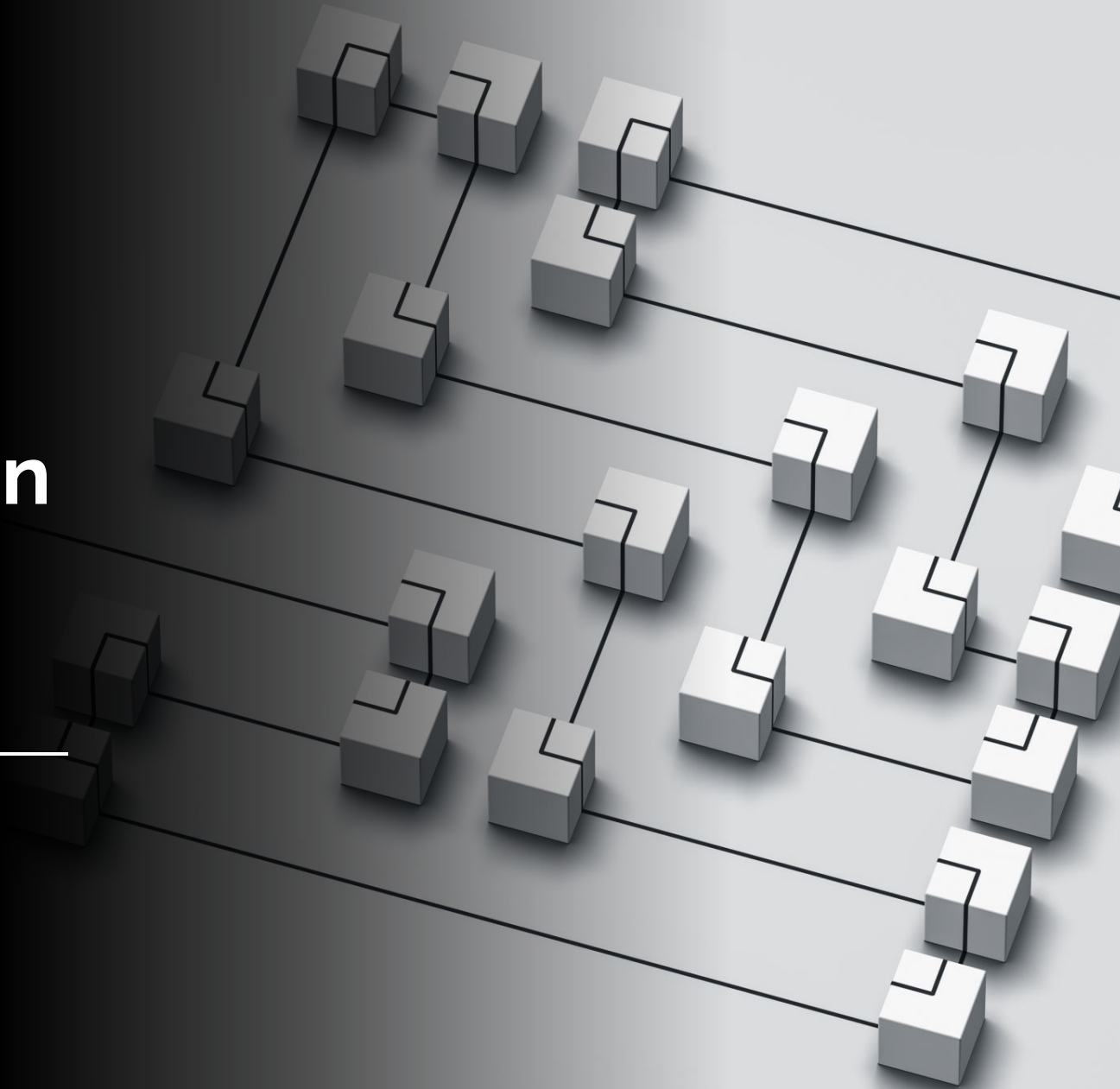
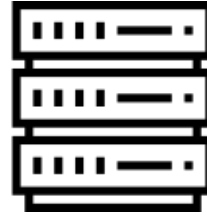


