

Fundamentals of Total Quality Leadership

Module 2: Quality Improvement Teams

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Lesson Objectives

By the end of this module the student will be able to:

- EO 2-1 Explain the purpose and structure of quality improvement teams.
- EO 2-2 Explain the benefits of the quality improvement team structure.
- EO 2-3 Describe the roles and responsibilities of the Executive Steering Committee (ESC), Quality Management Board (QMB) and Process Action Team (PAT).
- EO 2-4 Describe the roles and responsibilities of the TQL Coordinator, Quality Advisor, Downward Link, Team Leader, Recorder, and Team Member.

Length of Instruction

This module takes approximately 2.0 hours

Fundamentals of
Total
Quality
Leadership

Module 2
Quality Improvement Teams

Learning Objectives

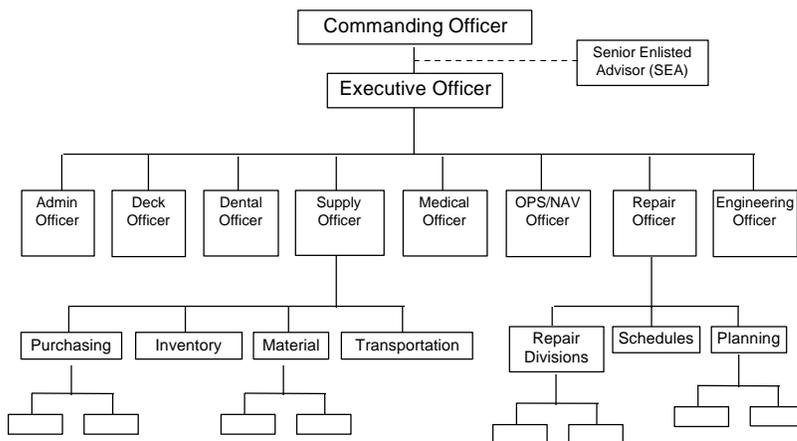
By the end of this module the student will be able to:

- ◆ Explain the purpose and structure of quality improvement teams
- ◆ Explain the benefits of the quality improvement team structure
- ◆ Describe the roles and responsibilities of the Executive Steering Committee (ESC), Quality Management Boards (QMBs) and Process Action Teams (PATs)
- ◆ Describe the roles and responsibilities of the TQL Coordinator, Quality Advisor, Downward Link, Team Leader, Recorder, and Team Member

Video...

“Paradigm Principles”

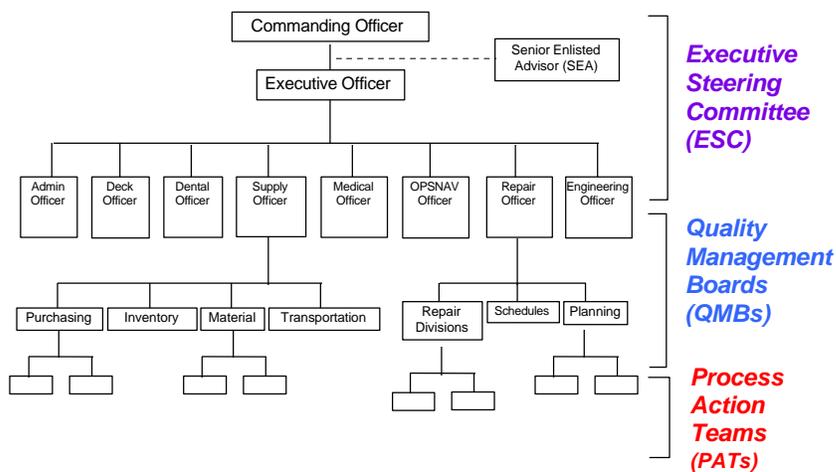
The Traditional Organization



Conditions Created by the Traditional Structure

- ◆ Institutionalizes top-down communication
- ◆ Impedes the aims of the system when organized by function
- ◆ Reduces the sense of ownership
- ◆ Encourages “we-they” thinking
- ◆ Increases the cost of supervision
- ◆ Reduces the organization’s flexibility to respond to issues that cross departments

