

PERFORMANCE EXCELLENCE: ASQ-ICE MEASURES AND STANDARDS DATA

Editor, Bob Krone, PhD, ASQ Fellow Member

On January 17, 2007 the American Society for Quality (ASQ) Inland Empire Section 0711 of Riverside, California held a joint meeting with the Inland Empire Council for Excellence (ICE). ICE is a regional council of The California Council for Excellence, a non-profit educational foundation that administers the California Awards for Performance Excellence Program (CAPE) and the California Team Excellence Award (CTEA). CAPE is a Malcolm Baldrige National Quality Award (MBNQA) based program designed to help California organizations.

Vern Goodwalt, Chair of the Team Excellence Award Program in California. Board Member of the State Quality Award, Organizational Development Coach and a University of California at Riverside Adjunct Professor presented for ICE. Phil Laure, Chair of the Inland Empire Section, Senior ASQ Member, CQM, CQA and twenty-six years in manufacturing presented for ASQ. The subjects were Quality Tools and Quality Educational Programs in Southern California.

The Ideas Unlimited Group Survey research method¹ was used to capture the experience of the fourteen quality professionals in attendance following the presentations.² The Single-Target Workshop created independent and simultaneous responses to the target:

HOW TO MEASURE PERFORMANCE EXCELLENCE

- What does your company or organization track
- What standards should be used

Following is the performance excellence data captured by this Joint ASQ-ICE Workshop. It is provided in condensed form not categorized into industry, government, education, healthcare, military or business needs. No prioritization has been done. You will certainly find some of the data relevant to your organization that is not now being used as tools for

¹ See Dr. Bob and Sue Krone, *Ideas Unlimited: Capturing Global Brainpower* (Infinity Publishing, 2007), the Official Text for the method..

² Participants were: Wally Bayoun, Past Chair of ASQ Section 711; Art Dawson, PhD, President, The Pinson Company; Michael DeShazo, Electronics Engineer, NSWC Corona; Paul Doherty, Systems Integrity Manager, Wilden Pump & Engineering; Sheryel Eberwein, Director of Quality, Computer Science Corporation; Bob Krone, ASQ Fellow Member; Phil Laure, Chair Section 711; Vern Goodwalt, Team Excellence; George Kopyta, Quality Manager; Larry Sedillo, Branch Manager, Kimco Technology Group; John Schulz, MSC Board Director, ASQ Board Secretary; Jorge Torres, Senior Quality Engineer, Abbott Vascular; Javier G. Tril, Product Integrity Manager, Wilden Pump & Engineering; Ray Varcoe, Business Manager; Computer Sciences Corporation; Ron Villanueva, QA Manager, La-Z-Boy West;

performance excellence. Specific measures and standards are cited. It will take a future longer article to elaborate on each one.

An important fact about this small survey population--fourteen professionals—is that their total Quality Management experience totals over five hundred person years. Their pictures taken 17 January 2007 at the ASQ-ICE meeting in Riverside, California end this article.

PERFORMANCE MEASURES

The overall reason to measure is to insure profit and improve overall performance, financial performance & profitability. Successful performance is a beautiful thing.

Organizational behavior in relation to Vision and Mission Statements. Material costs. Operational costs. Document performance monthly. Performance drops are red flags. Take corrective action before performance drops become serious. If measures reveal anomalies review standards and plans for needed revision. Performance of manufacturing engineers based on cost and complexity of the manufacturing process. Revenues to exceed expenses. Positive ROI trends. Overall organization behavior. Number of consultants on a project.

Checking inputs from the community environment. Plan-Do-Check-Act (PDCA). Use Quality Management Classical Tools (see www.asq711.org). Internal employees know-how and satisfaction. Employee turnover. Legal suits and costs. The technical performance of project team members. Cost overruns vs meeting budget projections. Quality and number of information sources. Accuracy of meeting project deadlines. Sales vs production ratios. Customer orders to net revenue ratio. Employee retention rate trends.

Percentages of customer complaints vs shipped products. Labor hours vs parts produced. Earnings per employee. Sales per payroll dollar. Supplier on-time deliveries. Inventory turn-over. Periodic and linear process measures. External audits. Supplier and distributor performance and recommendations. Research & Development contributions to total performance. Customer surveys. Workforce improvement ideas. Product defect and failure rate trends. Gaps between performance and world class benchmarks. Project team success data. Warranty costs.

Track and chart all needed performance metrics.

PERFORMANCE STANDARDS

Industry related standards. Corporate image. Create standards and metrics to fit your specific needs and priorities. Standards need to be in plans. Customer evaluations and value-added reports for products and services. Benchmark competition to establish standards. Ethical and citizenship standards. No corruption, greed or self-serving behavior. Product variation vs plan. Long term strategies for success. The Malcolm Baldrige National Quality Award Criteria is now a global standard. It can be used for

self-assessment as well as award application. On-Time in-full delivery to customers and clients. Organizational loyalty is a standard difficult to assess. Lean Six Sigma principles and scores. Safety and security standards. ISO standards. Past twenty years performance. Break down to divisions.

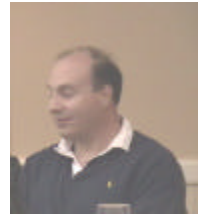
THE BRAINPOWER GROUP



WALLY BAYOUN



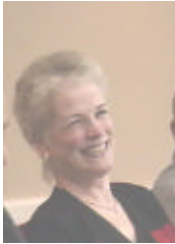
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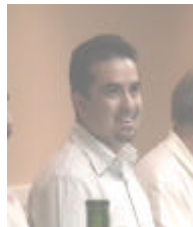
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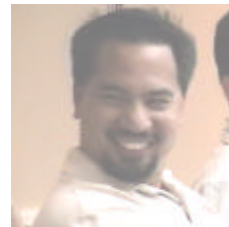
LARRY SEDILLO



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