CQI Processes: Keeping the myriad of processes on target and on task

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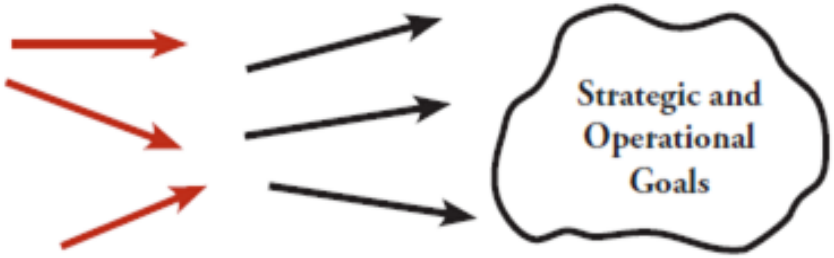
EDISON COMMUNITY COLLEGE

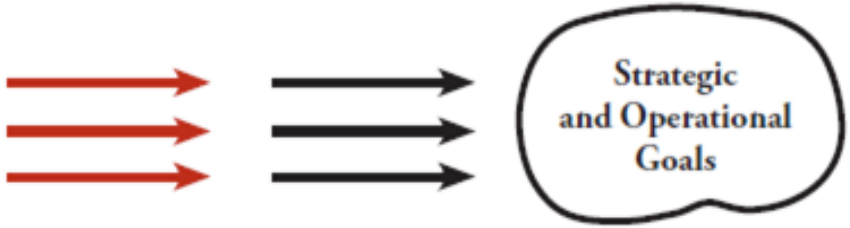
Edison Community College

- Piqua, Ohio with a center in Greenville, Ohio
- 31,500 total credit hours per semester average
- 2,100 FTE
- 55 full-time faculty supporting the AA and AS transfer degrees and 37 career degree programs
- 115 administration and staff
- Began journey into CQI in 2000
- Joined AQIP in 2001
- 70+ CQI Process Teams
- 3 AQIP Action Projects annually
- Annual CQIN Project
- 2011 Silver Level Award Recipient for The Partnership for Excellence, State Quality Award for Baldrige

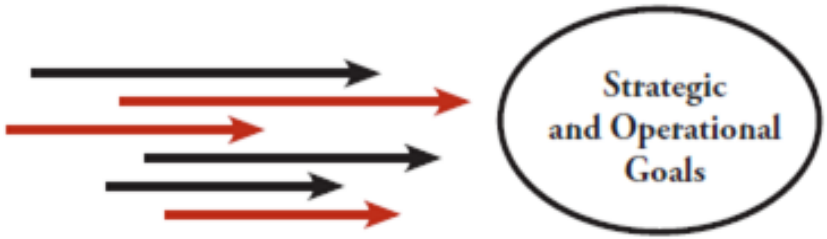
Operations are characterized by activities rather than by processes, and they are largely responsive to immediate needs or problems. Goals are poorly defined.



The organization is at the beginning stages of conducting operations by processes with repeatability, evaluation and improvement, and some early coordination among organizational units. Strategy and quantitative goals are being defined.



Operations are characterized by processes that are repeatable and regularly evaluated for improvement, with learnings shared and with coordination among organizational units. Processes address key strategies and goals of the organization.



Operations are characterized by processes that are repeatable and regularly evaluated for change and improvement in collaboration with other affected units. Efficiencies across units are sought and achieved through analysis, innovation, and the sharing of information and knowledge. Processes and measures track progress on key strategic and operational goals.

Baldrige, 2011-2012 Education Criteria Book, page 67

CQI Mirage to Certainty

(Mirage – b: unattainable ➔ ➔ Certainty – ideas into words = action!)

