



Building an effective quality culture – The key to sustaining MS improvements

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What We Will Cover Today



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About QMII

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Q & A



About QMII

- QMII has provided best in industry process improvement consulting, auditing, and training since 1986
- Headquartered in Ashburn, Virginia
- ISO 9001:2015-certified
- SBA 8(a) and DBE-certified
- Minority-owned business
- GSA PSS and Schedule 70 holder



About QMII



US Coast Guard

FHWA

US Navy

NJ Transit

US Army

Amtrak

Crowley

Harley Marine

Interlake

Marquette

DOC

Commerial



Why Are We Here?



Understand how to create an environment for conformity



Understand how to increase buy-in to the system



The importance of creating a culture where nonconformities are not hidden

What is Quality Culture?

Culture is the social glue uniting an organization to producing conforming products with efficiency

Quality Culture includes:

- Shared values, beliefs, expectations and commitments toward quality of outputs
- Ownership of quality at all levels of the organization
- Driven by clear purpose (KPIs)
- Welcoming of critical evaluations (NCs)



Leadership Commitment



Policy to Product/Service



Leadership commitment is integral to the success of the organization.

“Do what you say and say what you do”

The leadership’s perceived ‘ideal culture’ versus what the employees experience can provide valuable insights.

The policy that defines the vision of leadership must be communicated via messaging tailored to different levels of the workforce, so they understand how they contribute to it. (Measurable Objectives)



Maximizing Workforce Contributions



An Effective Quality Culture



Should:

- Ensure credibility in the messaging at all levels
- Celebrate successes & value add improvements (OFIs)
- Blame the system when things go wrong

"Nonconformities are of the system, not of an individual"

- Document the system to the extent needed to provide requirements (and guidance) as needed to:
 - Provide the required authority
 - Manage expectations
 - Enable compliance and
 - Encourage creativity and discretionary action.

Building the Environment for Quality

- Roles and Responsibilities clearly defined
- Resources provided to meet the objectives
- Engage employees in building and improving the system
- Demonstrate that learning is valued and doing the right thing is important
- Sharing of lessons learned and best practices among departments
- Information communicated in a clear and simple manner

"The system must adapt as the context changes"



Training the Workforce



Workforce Training Leading to A Competent Team



- Organizations spend resources on skills training but often system training is not given importance
- Train the workforce to understand:
 - The benefits of the system approach
 - How to report OFIs and Non-Conformities
 - The do's and don'ts of the system
 - The Risks to their process and what to do when new potential risks are identified
 - How they contribute to the policy
- Evaluate effectiveness of training provided (often not done), leading to competence and improving performance

"QMS familiarization training given at the time of joining is often forgotten within one month!"



Assimilating and Sharing Information



What Data to Monitor



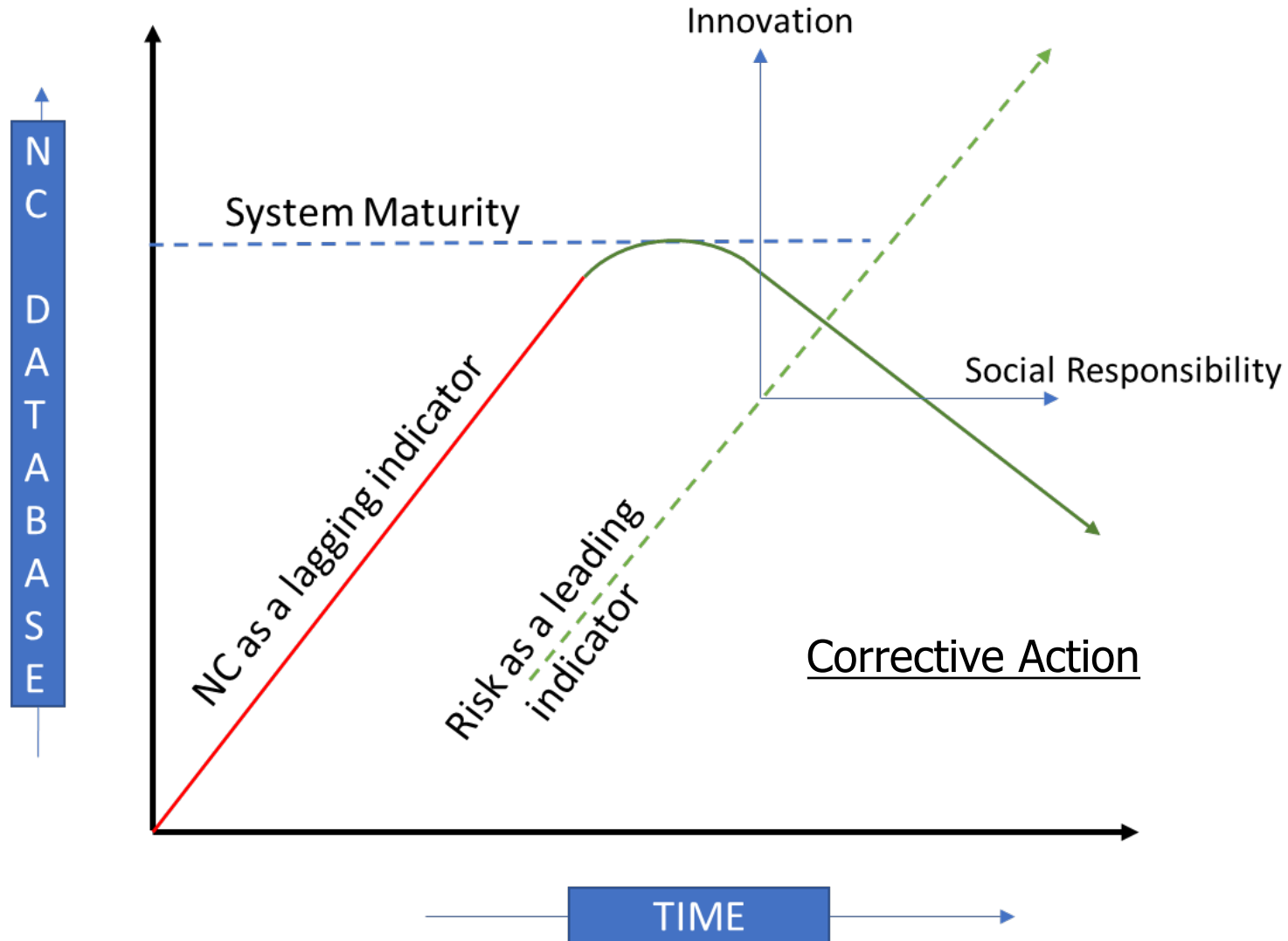
- Consider monitoring the following:
 - The extent to which objectives are met
 - Root causes of NCs determined
 - Effectiveness of Corrective Actions
 - Effectiveness of Actions to address Risks
- Consider performance per ISO 9001 Clause 9.3.2
- Analyze and present the data
- Ensure leadership briefed on metrics (Management Reviews) and follow up shared with relevant personnel



