

Creating Productive and Preferred Work Environments

RESPONSIVE MANAGEMENT SYSTEMS®

**RESPONSIVE MANAGEMENT®:
QUALITY IMPROVEMENT SYSTEM
DESIGN AND IMPLEMENTATION**

“Where Theory Meets the Road”



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Responsive Management Systems®

www.responsivemgt.com

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**RESPONSIVE MANAGEMENT®:
QUALITY IMPROVEMENT SYSTEM DESIGN AND IMPLEMENTATION**

MAKING QUALITY HAPPEN®

**RESPONSIVE MANAGEMENT®: QUALITY IMPROVEMENT SYSTEM
DESIGN AND IMPLEMENTATION INCLUDES...**

- **Facilitating Introduction of a Quality Improvement System to the Organization**
- **Assisting Organization Staff with Indicator Data Definition, Collection, Display and Analysis**
- **Coaching Organizational Management in Intra/Inter Unit Data Management and QI Meetings**
- **Developing a Senior Management Organizational Quality Index**

**RESPONSIVE MANAGEMENT®: QUALITY IMPROVEMENT SYSTEM
DESIGN AND IMPLEMENTATION IS EFFECTIVE FOR...**

- **Improving Services to Consumers**
- **Initiating and Strengthening Organizational Continuous Improvement Efforts**
- **Developing the Individual Employee**
- **Enhancing the Organization's Ability to Survive Transition and Succession**
- **Integrating Operations and Support Organizational Functions**
- **Developing Organizational Participation, Self-Direction and Collaboration**

**RESPONSIVE MANAGEMENT®: QUALITY IMPROVEMENT SYSTEM
DESIGN AND IMPLEMENTATION WILL DEVELOP...**

- **Employee Achievement as well as Accountability**
- **People and Services as well as Products, Measurement and Monitoring**
- **Data Collection and Analyses Meaningful to Both Senior Management and Operations Staff**
- **Staff and Mission Accountability**



**RESPONSIVE MANAGEMENT®:
 QUALITY IMPROVEMENT SYSTEM DESIGN AND IMPLEMENTATION
 SAMPLE ORGANIZATIONAL ACTIVITY PROTOCOL WITH TIME REQUIREMENTS**

EVENT	ACTIVITY	STAFF TIME REQUIREMENTS	PARTICIPANTS	CONSULTANT TIME REQUIREMENTS	
				ON-SITE	OFF-SITE
PHASE I					
One	Assessment	5 hours	Senior Managers	5 hours	5 hours
One	Prepare and participate with Leader in Introduction to Organization	5 hours	Managers/Supervisors by Office	5 hours	5 hours
One	Discuss and suggest general list of indicators (3 to 6)	1.5 hours	Supervisors/Staff	0	0
	Discuss and select general list of indicators	1.5 hours	Managers/Supervisors by Office	1.5 hours	1 hour
One	Discuss goals/activities and format for selected indicator	1.5 hours/Division	Managers/Supervisors by Office	1.5 hours/unit	3 hours
Two	Discuss reformatted indicators (see Master: Key Indicator Chart page 7)	.5 hour/unit	Managers/Supervisors by Office	.75 hour/unit	2 hours/unit
Three	First Indicator - Collect, Table and Graph Data—Discussion (see Graph Format page 8)	.5 hour/unit	Groups or Individual Supervisors	.75 hour/unit	2 hours/unit
Four	Second Indicator - Collect, Table and Graph Data—Discussion (see Graph Format page 9)	.5 hour/unit	Groups or Individual Supervisors	.75 hour/unit	2 hours/unit
Five	Subanalysis Graphing of First Indicator—Update first and second indicator table and graph	.5 hour/unit	Groups or Individual Supervisors	.75 hour/unit	2 hours/unit
Six	Supervisors/Managers Provide Data Presentations—Formal debriefing on project to-date	.5 hour/unit	Groups or Individual Supervisors	.75 hour/unit	2 hours/unit
Seven	Third & Fourth Indicators—Update previous work	.5 hour/unit	Groups or Individual Supervisors	.75 hour/unit	2 hours/unit
Eight	Fifth Indicator—Update previous work	.5 hour/unit	Groups or Individual Supervisors	.75 hour/unit	2 hours/unit
Nine	Index Graphing and Analysis—Update previous work	.5 hour/unit	Senior Managers/Groups or Individual Supervisors	2 hours	10 hours
10 - 12	Develop Internal Production—Update previous work	20 + .5 hours/unit	Information Technologies	4 hours	10 hours
PHASE II					
13	Mission Review	1.5 hours/unit	Senior Managers/Groups or Individual Supervisors	1.5 hours/unit	.5 hour/unit
14	Indicator Review	1 hour/unit	Senior Managers/Groups or Individual Supervisors	1.5 hours/unit	.5 hour/unit
15 - 17	New Indicator Formatting	3 hours/unit	Individual Supervisors	6 hours/unit	1 hour/unit
18	Revise Internal Indicators	10 hours	Individual Supervisors	4 hours	10 hours