TERMS

- Quality
- Improvement
- Process Team
- PDSA/PDCA
- Cycles of Learning
- Flow Charts
- ADLI*
- LeTCI*
- Targets
- Assessment
- Measurements
- Dashboard
- Balanced Scorecard
- Feedback Loops
- Strategy Maps
- Strategic Initiatives
- Key Factors
- Innovation
- Data
- Analysis
- Systemic
- Reactive
- Integration
- Walk-the-Wall
- Satisfaction
- Engagement
- PEAQ
- Open Pathway
- AQIP
- ••••

* Baldrige Terms

CQI Mirage to Certainty

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Relationships

- HLC
- AQIP
- Baldrige
- CQI
- Process Teams
- Action Projects

Reporting Cycles

- Systems Portfolio
- Action Plans
- Annual Institutional Updates
- Strategy Forums
- Quality Check-ups

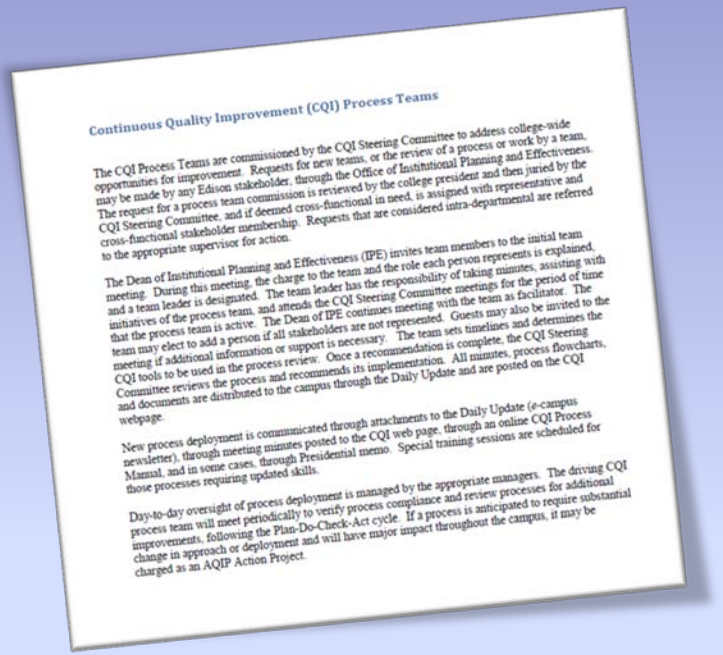
HOW???

ORGANIZATION ↳ APPLICATON ↳ ANALYSIS

Organization

Know your process!

- Define what CQI means to your organization
- Identify the key requirements of a process team
- Establish the management system for the processes
- Chart the process to process



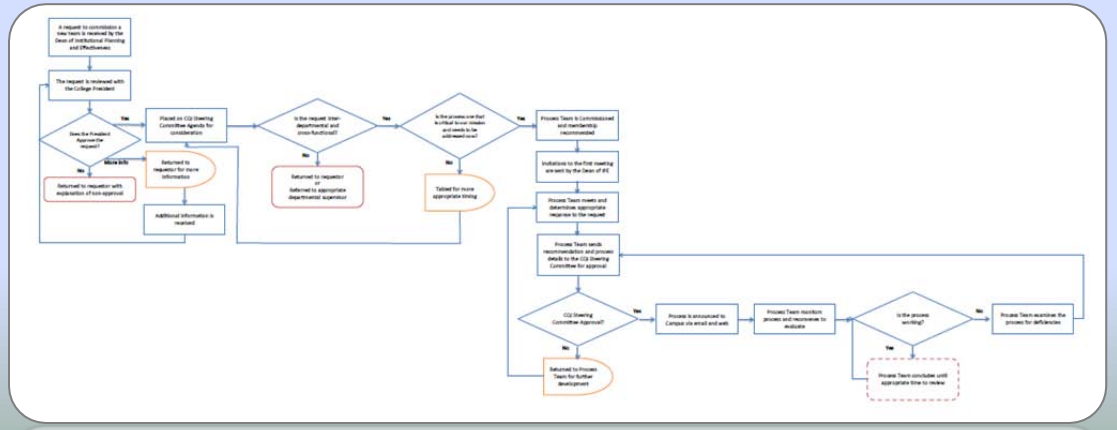
Continuous Quality Improvement (CQI) Process Teams

