format: 3/4" Commercial, Length: 30 minutes.
- *OPM/IBM White Collar Quality Processes Seminar.* Tom Barry. Format: 1/2" VHS, Length: Approx. 4 1/2 hours.
- *"Labor Management," The City of New York - Department of Sanitation.* Format: 1/2" VHS, Length: 60 minutes.
- *Juran on Quality Leadership.* 1/2" VHS, Length: 45 minutes.
- *The Greatest Management Principle, The Basics.* Format 1/2" VHS, Length: 16 minutes.
- *Meeting of Quality Experts (Oct. 14th).* Format: 1/2" VHS, Length: Approx. 1 1/2 hours.
- *Quality Measures Workshop (Feb. 9th, 1988).* Format: 1/2" VHS, Length: Approx. 2 hours.
- *TQM, Strategy for Success.* Format: 3/4" Commercial, Length: 24 minutes.
- *In Pursuit of Quality.* Format: 3/4" Commercial, Length: 15 minutes.

- *Journey Towards Quality*. Format 1/2" VHS, Length: 15 minutes.
- *Team Excellence*. Format 1/2" VHS, Length: 30 minutes.
- *Creating Customer Commitment*. Format 1/2" VHS, Length: 30 minutes.
- *Innovation, It's Worth the Risk*. Format 1/2" VHS, Length: 25 minutes.
- *Leadership Alliance*. Format 1/2 " VHS, Length: 60 minutes.

#### Fees

The Center's services are free of charge.

#### Operating Hours

Normal hours are from 8:00 a.m. - 4:30 p.m., Monday through Friday.

#### Visitors

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#### Authorization

OMB Circular A-132, Section 11.

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