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QUALITY IMPROVEMENT SYSTEM DESIGN AND IMPLEMENTATION**

Unit Name: _____ Date: _____ (Duplicate this sheet for additional Indicators)			KEY INDICATOR CHART				Unit Manager: _____ Page ___ of ___		
Indicator Title	Ref. # Page #	Brief Operational Definition	Direc- tion ^A	Data Collector ^B	Raw Data Collection Form ^C	Major Data Collection Steps ^D	Frequency Collected/ Reported ^E	Target ^F	
								SU	M

Unit Name: _____

							Collected: Reported:		
							Collected: Reported:		
							Collected: Reported:		
							Collected: Reported:		



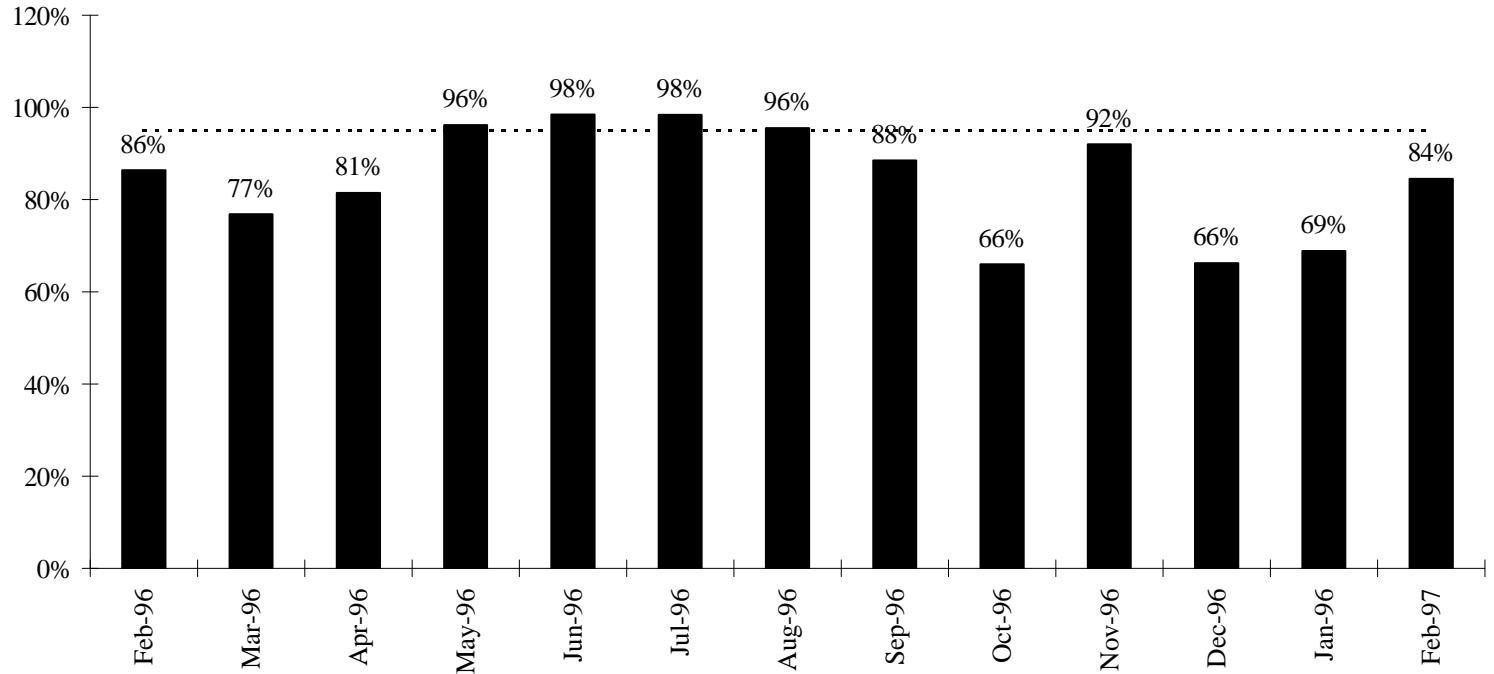
**SAMPLE
DATA ARRAY**

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QUALITY IMPROVEMENT SYSTEM DESIGN AND IMPLEMENTATION**

**PERFORMANCE
TARGET = -----**

PRODUCTION CONTROL — ON-TIME SHIPMENTS

Description
Indicator Title: On-Time Product Shipments
Definition: Shipments that are on-time per customer requirements per Purchase Order and Sales Order Report (non-customer requested slip dates disallowed)