The CQI Process Teams are commissioned by the CQI Steering Committee to address college-wide opportunities for improvement. Requests for new teams, or the review of a process or work by a team, may be made by any Edison stakeholder, through the Office of Institutional Planning and Effectiveness. The request for a process team commission is reviewed by the college president and then juried by the CQI Steering Committee, and if deemed cross-functional in need, is assigned with representative and cross-functional stakeholder membership. Requests that are considered intra-departmental are referred to the appropriate supervisor for action.

The Dean of Institutional Planning and Effectiveness (IPE) invites team members to the initial team meeting. During this meeting, the charge to the team and the role each person represents is explained, and a team leader is designated. The team leader has the responsibility of taking minutes, assisting with initiatives of the process team, and attends the CQI Steering Committee meetings for the period of time that the process team is active. The Dean of IPE continues meeting with the team as facilitator. The team may elect to add a person if all stakeholders are not represented. Guests may also be invited to the meeting if additional information or support is necessary. The team sets timelines and determines the CQI tools to be used in the process review. Once a recommendation is complete, the CQI Steering Committee reviews the process and recommends its implementation. All minutes, process flowcharts, and documents are distributed to the campus through the Daily Update and are posted on the CQI webpage.

New process deployment is communicated through attachments to the Daily Update (*e*-campus newsletter), through meeting minutes posted to the CQI web page, through an online CQI Process Manual, and in some cases, through Presidential memo. Special training sessions are scheduled for those processes requiring updated skills.

Day-to-day oversight of process deployment is managed by the appropriate managers. The driving CQI process team will meet periodically to verify process compliance and review processes for additional improvements, following the Plan-Do-Check-Act cycle. If a process is anticipated to require substantial change in approach or deployment and will have major impact throughout the campus, it may be charged as an AQIP Action Project.



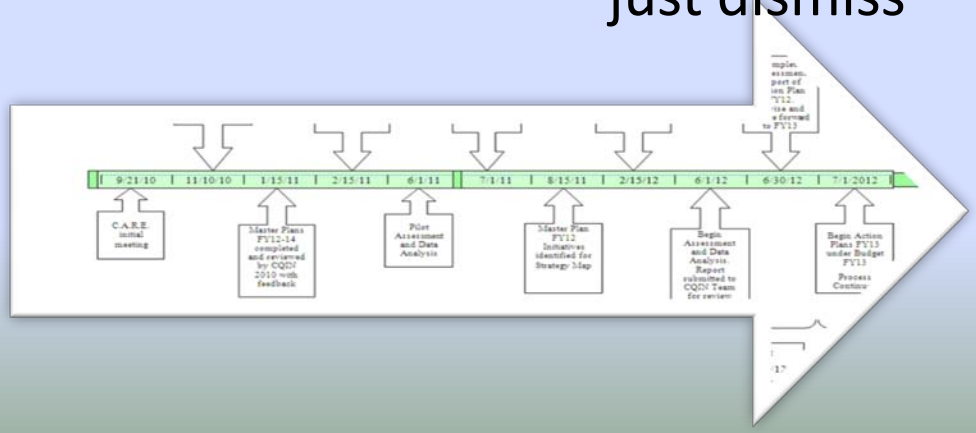
Organization

Establish timelines and deadlines

- Work backwards from the target date if known
- Establish a meeting schedule
- Set deadlines and hold to them

Use electronic reminders

- Set reminder flags on your emails
- Put appointments on your calendar with automatic reminders
- Take time to respond – don't just dismiss



