

TOTAL QUALITY AND VOLUNTEER PROGRAM
MANAGEMENT:
UNDERSTANDING AND MAKING THE LINK HAPPEN

A satellite broadcast for Volunteer Administrators

Thursday, December 1, 1994
2:00-4:00 p.m. (Eastern)

Sponsored by:
the Association for Volunteer Administration
and
the Points of Light Foundation

YOU HAVE THE SCOOP.....

The Association for Volunteer Administration and the Points of Light Foundation are pleased to announce their 1995 Satellite series. This exciting series has a little something for everybody and promises to be an exciting next step in this joint venture between AVA and POLF.

We encourage you to tune in for these broadcasts in 1995. Information will be out this month about this series. Watch your mail and other sources of information for site registration information on this series:

Thursday, February 9, 1995	Outcome-Based Evaluation
Thursday, April 6, 1995	Diversity Part 1
Thursday, June 1, 1995	Diversity Part 2
Thursday, October 5, 1995	Ethics
Thursday, December 7, 1995	Board Development

**PLEASE NOTE ALL BROADCASTS WILL AIR
FROM 2:00-4:30 P.M. EASTERN TIME**



AVA Membership

The Association for Volunteer Administration (AVA) is the international, multidisciplinary membership organization for professionals in the field of volunteer administration. AVA's mission is to promote professionalism and strengthen leadership in volunteerism.

AVA's members are salaried and nonsalaried professionals from around the world who desire to shape the future of volunteerism, develop their professional skills, and further their careers. As AVA members, they enjoy the support of like-minded professionals while broadening their professional base of knowledge through AVA workshops, conferences, and programs.

Just Some of the Benefits AVA Members Enjoy:

- ✓ Quarterly issues of *The Journal of Volunteer Administration*
- ✓ Bimonthly issues of *UPDATE* and other publications, such as *Ethics in Volunteer Administration*
- ✓ 20% discount on registration for the International Conference on Volunteer Administration
- ✓ Discounts on certification, various publications, and regional conferences
- ✓ Voting rights, product discounts, and a membership directory
- ✓ Participation in regional events, such as conferences, satellite broadcasts, and issues roundtables

Plus Much More...

Membership Categories

Individual

Active: Persons currently active in volunteer administration. Benefits include voting rights, all AVA publications, a 20% discount on conference registration, AVA product discounts, and reduced fees for certification. Dues: \$100 per year.

Associate: Students and retired leaders. Benefits include AVA publications and AVA product discounts. Dues: \$55 per year.

Partners

Level A: Benefits include a designated individual for a complimentary membership with voting rights, two additional copies of all AVA publications, a 10% discount on conference registration for all members of the organization, special networking opportunities at the international conference. Dues: \$200 per year.

Level B: Benefits include a designated individual for complimentary membership with voting rights, one additional copy of all AVA publications, one free conference registration, and a 10% discount for all other members of your organization, a 20% discount on ad space in *UPDATE* and *THE JOURNAL OF VOLUNTEER ADMINISTRATION*, free conference exhibit table. Dues: \$500 per year.

PRESENTERS FOR THIS BROADCAST

SUSAN WAECHTER of Cornerstone Consulting in Midland, Michigan, is a private consultant/trainer. Sue has 20 years of experience in management primarily in the health care area. She is one of the preeminent consultants in the field of volunteer administration in North America. Sue is the author of two books, Change: Meet it and Greet it and FlipArt. She has recently completed work on a curriculum on implementing total quality in volunteer programs. An active community volunteer, Sue presently serves as President of the Voluntary Action Center in Midland.

KENN ALLEN of the Points of Light Foundation in Washington, D.C., is the Senior Consultant for Program Development with that organization. Kenn served as President of VOLUNTEER, The National Center for six years and was Executive Director of the National Center for Voluntary Action (NCVA) for five years. Kenn has been very involved in volunteerism on an international level. He presently serves as first vice president of the International Association for Volunteer Effort (IAVE). Of note is that he has just returned from work in the Republic of China. Kenn is a fellow in the Executive Doctorate in Human Resource Development program at George Washington University. He is currently working on his dissertation on the role of community service in the lives of CEOs of major corporations.