Desired Direction: Increase
Data Collection Form: Direct Labor Hours Report (Gross Margin Report)
Data Collector: Shipping & Receiving Clerk
Data Collection Steps: 1. Clerk enters daily shipments
2. Accounting indicates discrepancies
Data Collection Frequency: Daily
Target: 95%



Month:	Feb-96	Mar-96	Apr-96	May-96	Jun-96	Jul-96	Aug-96	Sep-96	Oct-96	Nov-96	Dec-96	Jan-96	Feb-97
Total # of Customer Shipments	308	233	248	232	258	308	401	278	182	300	278	186	193
# of On-Time Customer Shipments	266	179	202	223	254	303	383	246	120	276	184	128	163
Percent On-Time	86%	77%	81%	96%	98%	98%	96%	88%	66%	92%	66%	69%	84%

Unit V P ·

Researcher:

Unit #: 4-A



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SAMPLE DATA ARRAY

RESPONSIVE MANAGEMENT®: QUALITY IMPROVEMENT SYSTEM DESIGN AND IMPLEMENTATION HUMAN RESOURCES - TRAINING — G36 - CORRECT ASSEMBLY

PERFORMANCE
TARGET = -----

Description

Indicator Title: G36 - Correct Assembly

Definition: Trainee's post-training status for correct assembly rate.

