

THE CONTINUOUS QUALITY IMPROVEMENT TEAM

SYLLABUS

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Written & Delivered By:



PEREGRINE

— GLOBAL SERVICES —

ACADEMICS • LEADERSHIP • PUBLICATIONS

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Overview

Continuous improvement is a concept that will benefit all organizations. The basic idea is that the employees know best how to make the incremental changes that will improve operations. By working together as a team, employees will be better enabled to improve the quality of the organization's products and services to all customers, internal and external.

Continuous improvement should be happening every day, all the time, within every department, section, work unit, or team, at every level of the organization. Continuous improvement is a culture that says, "we can make this better".

Through your participation in this important effort and membership on the team, you will be improving the organization. As the organization improves, the benefits to you are realized through your safety and work environment.

The purpose of this module is to provide team members with a reference for their use while serving on a continuous improvement team. By better understanding the continuous improvement process, knowing the tools available to you for your work, and employing sound team procedures, you and your team will be able to contribute to continuous quality improvement.

Learners

This module is designed for leaders who are members of a continuous quality improvement team within an organization.

The module may qualify for Continuing Education Units (CEU) for professional certifications depending on the professional association.

Module Authors

The author for this module is Peregrine Global Services, headquartered in Gillette, Wyoming. Materials from a variety of sources may have been utilized in the development of this module. Please refer to the reference section for additional information.

Professional Development Credits



Peregrine Global Services is recognized by the Society of Human Resource Management (SHRM) to offer Professional Development Credits for SHRM-CP® or SHRM-SCP®.

Learner Hours: 22-25 **SHRM PDC:** 20

This module may also be relevant for Continuing Education Units/Professional Development Credits with other organizations to help satisfy professional development requirements.

Learning Outcomes

The learning outcomes for the module are as follows. With the completion of this module, learners should be able to:

1. Form a continuous improvement team.
2. Know the team skills for continuous improvement teams.
3. Conduct cost-benefit analysis and return on investment calculations.
4. Prioritize and problem solve.
5. Know the tools and process for conducting root cause analysis.
6. Understand the concepts of total quality management.
7. Know and apply the seven basic tools of quality.
8. Conduct an after action review.
9. Launch a process improvement initiative.
10. Lead a continuous improvement program.
11. Know how to communicate quality management.
12. Analyze and report quality management information.
13. Conduct training and support for quality management operations.
14. Perform business process improvement activities.

Curriculum

<u>Section</u>	<u>Topics / Subtopics</u>
Section 1: Forming the Continuous Improvement Team	<ul style="list-style-type: none"> ● Forming a Quality Improvement Team ● Six Roles of an Internal Continuous Improvement Organization (Video) ● Eight Steps to Creating a Continuous Improvement Team ● Team Composition ● What is a Team? (Article) ● The Six Roles of an Internal Continuous Improvement Organization (Article) ● Keeping Your Team Focused on Continuous Improvement
Section 2: Skills for Continuous Improvement Teams	<ul style="list-style-type: none"> ● Purpose of a Process Improvement Team ● Continuous Improvement Team: How to Upskill for Business Transformation (Article) ● Engaging Teams in Process Improvement ● Agile: Continuous Improvement through Retrospectives (Article) ● Creating a Culture of Continuous Improvement ● How do we Embed Continuous Improvement in our Organization? ● How-to-Develop-a-High-Performing-Team (Article) ● Creating a Culture of Knowledge Sharing and Continuous Improvement ● Creating a Culture of Continuous Improvement (Video) ● Improving Performance Through Teamwork (Article) ● Implementing a Successful Continuous Improvement Program (Video) ● Five Ways to Foster Continuous Process Improvement in Your Team (Article) ● How to Create and Sustain Successful Continuous Improvement Teams (Article)
Section 3: Cost Benefit Analysis and the Return on Investment	<ul style="list-style-type: none"> ● Return on Investment (ROI) ● Difference Between Cost Benefit Analysis and Return on Investment ● Cost Benefit Analysis versus Return on Investment (Video) ● CBA or ROI? That is the Question (Article)
Section 4: Prioritization and Problem Solving	<ul style="list-style-type: none"> ● When it Comes to Priorities, Less is More (Article) ● Prioritization and Focus ● Using Prioritization Matrices