MICHAEL NEWMAN of the Minnesota Department of Human Services, is the President-Elect of the Association for Volunteer Administration. Among his responsibilities, Newman is the Training Manager for the Department of Human Services where he has guided a department-wide Total Quality Management training effort for that department of 8,000 employees.

What is Quality?

Quality in its simplest form is an adjective.

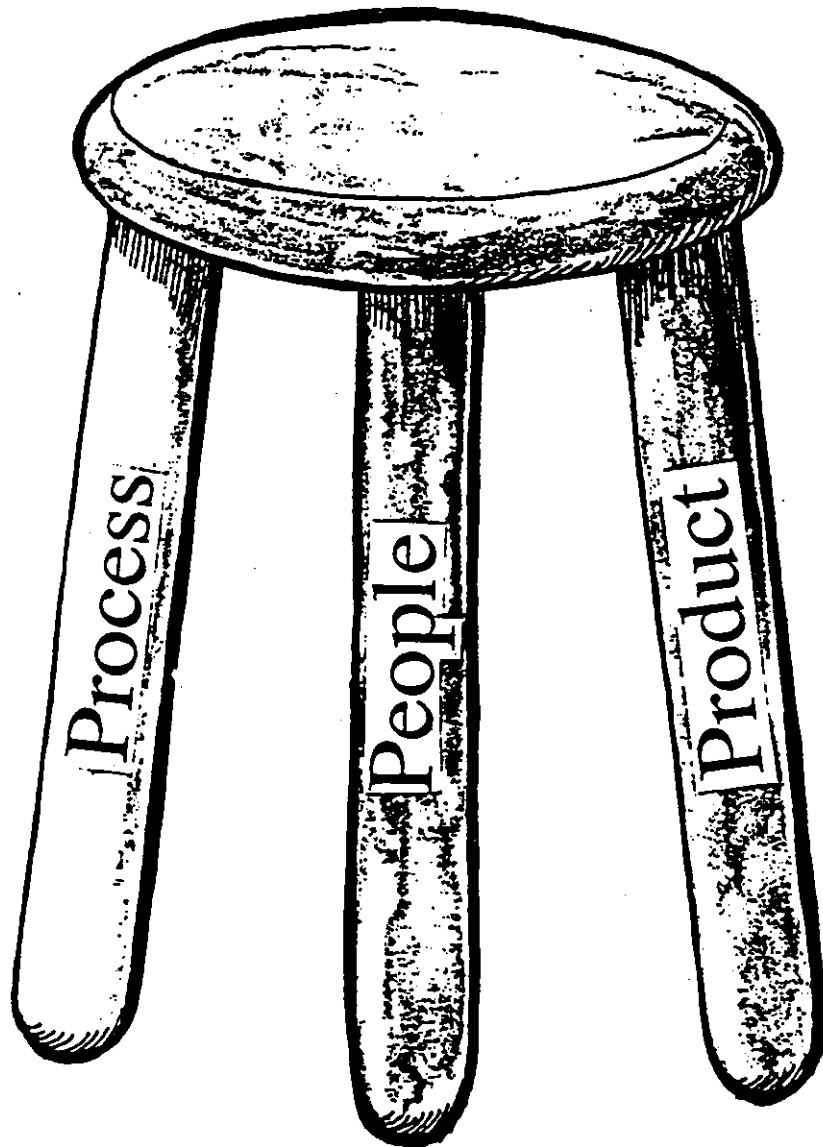
The adjective quality can be applied to an organization who:

- ~ continuously looks at and improves the way they do things.

- ~ encourages the maximum, appropriate involvement of customers, staff, and volunteers.

- ~ maintains a balance of product, process, and people.

- ~ has leaders who understand and facilitate the other three to happen.



