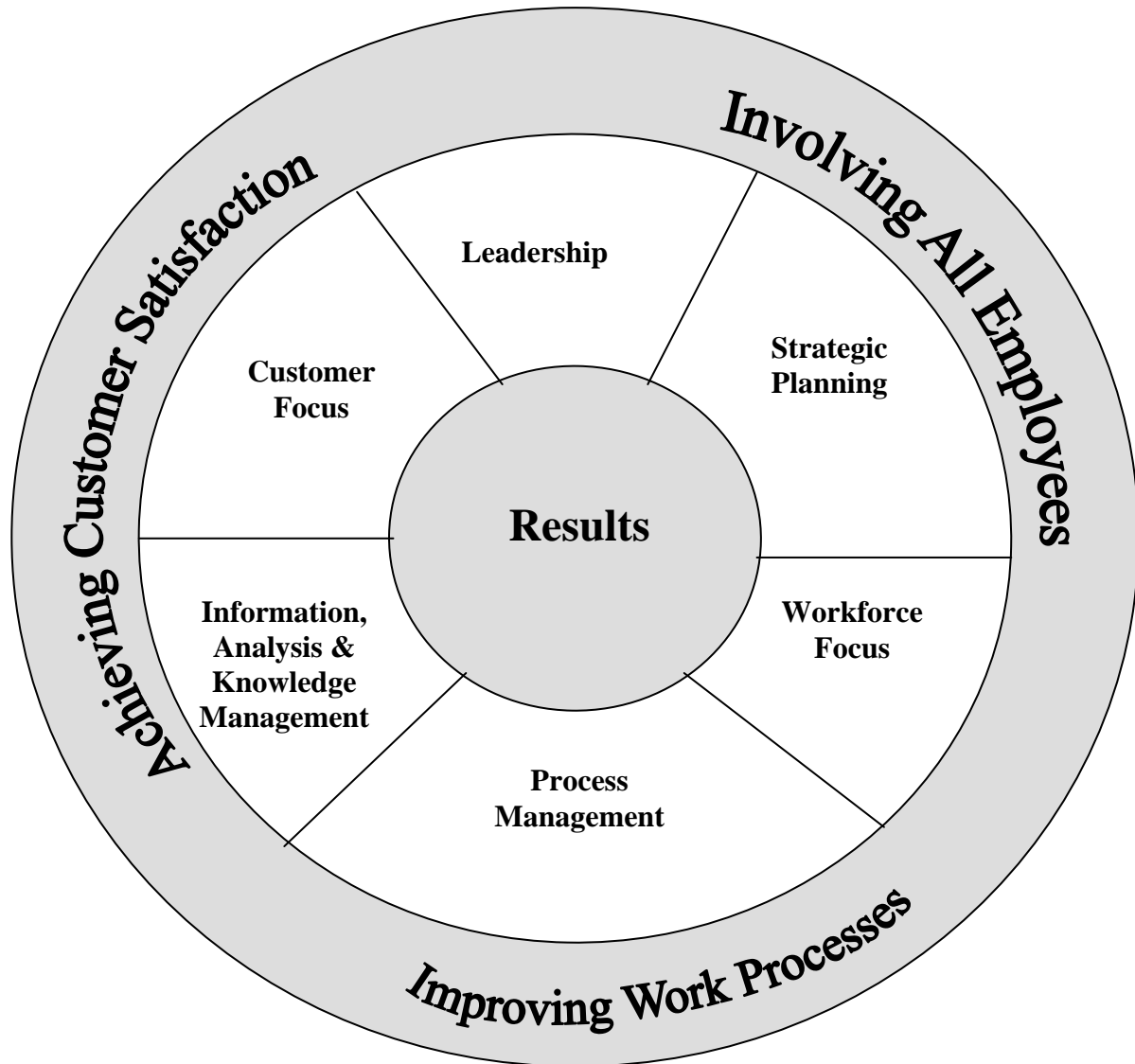


Guidelines for Implementing Continuous Quality Improvement in State Government



Office of Management and Budget
Human Resource Management
Leadership and Service for a Quality Workforce

Continuous Improvement in State Government

Criteria and examples listed are based on the Baldrige & Delaware Quality Awards.