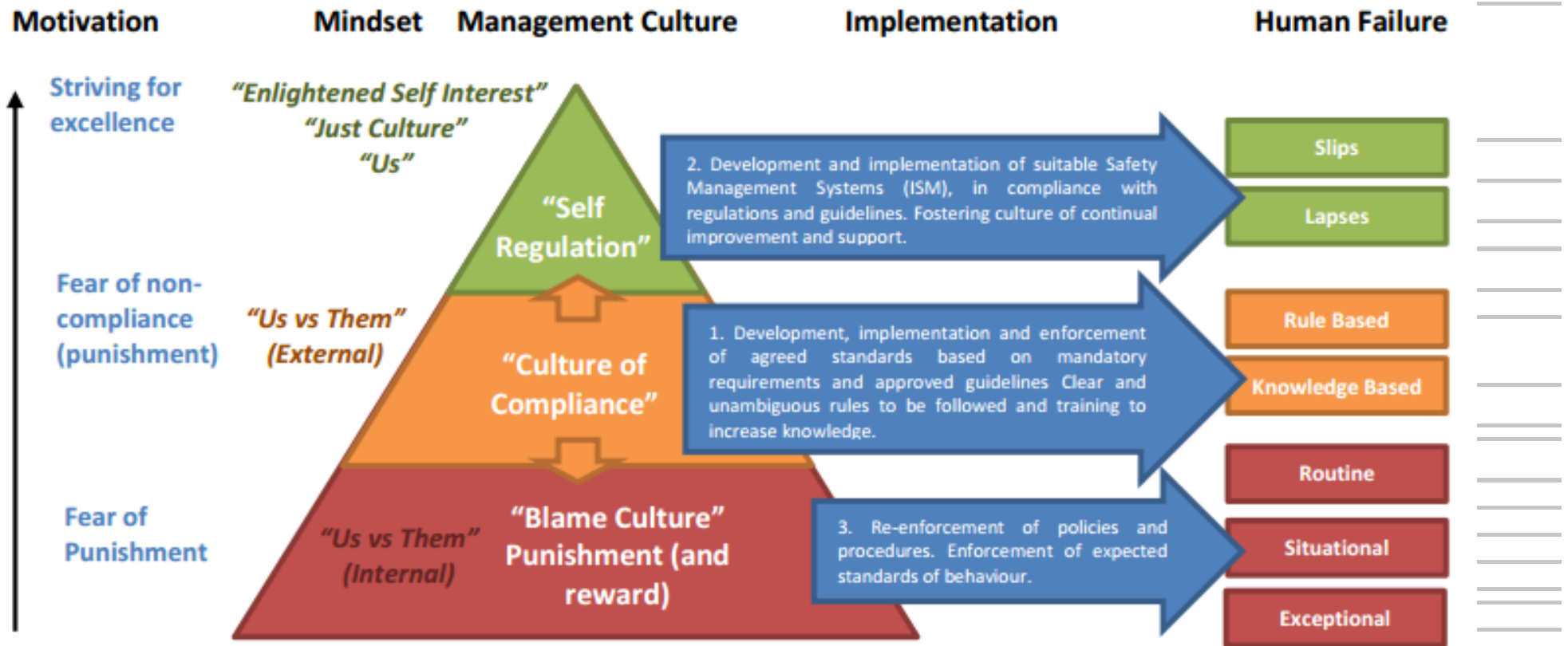
Maturity of the System



“A bad system will defeat a good person every time” – W.E. Deming



Approaches to MS implementation



Remember



1. Blame the system, not the people
2. Communicate requirements/guidance in a clear and simple manner
3. Document the system for the user based on how they do work and to the extent needed
4. Identify means to demonstrate management commitment
5. Communicate feedback on the system
6. Train and re-train the team to achieve competence

"The only bad non-conformity is the one you do not know about" – Dr. IJ

Procurement Options



GSA MAS (Schedule 70): 47QTCA20D0050
SAM UEI: E8KYQBSFJ6V6
CAGE: 1GFC9

SDVOSB Partners
WOSB Partners
HUBZONE Partners
Other Vehicles

Thank You!!!



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