How Much Do We Involve Others?

Organizational Worksheet

Spend some time in discussion with others (staff, volunteers, clients, members, etc.) in your organization, asking...

- ~ Where and how do we (or could we) involve others in training?*

- ~ Where and how do we (or could we) involve others in decision-making?*

- ~ Where and how do we (or could we) involve others in problem-solving?*

- ~ Where and how do we (or could we) involve others in planning?*

- ~ Where and how do we (or could we) involve others in evaluating people and programs?*

- ~ Where and how do we (or could we) involve others in program development?*

Identifying Our Organizational Processes

Organizational Worksheet

Instructions:

In your organization, spend time with others identifying what processes or steps you take in your various activities, whether you have named those processes before or not. The following is a list of categories which may help you to think of the various processes at work in your organization. Simply list the name of the process. Later, you can create a flowchart of the process and begin to make improvements.

Financial (i.e. how we handle finances, fundraising, purchasing, etc.)

Administration (i.e. How we supervise, make decisions, discipline problem performers, etc.)

Planning (i.e. how we accomplish strategic planning, day to day planning, event planning, etc.)

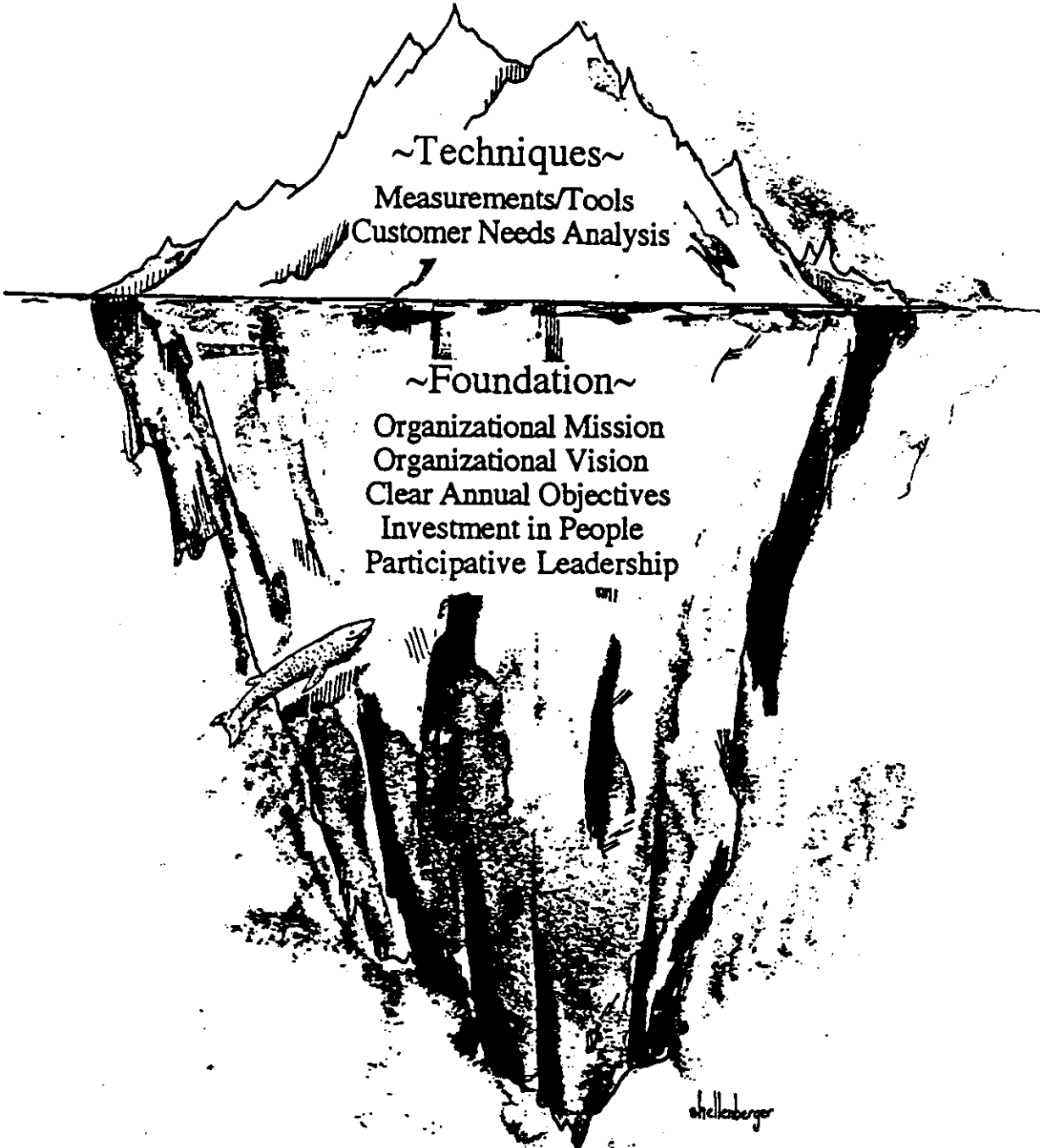
Communication (i.e. how we communicate internally and with our clients, how we advertise our organization, etc.)