CRITERIA

EXAMPLES

<i>Leadership</i>	<i>Strategic Planning</i>
<ul style="list-style-type: none"> ▪ How senior leaders address values and performance expectations with a focus on customers/stakeholders, empowerment, innovation, learning and organizational directions. ▪ How these values are reflected in public responsibility and good citizenship. 	<ul style="list-style-type: none"> ▪ Leadership (Cabinet Secretary, Division Directors and managers) are personally involved in, and provide support and encouragement for continuous quality. ▪ Agency focuses on customers in vision, mission, and core values. ▪ Agency encourages employee volunteers for community needs
<ul style="list-style-type: none"> ▪ How an agency develops strategic objectives, action plans, and human resource plans ▪ How action plans are deployed, i.e., communicated, measured, integrated and aligned within the organization 	<ul style="list-style-type: none"> ▪ Strategic Plan includes key success factors, performance targets and regularly reviewed measures (input, output, and outcome). ▪ Agency communicates and reinforces plans to all levels of employees and partners. ▪ Agency adapts strategies quickly as evolving circumstances change (e.g., flexible, proactive, prevention-based approaches). ▪ Continuous improvement is integrated in strategic planning and budgetary processes.
<ul style="list-style-type: none"> ▪ How an agency determines requirements, expectations, and preferences of internal and external customers and stakeholders. ▪ How customer/stakeholder satisfaction is determined. ▪ How customer/stakeholder relationships are managed. 	<ul style="list-style-type: none"> ▪ Customer needs and satisfaction are determined by such tools as surveys, focus groups, outreach activities, 360 degree feedback, etc. ▪ Agency defines measurable service standards. ▪ Agency tracks complaints and compliments.

These guidelines have been developed by representatives of the Human Resource Management, the Delaware Quality Partnership, and the Delaware Quality Consortium.

CRITERIA

EXAMPLES

<p><i>Information, Analysis, and Knowledge Management</i></p> <ul style="list-style-type: none"> ▪ How an agency measures performance. ▪ How performance data and information are gathered, analyzed and used for improvement. 	<ul style="list-style-type: none"> ▪ Performance measures support short-term operations and evaluation of strategic direction. ▪ Performance measures contain a balance of the “right things”. ▪ Benchmarks or external comparisons are made on key business process measures. ▪ Agency uses quality tools and techniques, for example: <ul style="list-style-type: none"> ▪ common and special cause variation ▪ PDCA improvement cycle ▪ cause & effect analysis ▪ pareto analysis ▪ run charts
<p><i>Workforce Focus</i></p> <ul style="list-style-type: none"> ▪ How an agency enables employees to develop and use their full potential, aligned with agency objectives. ▪ How an agency creates and supports an environment for continuous quality performance. ▪ How an agency promotes and supports full employee participation, and personal and organizational growth. ▪ How an agency’s performance management system, including feedback to employees, supports high performance aligned with strategies and action plans 	<ul style="list-style-type: none"> ▪ Employees participate in continuous quality through work improvement teams, idea/suggestion programs, etc. ▪ Employees are empowered to improve individual work processes. ▪ Agency invests time and money in the training and development of employees. ▪ Managers and employees attend Quality Service in the Public Sector, Workplace Communication, and Principles of Quality courses. ▪ Agency promotes diversity awareness. ▪ Agency has employee recognition program aligned with performance excellence goals. ▪ Agency encourages creativity and risk taking. ▪ Agency promotes and supports sharing of knowledge through regular staff meetings, newsletters, cross-training, rotational programs, etc.
<p><i>Process Management</i></p> <ul style="list-style-type: none"> ▪ Use of systematic approaches to achieve cycles of improvement in key agency processes. ▪ How all work units are involved with customer focus, product and service delivery, support, and supplier and partnering processes? 	<ul style="list-style-type: none"> ▪ Agency work teams regularly use whole systems thinking to examine work processes. ▪ Agency demonstrates continuous process improvement, including how opportunities are identified and prioritized, cost control, new technology, efficiency and effectiveness factors, etc.

These guidelines have been developed by representatives of the Human Resource Management, the Delaware Quality Partnership, and the Delaware Quality Consortium.

CRITERIA

EXAMPLES

<i>Performance Results</i>	
<ul style="list-style-type: none">▪ How an agency's performance and improvement trends are reflected in outcomes.▪ How data on performance over time compares with other organizations for:<ul style="list-style-type: none">▪ customer satisfaction▪ product and service performance▪ financial and mission related performance▪ human resource results▪ supplier and partnering results▪ operational performance	<ul style="list-style-type: none">▪ Agency reviews key measures to include:<ul style="list-style-type: none">▪ mission related▪ financial▪ operational▪ supplier▪ customer satisfaction▪ employee satisfaction▪ Agency uses technology to help measure results.▪ Agency demonstrates improved performance as compared to other organizations.▪ Agency improves performance on federal, state, local, or industry standards.▪ Agency demonstrates improvements, such as:<ul style="list-style-type: none">▪ reduction of telephone or in person wait times for customers▪ reduced customer complaints▪ reduced grievances▪ low staff turnover▪ low sick time▪ number of suggestions▪ Agency applies for Delaware Quality Award or other external recognition of excellence.

For More Information Contact: [Barbara McCleary](#)
OMB/Human Resource Management
Statewide Training and Organization Development, (302) 739-1990.



These guidelines have been developed by representatives of the Human Resource Management, the Delaware Quality Partnership, and the Delaware Quality Consortium.