# Organization – Process

---





**What are the processes you follow?**

**Are they aligned with the needs of your customers and users?**

**Are you effectively leveraging technology ?**



# Agenda

---

- Processes
- Technology

*“ If you can't describe what you're doing in a process,  
you don't know what you're doing. “*

---

W. Edwards Deming

**William Edwards**  
**DEMING**



A top-down view of various construction and home improvement items arranged on a solid orange surface. The items include: a pair of green and white work gloves in the top left; two rolls of wallpaper, one grey and one white, in the top left; a white hard hat in the center left; a pink piggy bank holding a red pencil in the top center; a yellow folding ruler and a yellow spirit level in the center; a large white bucket with a paint color fan and a purple card on its lid in the top right; a can of white paint and a small white bucket with a paintbrush in the center right; a yellow foam roller with a red handle in the bottom center; a paintbrush with a green handle in the bottom right; a yellow and black tape measure in the bottom right; and a small brown model house in the center. The text "Building effective processes" is overlaid in the center in a white, sans-serif font.

# Building effective processes

# You need defined processes..but

- For some processes this must be **very well defined** but not too prescriptive as to become difficult to comply with.
- For some processes this may be **more flexible** but not too flexible as to be uncontrollable.
- Documents need to articulate **what** you need to do and **why** you need to do it.

# It is a balance



You as a leader need to define the level of control you need.



# In designing processes consider

- ✓ Process ownership

- ✓ Process output

- ✓ Process usability

- ✓ Process adherence

# Process ownership

You do need to define specific individuals with accountability and responsibility for maintaining documents and procedures.

Most importantly these individuals need to have explicit knowledge of the execution of the process.

Quality should not be the owner of all the documents in the QMS.

# Process output



Processes have to be able to deliver efficiently value for the customers of the QMS.



1: Compliance



2: Customer experience



3: Business health



## Process output

---

Leverage standard best practice methodology when designing processes

- Lean
- Six Sigma

# Process usability

---

- A compliant and effective process is **useless** if nobody will use or follow it.
- Involve individuals who have to use the process in process and system design.
- Do not rely on the manager's perspective of reality.



# Process adherence

As a generality processes that are simple will be easier to follow, more compliant and cost less to execute.

Gone are the days where you just need to rely on words. Use pictures, flowcharts, videos etc to get the information across.

The most effective way to get this across is **training, training, training.**

# Training

---

The importance of effective training can be traced back to initiatives such as Training Within Industry (TWI) developed during the Second World War and as such these approaches are experiencing a degree of resurgence. The TWI approach to training is characterised by four attributes:

1. **Simplicity.** There is particular focus on getting the job done.
2. **Focus.** The training should involve the minimum of training time.
3. **Learning by Doing.** Training focuses on hands-on demonstration of the training being applied.
4. **Cascaded.** There is an expectation that those trained provide training to others in a 'cascade effect'.