Desired Direction: Increase

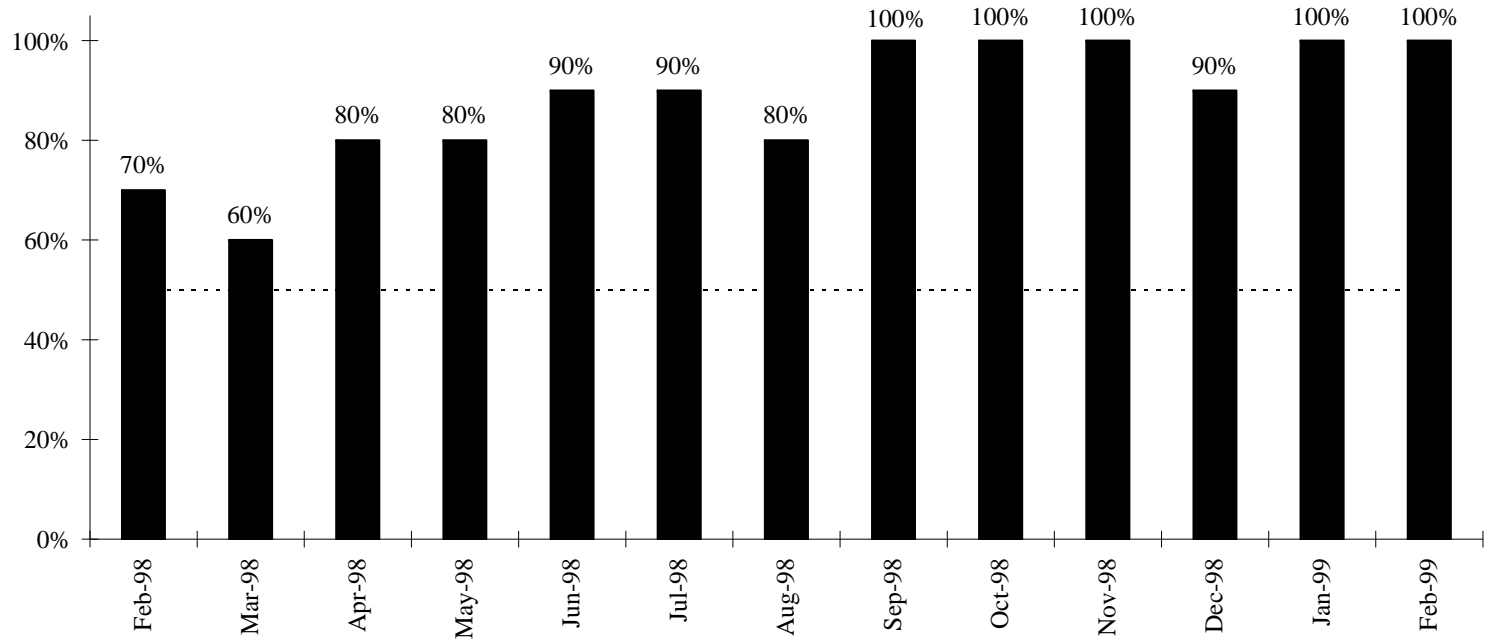
Data Collection Form: QI Product Sample Form

Data Collector: QI Tech

Data Collection Steps:
1. Select 10 G36 assemblies
2. Test 3, calculate % correct

Data Collection Frequency: Collect monthly; Report monthly

Target: 90%



Month:	Feb-98	Mar-98	Apr-98	May-98	Jun-98	Jul-98	Aug-98	Sep-98	Oct-98	Nov-98	Dec-98	Jan-99	Feb-99
Total # in sample	10	10	10	10	10	10	10	10	10	10	10	10	10
Total # correct	7	6	8	8	9	9	8	10	10	10	9	10	10
Percent	70%	60%	80%	80%	90%	90%	80%	100%	100%	100%	90%	100%	100%

