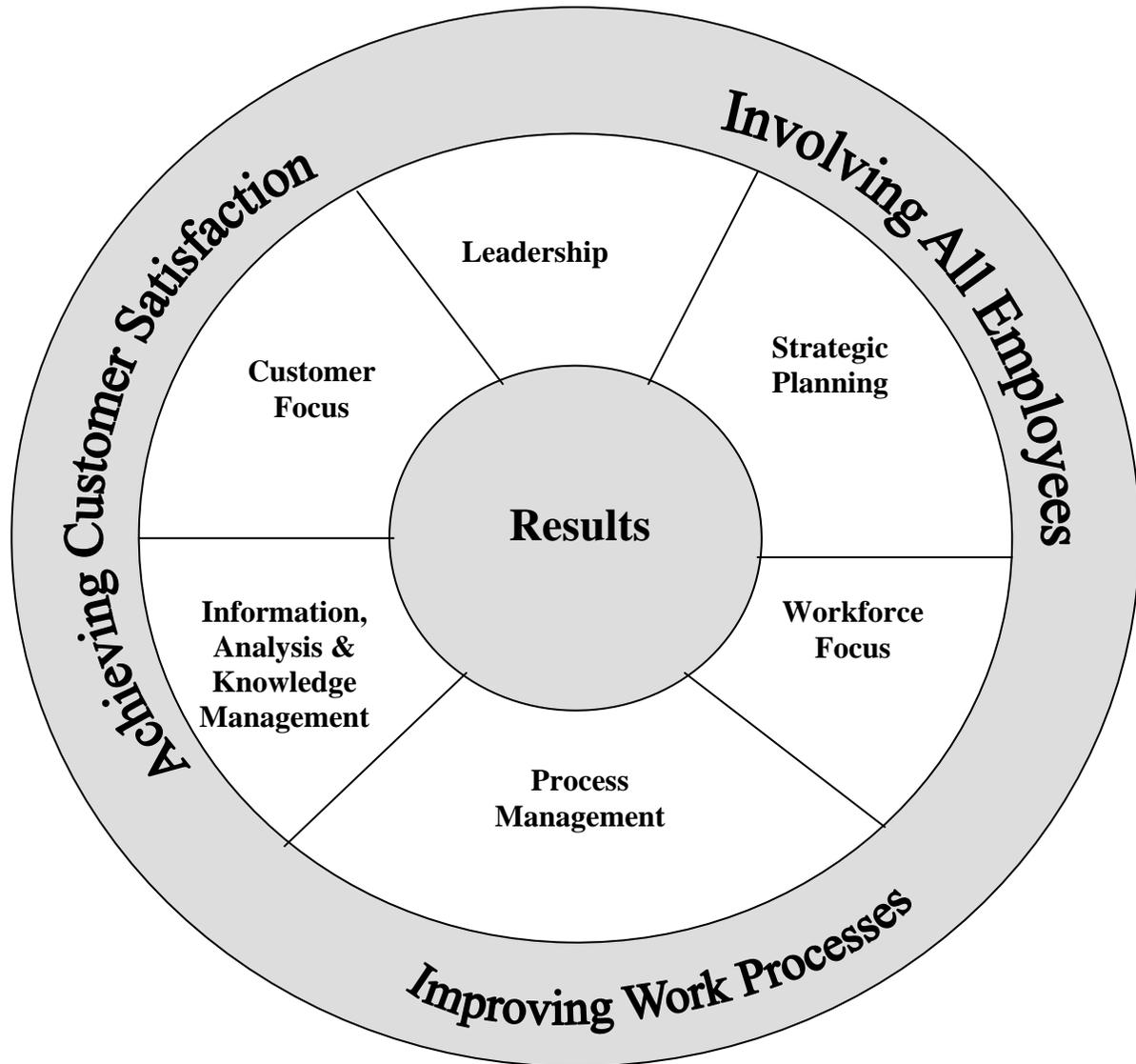


Guidelines for Implementing Continuous Quality Improvement in State Government



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

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<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.

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CRITERIA

EXAMPLES

Performance Results

- How an agency's performance and improvement trends are reflected in outcomes.
- How data on performance over time compares with other organizations for:
 - customer satisfaction
 - product and service performance
 - financial and mission related performance
 - human resource results
 - supplier and partnering results
 - operational performance

- Agency reviews key measures to include:
 - 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:
 - 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.

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