# Proportionality

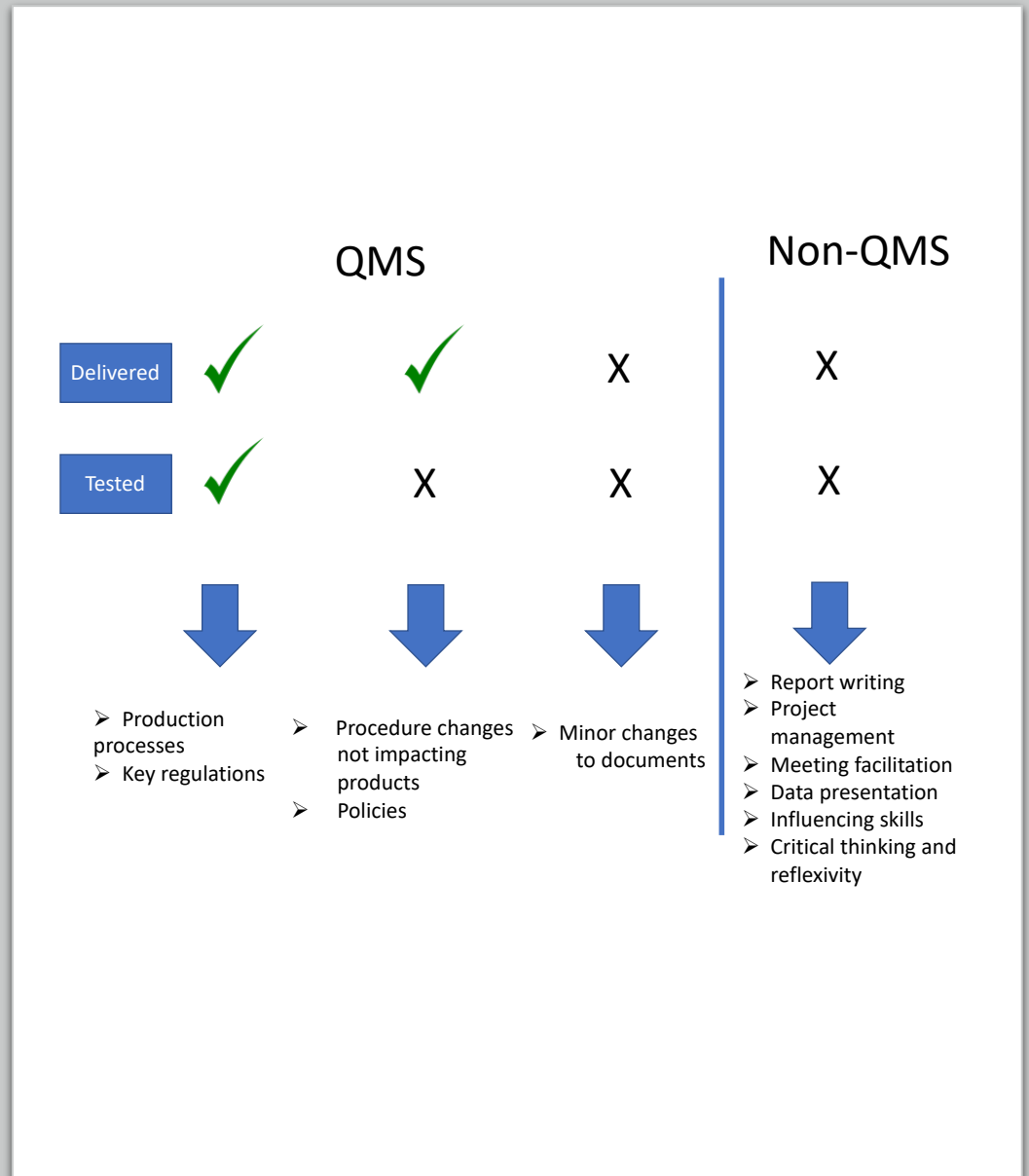
Like many approaches we have covered so far, the importance of training is that it should be proportionate. Not every change to every document requires extensive training and assessment. If this were the case your organisation would collapse under the sheer weight of training.

For procedures that do not impact product directly / changes to policies whilst it might be important to deliver training, there is generally no need to assess competence of understanding. Furthermore, minor changes to documents may only require the document be read and understood and do not require a formal training exercise.

You need to pragmatically decide the level of training based on, again, the risk.