Organization

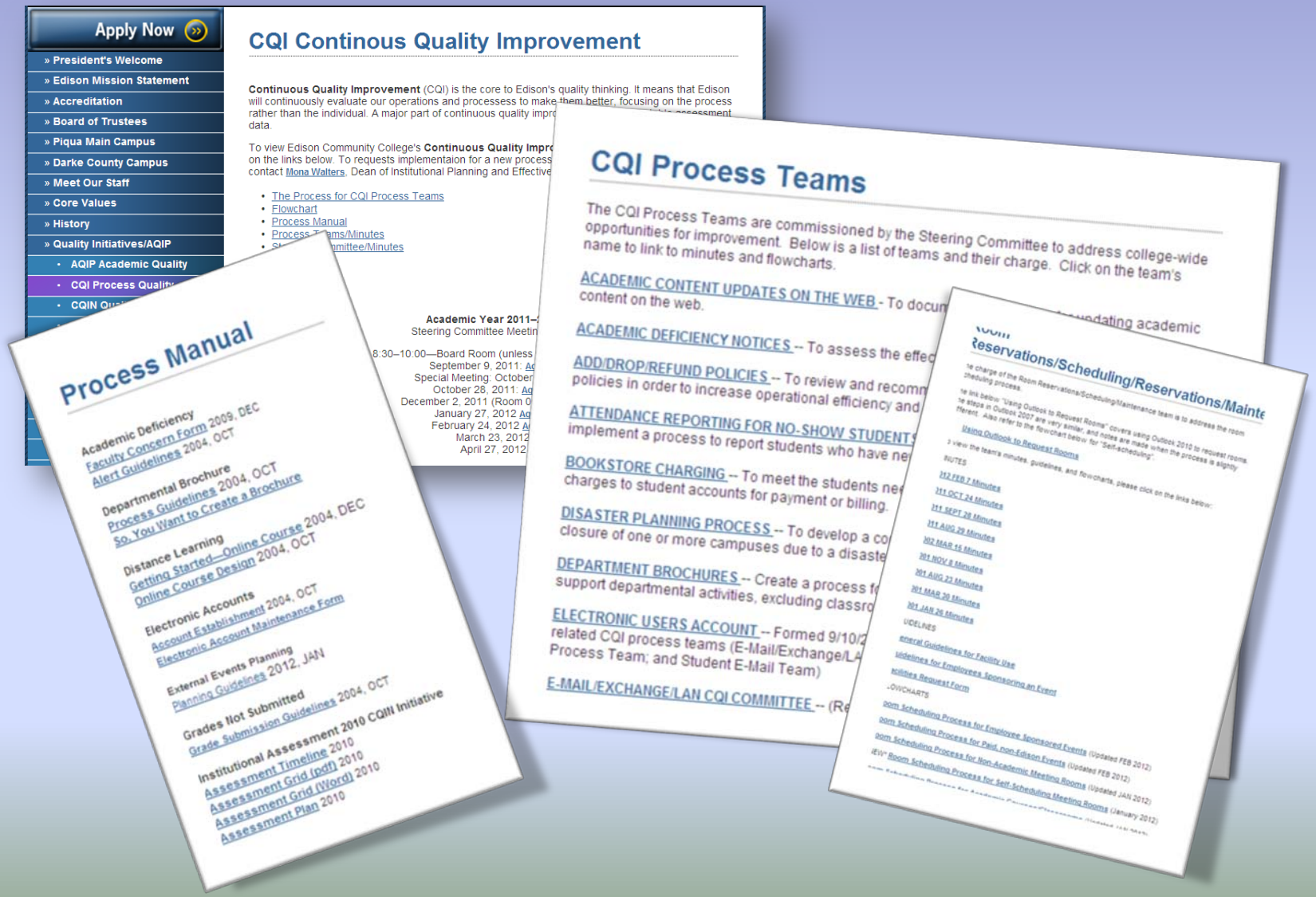
- Use the people on the team
  - Assign responsibility to others
  - Identify a team leader
  - Have someone else take/type the minutes
  - Ask for input

Organization

- Supplies on hand
  - Butcher paper
  - Masking tape
  - Sticky notes
  - Markers
  - Camera

