

**CHECK LIST
FOR
QUALITY AND PRODUCTIVITY
IMPROVEMENT**

MYRON TRIBUS

I PURPOSE (NOW)

- A. Where is it written?
 - 1. Is it accessible?
 - 2. Do people know about its existence?
- B. Does it give guidance?
 - 1. How do you know?
 - 2. Does it cover topics people care about?
- C. Do your direct reports use it?
 - 1. Have they written an interpretation for their own subordinates?
 - a. Have you examined it to see if it reflects your intentions?
 - 2. Do your direct reports require their direct reports to develop their interpretations and so on down the line?
 - a. Have you statistically sampled the reports two levels or more down from you?
- D. How does the statement of objectives affect the way you and they define your jobs?
- E. Matters of content, does the statement:
 - 1. Define the role of your enterprise in society?
 - 2. Emphasize quality?
 - 3. Emphasize responsibilities to your people?
 - a. Specifically mention training and development ?
 - 4. Emphasize responsibility to your customers?
 - 5. Plan to stay in business forever?
 - 6. Define relations to suppliers?
- F. Interpretation for your own office?
 - 1. Have you drawn a cause and effect diagram to show yourself the ingredients of your job insofar as it pertains to your role in helping everyone to meet the goals of the organization?

II. Statement of Purpose (Future)

- A. Examine the statement of purpose insofar as it pertains to your intention to stay in business forever.
1. Have you identified the process whereby your organization keeps track of
 - the market, customer needs, advances in technology?
 - a. Do you have a formal method to see that this activity is carried out?
 - i) Is it part of the system of managing and checking points?
 2. Have you identified and analyzed the process whereby your organization introduces a new product?
 - a. Are the people who actually carry out the process involved in examining it and proposing improvements?
 3. How do you track what your competitors are doing?
 - a. Is this information shared with the rest of the organization?
 - b. Do you have a formal review process?
 - i) Is it part of your managing and checking points?
 4. Have you examined your budgets to see how much resources you have committed to the future?
 - a. How much of your current income is due to products of various ages? (See if your efforts at improvement of your product line are actually making a difference)

III The Quality Philosophy

- A. Does your behaviour as a leader let people know that you are truly involved in quality improvement?
1. Demonstrated commitment to learn?
 - a. Taking instruction as required?
 - b. Participation in improvement projects at an appropriate level?
 - c. Reviewing progress of subordinates directly?
- B. What processes involve you directly?
1. Are they of high enough quality to provide leadership to the people who report to you?
 2. How do you monitor the quality of the work you do?
- C. How do your direct reports treat quality?
1. Do you discuss with them what they are doing to improve? (Is "constant improvement" more than just a phrase to them?)
 2. How do they monitor quality?
- D. Do you have a quality status reporting system?
1. Is there a method for you to track the progress of the people who report to you insofar as their work in quality

- improvement goes?
2. Do you discuss quality improvement progress with the people who actually are doing it? (Use this as a topic while MBWA?)

IV. The Use of Statistics In Your Organization?

- A. Do you require the use of statistics in the reports that come to you?
 1. Do you discuss the statistical significance of the data given in meetings? Do people expect to be called upon to interpret their data?
- B. Do you have in place systems which will regularly examine and report upon the statistics of all the processes which are important to your enterprise?
 1. Inputs to the system:
 - a. Incoming materials
 - i) Are they discrepant?
 - ii) Suppliers in process control?
 - b. Incoming information
 - i) Statistically analyzed?
 - c. Order information?
 - i) Run charts? Control charts?
 - ii) Stratified?
 - d. Accounts receivable?
 2. Outputs from the system?
 - a. Deliveries?
 - i) % on schedule?
 - ii) % defective?
 - iii) Unit costs?
 - b. Waste?
 - i) Do you have a system for tracking the costs associated with waste and for keeping run charts? For improvement?
 - ii) Is there a regular emphasis on the improvement in this area?
 - c. Information?
 - i) Is the information you give to your customers accurate? Of high quality? How do you know?
 - d. Payments to others?
 - i) Do you have a reputation for on time and proper payment?
 3. Internal Processes
 - a. Do you keep statistics on all internal processes?
 - i) Sales
 - ii) Manufacturing
 - iii) Engineering
 - iv) Marketing

- v) Deliveries
- vi) Inventory/Warehousing
- vii) Purchasing
- viii) Maintenance
- ix) Customer service

V Use of Process Flow Diagrams

- A. Do you ask for process flow diagrams in connection with any and every improvement activity? Do they show how the people interact with the process? Do you discuss this with the people in the system?
- B. Are the participants in every process aware of the process flow?
- C. For every process flow diagram, can you identify the person or persons responsible for improving it?
- D. Are all managers familiar with and capable of using/developing process flow diagrams?

VI Use of cause and effect diagrams

- A. For the important objectives of each manager, are there cause and effect diagrams?
- B. Are they used to identify important factors which influence the success in attaining objectives?

VII Training for all personnel

- A. Does everyone understand the seven basic methods of Ishikawa?
- B. Does everyone understand and follow the basic P-D-C-A cycle?
 - 1. Do you?
- C. Does everyone have the training that is appropriate to the job they are supposed to do?
 - 1. Do you have a record of whether each person has been properly trained for the job assignment?

VIII Improvement of Supervision

- A. Do your supervisors understand their role in helping the workers to do their jobs?
- B. Have you investigated to see if the requirements laid upon the supervisors permit them to carry out their jobs as you intend?
- C. Are the supervisors trained in group problem solving? Specifically do they understand and are they competent in:
 - 1. Nominal group techniques?
 - 2. Group problem solving methods?
 - 3. Data taking and analysis?

IX. Remove fear

- A. What do you do to create an environment receptive to suggestions for improvement?
- B. Do people fear to lose their jobs if productivity rises?
- C. What policies do you have regarding layoffs?

- D. Does the reward system promote cooperation?
- E. Do you create the impression of a "knowing" or a "learning" organization? Is it acceptable for people to be learning?
- F. Do you act promptly on people's complaints? Do they see that you are receptive to their concerns and acting in behalf of their efforts to improve? (Do they see you as "help" or "hell"?)

X. Break down Barriers Between Departments

- A. Analyze those processes which cross departmental lines and appoint management directed improvement teams to improve the processes.
- B. Examine the entire development/production process:

XI Eliminate attempts to contradict the Perversity Principle

- A. How are goals interpreted by different levels of management?
- B. Do deadlines, quotas and other numerical goals interfere with the "quality first" principle?
- C. Does the award system focus on quantity rather than quality?
- D. Do the demands made on workers focus on product instead of process?

XII Develop resources for statistical competence

- A. Does everyone have access to a professionally trained statistician?
- B. Do you have access to the highest competencies in statistics?
- C. Are consulting services (internal or external) available?
 - 1. How do you know they are the best?