# Horses for courses

- Do not forget training in softer skills that are transferable



**A Balanced  
Quality  
System**



**Managing  
Change**



**Balancing  
Risks**



**A Quality  
Mindset**



**People**



**Process**



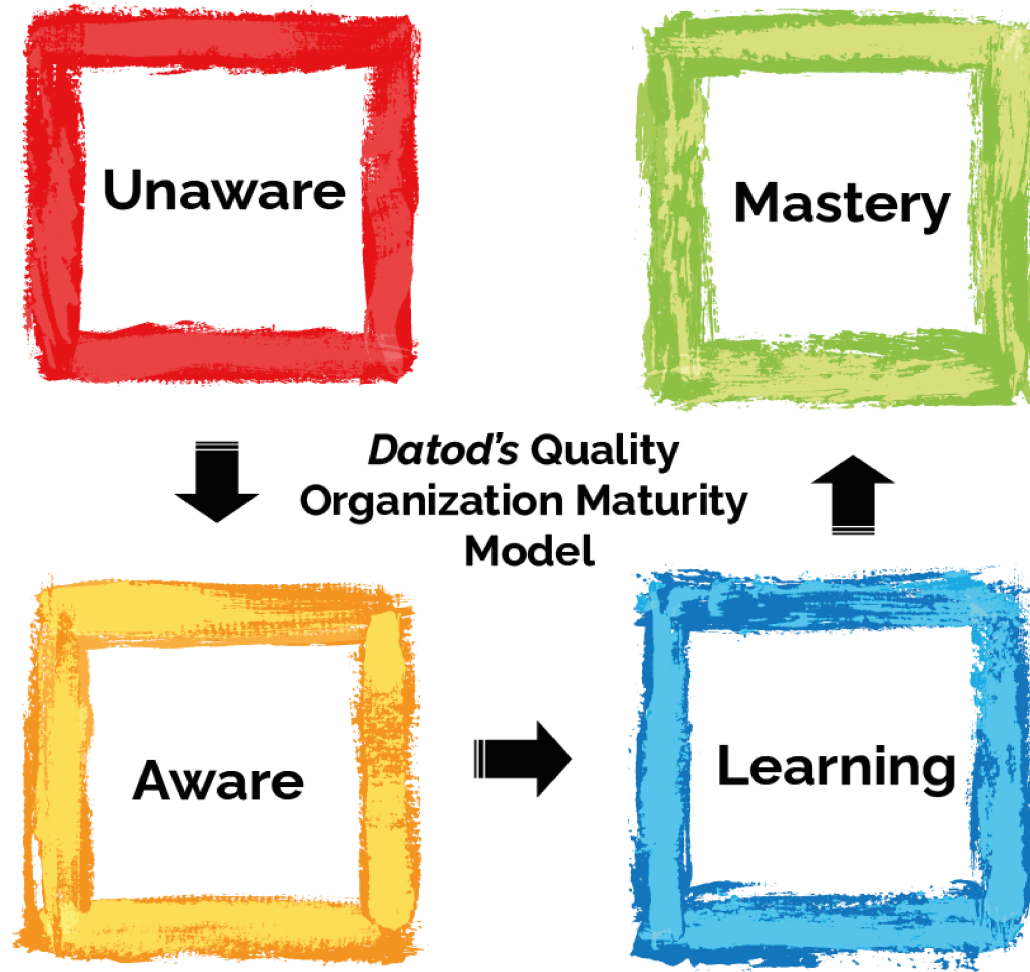
**Technology**



**Making the  
QS work  
for you**



Let's look at **Process** through the 4 maturity levels.





*Your process management is poor. Processes are not designed with the needs of the end-users in mind, or the needs of your customers. The processes within the Quality System may be designed with a focus on compliance as the primary objective.*

*Processes are planned and implemented by the Quality organization with little input from stakeholders. There is no attempt to standardize against best practice. It is impossible to compare the same processes across different sites to identify the most effective approaches.*

*There is little understanding within the business of the ability to change the Quality System to better serve end customers.*

*Processes are defined in documents with little use of diagrams to aid comprehension. Documents are only reviewed for errors if they are updated. There is a danger of processes diverging from what is needed and is both a business and compliance risk. Procedures must be printed away from the areas they are needed, and may not be readily available where they are needed.*

*The Quality function is physically and culturally separated from the functions that they need to support. There is a master – servant relationship between the Quality organization and other functions.*

*A score at this level means that your business is likely facing significant compliance risk and operational inefficiencies due to lack of process alignment with end-users. You need to understand user needs better and align processes to better serve your customers.*



- The processes within the Quality System are designed with a compliance focus. They are planned and implemented by the Quality organization with little input from other stakeholders.
- There is no attempt to standardize against best practice. It is impossible to compare the same processes across different sites.
- Processes are defined in SOPs with little use of diagrams to aid comprehension of the process. Procedures are only checked that they are still appropriate when they are updated. Procedures must be printed away from the areas they are needed.
- Processes are not designed to meet the requirements of those that execute them.
- There is no attempt to leverage the advantages of best-practice.