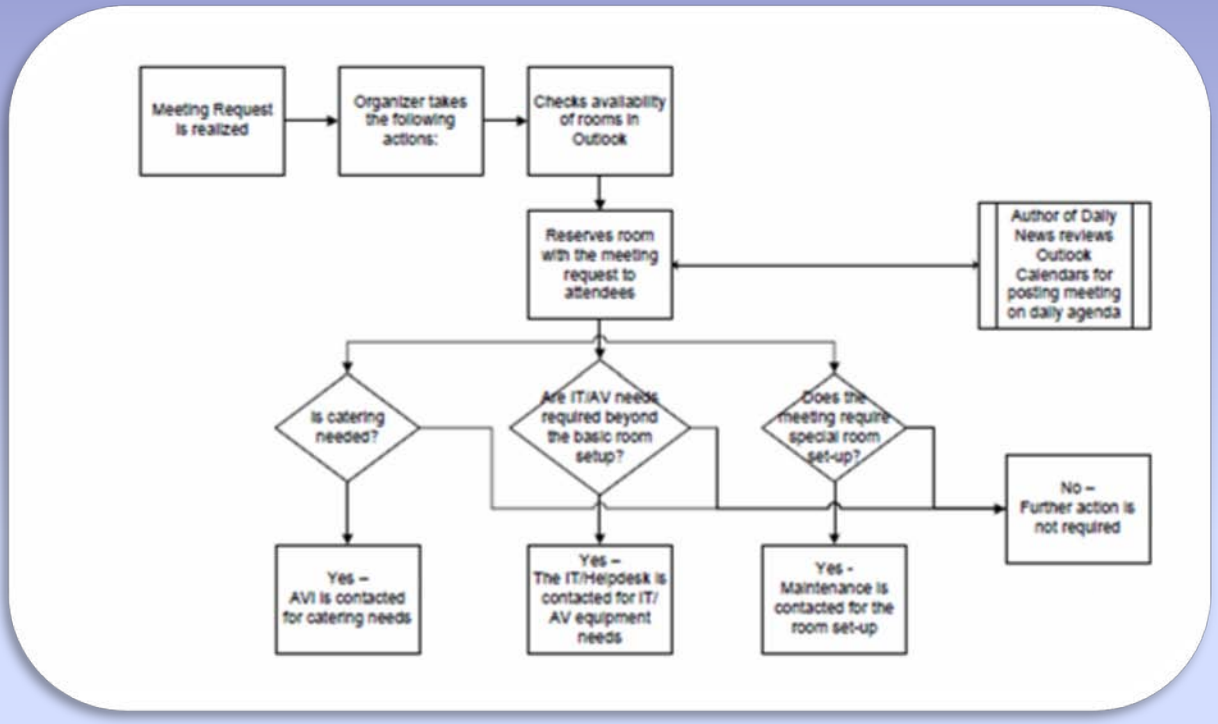
- Communicate
  - Email
  - Announce at meetings
  - Post to bulletin board (traditional and virtual)
- Define avenue for visibility and accessibility

Organization
Visibility and Accessibility



Application

- Gather your team & assign responsibilities
- Set your ground rules
- Identify the problem
- Gather the data
- Map the “as is”
- Identify the bottlenecks
- Re-route for improvement
- Walk-the Wall
  - Post – Review – Update – Repeat
- Test-drive the process
- Assess the pilot
- Establish the review timeline
- Post the flowcharts and supporting documentation
- Announce the new process
- Train the users
- Assess the process and review the data
- Review for improvements



Analysis

- Ask for feedback
- Analyze the response
- Collect and chart the data
- Analyze the data
- Follow the cycle of improvement

Plan
Do
When applied, continuous quality improvement allows for processes that are well defined and move the organization from problem to solution with proven results.
Check
Act

Contact Information

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(About Us ⇨ Quality Initiatives/AQIP ⇨ CQI Process Quality)