Quality Improvement Team Structure



Team Approach to Managing Quality

- ◆ Complements the chain of command
- ◆ Focuses on significant processes
- ◆ Builds upon joint ownership of the process
- ◆ Facilitates vertical alignment and horizontal integration
- ◆ Is customer driven

Executive Steering Committee (ESC)

A team made up of top leaders in the command

- ◆ Establishes the practice of process management
- ◆ Participates in process improvements activities
- ◆ Establishes teams for process improvement
- ◆ Provides TQL support and resources
- ◆ Manages the transformation in the command
- ◆ Establishes conditions for beginning strategic management

Quality Management Board (QMB)

A cross-functional team of process owners

- ◆ Describes the significant process
- ◆ Simplifies and standardizes the process
- ◆ Stabilizes the process and checks for capability
- ◆ Begins continual process improvement
- ◆ Coordinates cross-functional efforts
- ◆ Charters Process Action Teams as required

Process Action Team (PAT)

*Composed of individuals working
within a stage of the process*

- ◆ Helps the QMB establish process stability
- ◆ Measures processes and collects data
- ◆ Makes recommendations for improving the process
- ◆ Documents process analysis and action

TQL Coordinator

- ◆ Advises senior leaders in TQL implementation
- ◆ Conducts and coordinates TQL training
- ◆ Coordinates Quality Advisor efforts
- ◆ Maintains resource library
- ◆ Documents command efforts
- ◆ Networks with other organizations

Quality Advisor

- ◆ Facilitates team process
- ◆ Provides guidance on tools and methods
- ◆ Conducts team training



Downward Link

- ◆ Member from ESC or QMB
- ◆ Explains/clarifies the charter
- ◆ Interprets the limits of responsibility
- ◆ Communicates view from higher-level team
- ◆ Provides resources and support
- ◆ Helps to remove impediments

Team Leader

- ◆ Leads the team
- ◆ Conducts team meetings
- ◆ Facilitates team functioning
- ◆ Reports team results to chartering team



Recorder and Team Member

◆ Recorder

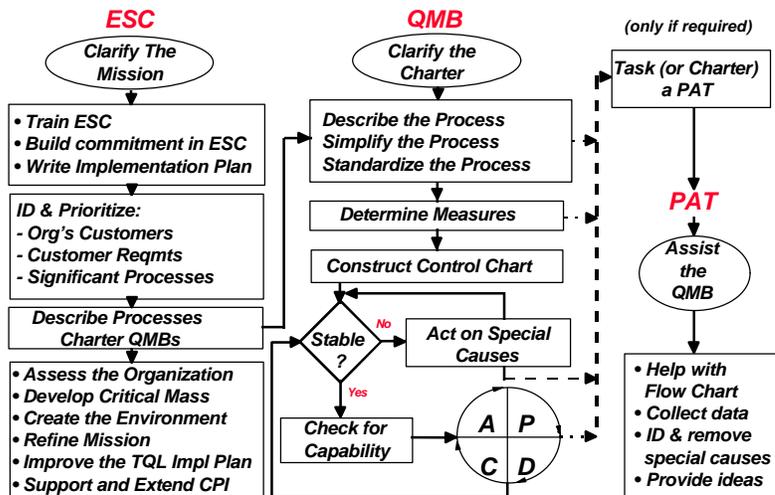
- Records meeting minutes
- Maintains team folder



◆ Team Member

- Should have process knowledge
- Active participant

Integrated Team Approach



Module Summary

- ◆ **Quality Improvement Teams are organized around and focused on process improvements to meet customer needs**
- ◆ **Quality Improvement Teams and support positions have various roles and responsibilities in process improvement**