**Next steps:**

- Begin to see processes through multiple customer's eyes.
- Seek inputs from multiple perspectives during process design and improvement.
- Look to standardise process to allow comparison and leverage best practice.



*Your process management is still poor. Processes are not designed with the needs of the end-users in mind, or the needs of your customers, but you are aware of this issue. Generally they are designed by Quality but with limited input from end-users. There is some degree of standardization, but it is still impossible to compare the same processes across different sites. There is still little leverage of best-practice.*

*Changes to processes happen when a critical mass of individuals complain about them. Generally users put up with the processes they are given.*

*Processes are described in documents with a degree of graphical content to aid comprehension. All documents are part of a periodic review cycle, though this may be ineffective at identifying errors in the procedures and often this may be a box-ticking exercise, rather than an activity adding any real value. Procedures can be printed in the areas they are needed. It is not unusual that the current version being used is not the latest update.*

*The Quality function is physically separated from the functions they support, but there is more collaboration between areas. There is still a master – servant relationship between the Quality organization and other functions. It is still unusual for Quality to visit the Operational areas, generally this happens the other way around.*

*A score at this level means that your business is likely facing significant compliance risk and operational inefficiencies due to lack of process alignment. You need to better understand user needs and align processes to better serve your customers.*



- Whilst Quality still sees processes from a compliance perspective there is growing understanding of the need to combine expertise to improve quality, cost and delivery.
- There is some degree of process standardization.
- Quality becoming more integrated with other functions but not in a coordinated manner.



### **Next steps:**

- Continue to encourage the Quality System processes to be viewed from multiple perspectives and stakeholders consulted.
- Formalise requirements to seek and involve different stakeholders during process design and improvement.
- Leverage best practice.



## Learning

*Your process management is becoming effective. A score of Learning for Process indicates that processes are designed with input from end-users and stakeholders, and are standardized against a core-model based on best practice. This allows for local variation while still permitting comparisons of the same processes across different sites.*

*Procedures are documented in SOPs and Work Instructions, with a high degree of graphical content to aid comprehension. They are readily available in the areas where they are needed. Documentation goes through a regular process of periodic review for applicability.*

*Whilst the Quality function is physically separated from the functions they need to support, individuals within Quality spend a great deal of time in operational areas. This informal arrangement enhances collaboration between Quality and other departments.*



- Evidence of seeing the QMS more holistically with multiple customers and processes designed with multiple customer needs in mind.
- Procedures are readily available where they are needed and a clear and understandable



### **Next Steps:**

- Formalise ways to ensure that process design and improvement projects involve or are led by stakeholder functions to encourage shared ownership of the QMS.
- Formalise ways of embedding Quality within functions it supports.
- Strive to make Quality a virtual department.



*Your process management is highly effective. Processes are designed by those most appropriate to lead the exercise to ensure the process meets end-user needs. There is a formal process requiring input from end-users, which is verified during project closure. Processes are standardized against a core-model based on best practice but there is local flexibility. Processes are not standardized for standardization's sake.*

*Processes are described in a wide range of media with a high degree of graphical content to aid comprehension. These are readily available in the areas they are needed generally via electronic means. Processes are well documented and understood by those who need to use them. The documentation is clear and concise.*

*A process is in place for periodic review of documentation for applicability, and the effectiveness of this review is verified during internal audit. In addition, there is an expectation that redundant and ambiguous material is removed. Everyone involved in the process understands their role and responsibilities, and they are able to work together effectively to achieve the desired results.*

*There is a strong focus on continuous improvement. As a result, processes are becoming more efficient and effective over time. The Quality function is co-located within the areas it needs to support, and there is a formal relationship documented between the Quality organization and the functions it serves. A servant relationship exists between the Quality organization and other functions, with Quality seeing its role as ensuring other areas understand and are able to execute the Quality System.*

- Processes are managed with a joined-up / multi-disciplinary approach with Quality providing key expertise as needed.
- Processes are designed and maintained to meet multiple customer needs and built around the needs of those that execute them.
- Whilst process standardisation is warranted where sensible, local approaches are also applied where it adds more value.



### **Next steps:**

- Keep a focus on continuous improvement with your customers' needs central to your thinking.