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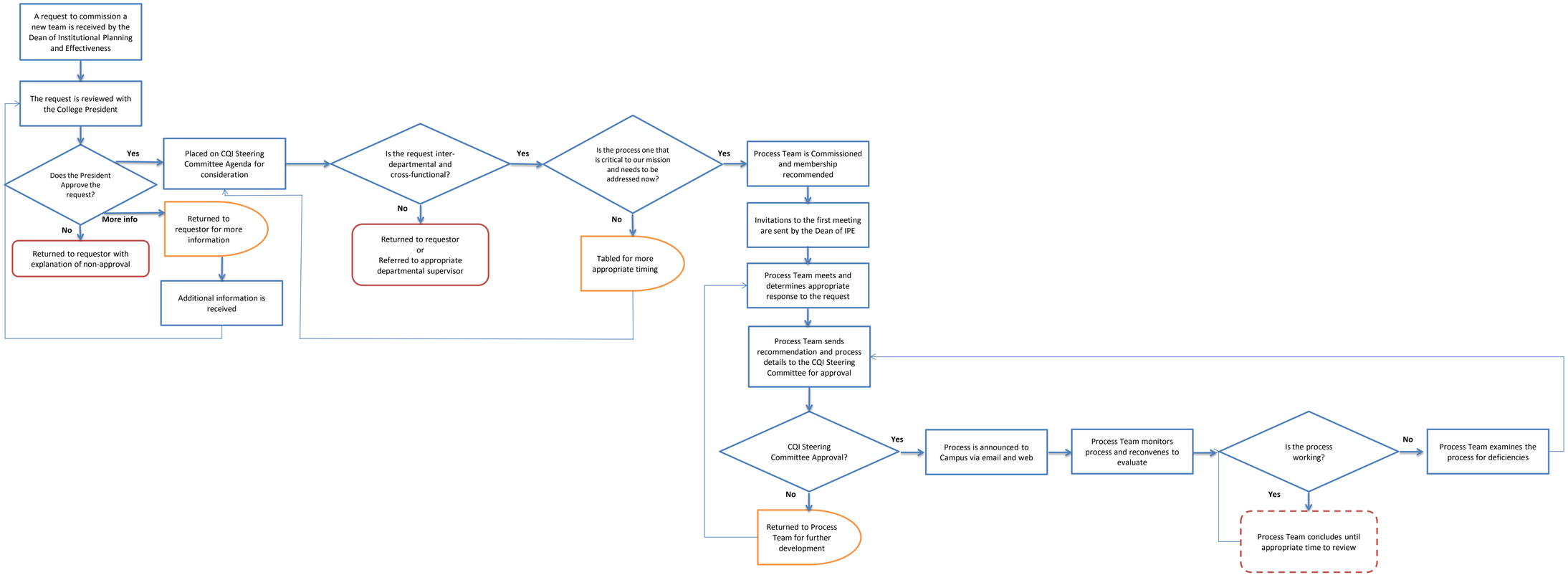
Revised September 2, 2011/mrw


A request to commission a new team is received by the Dean of Institutional Planning and Effectiveness
The request is reviewed with the College President
Does the President Approve the request?
Yes
No
More info
Returned to requestor with explanation of non-approval
Returned to requestor for more information
Additional information is received
Placed on CQI Steering Committee Agenda for consideration
Is the request inter-departmental and cross-functional?
Yes
No
Returned to requestor or Referred to appropriate departmental supervisor
Is the process one that is critical to our mission and needs to be addressed now?
Yes
No
Tabled for more appropriate timing
Process Team is Commissioned and membership recommended
Invitations to the first meeting are sent by the Dean of IPE
Process Team meets and determines appropriate response to the request
Process Team sends recommendation and process details to the CQI Steering Committee for approval
CQI Steering Committee Approval?
Yes
No
Returned to Process Team for further development
Process is announced to Campus via email and web
Process Team monitors process and reconvenes to evaluate
Is the process working?
No
Yes
Process Team examines the process for deficiencies
Process Team concludes until appropriate time to review