Personnel (i.e. how we evaluate, hire staff or place volunteers, provide benefits, etc.)

Training (i.e. how we train staff and volunteers, how we "train" our clients, etc.)

Others

An Organization is like an Iceberg



The Basics of TQM

Focus on customers

Who are our customers?

What do our customers want from us?

What do we want from our customers?

How will we know if our mutual expectations are being met?

Use of Formal Measurement Techniques

Focus on Work Processes

Continuous Improvement

Creating/Revisiting Mission and Vision

With the maximum, appropriate people involved (staff, volunteers, clients, members, etc.) answer the following questions:

Whom do we serve?

What products or services do we provide?

What is the social need we are trying to meet?

What is unique about us as an organization?

Once you have created some lists around those questions, create or rewrite your mission (without looking at your current mission). Then put your mission to the following test...

The Test

Does our mission

- ___ answer why we exist?
- ___ inspire us to accomplish what we have set out to do?
- ___ provide a context for decision-making?
- ___ motivate the members of our organization into action?
- ___ establish the big picture?

*"Pupose (mission) gets defined through dialogue. Let the dialogue be the outcome."
~Peter Block, Stewardship*

Developing a Vision

Instructions:

With the appropriate people gathered (representatives from staff, volunteers, clients, members, etc.), begin a discussion around answering the following questions. This will take a while to get rolling - as facilitator, be patient. As people share their ideas of the future, begin capturing them on a flipchart or have the group (if small enough) get up and come to a "papered" wall and record their own ideas with markers using either words or pictures. They may draw arrows from their ideas to someone else's. When they have finished, stand back and, as a group, begin identifying the key elements to include in your vision statement. Begin a rough draft of the statement. The rest is word-smithing.

Ask them to answer the following questions as if they were 5 years in the future: (be sure to keep them focused out in the future)

What are our clients getting from our organization today?

What do we see going on in and around our organization?

What does our organization look like?

What do our clients look like?

Who is interacting with our organization?

What new needs are we meeting?

Where are we spending our time?

When you have completed your first draft of the vision statement, put it to this test...

The Test

Is our vision

- outcome-focused, describing where we want to be 5 years from now?
- actionable, will we be able to write specific goals from it?
- measurable; will we know if we arrived 5 years from now?
- simple, yet compelling?

"We judge ourselves by what we feel capable of doing, while others judge us by what we have already done." ~Henry Wadsworth Longfellow

Writing Your Goals and Objectives: The Criteria

S • M • A • C

Specific

Be very clear and specific about what you intend to accomplish. Avoid vagueness.

Example

Unspecific: I will have a better attitude around my family.

Specific: I will be cheerful, less critical, and less judging around my family, especially in the mornings for the next 21 days.