Unit V.P. : _____ Researcher: _____

Unit #: 400-C



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**SAMPLE
DATA ARRAY**

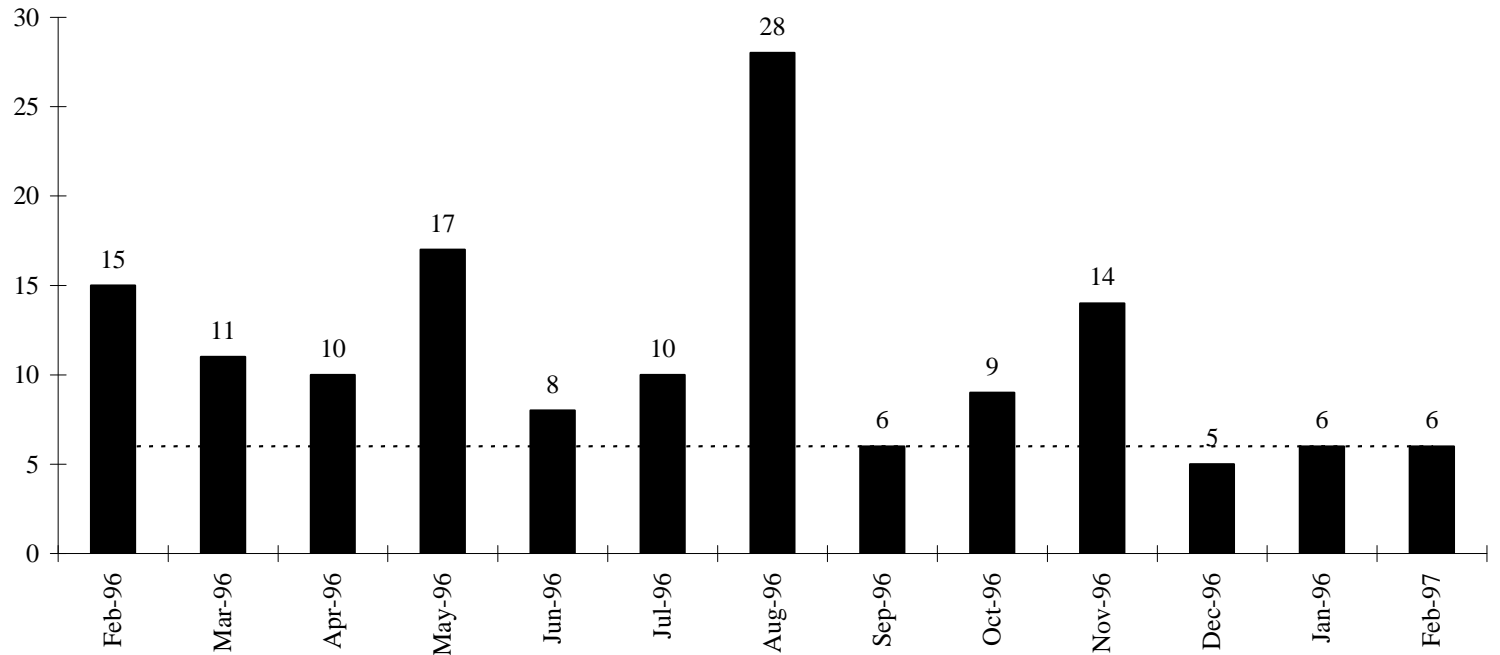
**RESPONSIVE MANAGEMENT®:
QUALITY IMPROVEMENT SYSTEM DESIGN AND IMPLEMENTATION**

**PERFORMANCE
TARGET = -----**

FINANCE & ADMINISTRATION - ACCOUNTING — MANUAL PAYROLL CHECKS

Description

Indicator Title: Manual Payroll Checks
Definition: Manual Payroll Checks due to Accounting Department error
Desired Direction: Decrease
Data Collection Form: Check Register
Data Collector: Controller
Data Collection Steps: 1. Count number of manual checks written
 2. Track number on Check Register
Data Collection Frequency: Monthly
Target: 6



Month:	Feb-96	Mar-96	Apr-96	May-96	Jun-96	Jul-96	Aug-96	Sep-96	Oct-96	Nov-96	Dec-96	Jan-96	Feb-97
Total # of manual payroll checks written	22	18	26	34	19	18	33	9	17	25	10	15	24
# due to Accounting Department error	15	11	10	17	8	10	28	6	9	14	5	6	6
Percent due to Accounting Department error	68%	61%	38%	50%	42%	56%	85%	67%	53%	56%	50%	40%	25%

Unit V.P. : _____ Researcher: _____

Unit #: 003-C



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RESPONSIVE MANAGEMENT®:
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2009 COST COMPUTATION SHEET

Event	Activity	On-Site Hours ¹	Off-Site Hours ¹	Cost
One		_____	_____	\$_____
Two		_____	_____	\$_____
Three		_____	_____	\$_____
Four		_____	_____	\$_____
Five		_____	_____	\$_____
Six		_____	_____	\$_____
Seven		_____	_____	\$_____
Eight		_____	_____	\$_____
Nine		_____	_____	\$_____
Ten		_____	_____	\$_____
Eleven		_____	_____	\$_____
Twelve		_____	_____	\$_____
Thirteen		_____	_____	\$_____
Fourteen		_____	_____	\$_____
Fifteen		_____	_____	\$_____
Sixteen		_____	_____	\$_____
Seventeen		_____	_____	\$_____
Eighteen		_____	_____	\$_____
Subtotal		_____	_____	\$_____
Travel ²		_____	_____	\$_____
Total		_____	_____	\$_____

1. On-Site & Off-Site @ \$225.00.
2. Travel time outside Seattle Metropolitan area @ \$100.00/hour, travel expenses, parking.