	<ul style="list-style-type: none"> • The “Everything is Important” Paradox (Article) • Prioritize Opportunities, Not Solutions (Article)
Section 5: Root Cause Analysis	<ul style="list-style-type: none"> • Problem Analysis Tools (Article) • Understanding Root Cause Analysis (RCA) • Root Cause Analysis (Video) • Conducting a Root Cause Analysis • How do you Determine the Root Cause? (Article) • Root Cause Analysis Tools • Root Cause Analysis (Article) • Top Ten Best Root Cause Analysis Tips [2019] (Article) • Using the Five Whys Technique for a Root Cause Analysis
Section 6: Total Quality Management	<ul style="list-style-type: none"> • Total Quality Management • Total Quality Management (Video) • Quality Management • Principles of Total Quality Management • Total Quality Management (TQM) and Quality Improvement (Article) • Total Quality Management Principles, Concept, and Importance (Article) • Process Improvement Teams • Improving Processes – Removing NVA (Article) • The Five Steps to Launching a Continuous Improvement Program • Developing a Culture of Continuous Improvement (Article) • Continuous Improvement Skills • Engaging Employees through Continuous Improvement • Action Learning: Key to Developing an Effective Continuous Improvement Culture (Article) • Promoting Continuous Improvement in the Workplace • Six Principles of the Continuous Improvement Model (Article) • Making Process Improvements Stick (Article) • Building a Continuous Improvement Culture
Section 7: The Seven Basic Tools of Quality	<ul style="list-style-type: none"> • Origins of the Seven Basic Tools of Quality • The Seven Basic Tools of Quality (Video) • Overview of the Seven Basic Tools of Quality • The Seven Basic Quality Tools for Process Improvement (Article) • Stratification • Histogram • Check Sheet (or Tally Sheet) • Cause-and-Effect Diagram

	<ul style="list-style-type: none"> • Pareto Chart (80-20 Rule) • Scatter Diagram • Control Chart • Flowcharts • Where Data Serves People: Benefits of the Continuous Quality Improvement Approach (Article)
Section 8: The After Action Review	<ul style="list-style-type: none"> • Introduction to the After Action Review (AAR) • The After Action Review (Video) • Project Postmortem vs. After Action Review • Benefits of an After Action Review • When to use After Action Reviews • How to Write an After Action Report • After Action Review Questions • The Guiding Principle • The Four Main After Action Review Steps • After Action Review (AAR) (Article) • Don't Skimp on The After Action Review: 6 Ways an AAR Will Catapult Your Situational Awareness (Article) • How to Conduct an Effective After Action Review • How to Conduct an After Action Review in Five Simple Steps (Article)
Section 9: Launching a Process Improvement Initiative	<ul style="list-style-type: none"> • Continuous Process Improvement • Continuing Improvement in Practice • The Journey to Continuous Improvement (Article) • Steps to Launching a Successful Process Improvement Initiative • Launching a Successful Process Improvement Initiative (Video) • Accountability: The Key to Continuous Improvement? (Article) • Employee Engagement • A Continuous Improvement Business Strategy • How to Promote Continuous Improvement in The Workplace (Article)
Section 10: Leadership	<ul style="list-style-type: none"> • Leading Continuous Improvement • Leadership Qualities • Qualities That Define a Good Leader (13 Personal Traits) (Article) • Characteristics of a Good Leader • Motivating Your Team • Leadership Traits • Strategic Leadership: The Ten Characteristics of a Good Leader (Article)

Section 11: Communications	<ul style="list-style-type: none"> • Improving Team Communication • Top Five Communication Skills and How to Improve Them (Article) • Feedback • Effective Communication and Employee Performance (Article) • Improving Communication Skills • Effective Communication (Article)
Section 12: Analyzing and Reporting Information	<ul style="list-style-type: none"> • Analyzing vs. Reporting • Analysis vs. Reporting (Article) • Using Data Analytics
Section 13: Team Development and Support	<ul style="list-style-type: none"> • Training Techniques • Nine Critical Questions About Employee Development (Article) • Benefits of Employee Training and Development • Training Methods for Workplace Training • Quality Assessment and Improvement Processes and Techniques (Article)
Section 14: Business Process Improvement	<ul style="list-style-type: none"> • Definition, Steps, and Methodologies • Process Improvement Techniques • How to Implement Business Process Improvement (Article) • Business Process Mapping • Step-by-Step Guide to Business Process Mapping (Article)
Section 15: Summary and Assessment	<ul style="list-style-type: none"> • Summary • Assessment

Delivery

The module is delivered using Peregrine's Learning Management System (LMS), known as CMAD. Course instruction is with asynchronous online learning activities.

References & Resources

Refer to the Annotated Bibliography on The Continuous Quality Improvement Team.

Assessment

Throughout the module, there are in-progress quizzes and short exercises to ensure understanding of the instructional content. A completion certificate is issued when the learner obtains at least 80% on the final exam.

Hours and Articulation

Learner hours are shown in the following table. The hours are based on both the time within the module and time away from the module conducting application activities.

<u>Section</u>	<u>Hours</u>
Section 1: Forming the Continuous Improvement Team	1
Section 2: Skills for Continuous Improvement Teams	2
Section 3: Cost Benefit Analysis and the Return on Investment	1
Section 4: Prioritization and Problem Solving	2
Section 5: Root Cause Analysis	2
Section 6: Total Quality Management	2
Section 7: The Seven Basic Tools of Quality	2
Section 8: The After Action Review	1
Section 9: Launching a Process Improvement Initiative	2
Section 10: Leadership	2
Section 11: Communications	2
Section 12: Analyzing and Reporting Information	2
Section 13: Team Development and Support	1
Section 14: Business Process Improvement	2
Section 15: Summary and Assessment	1
Total Hours	25