Measurable

If something is worth doing, it is worth measuring. If something can be measured, it can be improved. If we are measuring and improving our processes, we are being more effective stewards of our resources. Our work will be of high quality and move us closer to our mission.

Example

Immeasurable: I will spend more quality time with my children.

Measurable: To begin with, I will spend 1 hour each day this month, reading to my children between dinnertime and bedtime.

Achievable

If we set our sights too high, we will set ourselves up for failure. We need to be realistic about our ability to accomplish our priorities. We tend to lose motivation or have a "give up" attitude when we don't succeed at something. Conversely, we tend to be motivated to do more when we have some success.

Example

Unachievable: I intend to be task-focused on my work and not be distracted by interruptions.

Achievable: I will intentionally try at least 3 different techniques by the end of the month for dealing with interruptions to my work day to learn which technique is most comfortable for me.

Compatible

How compatible is this priority with our mission and vision? It is very easy for us to get pulled off track from our journey. People and circumstances lure us into pit stops and taking detours from our planned journey, particularly if our priorities are not compatible with the environment we are in.

Example

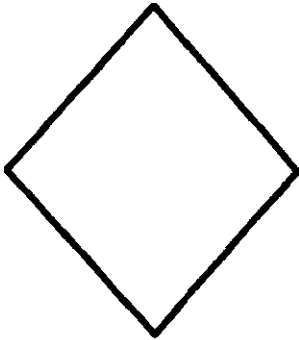
Incompatible: A plan that does not align with your organizational mission and vision.

Compatible: A plan that directly leads you toward accomplishing your organizational mission and vision.

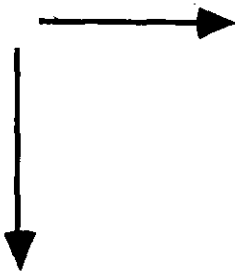
Elements of a Flowchart



= an activity; a step
in the process

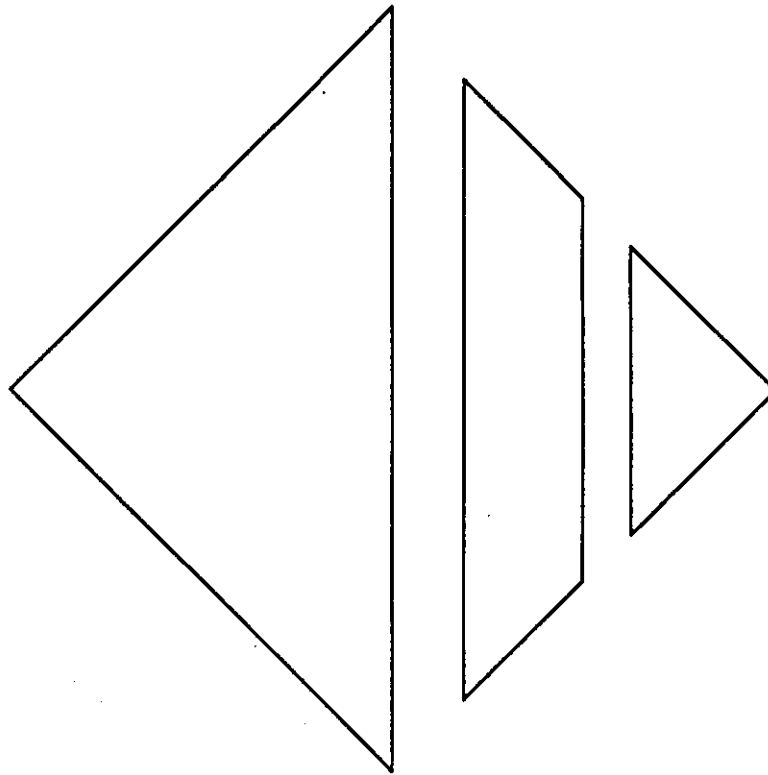


= a decision point; it always
has a yes and a no



= directional arrows to
indicate the flow

Group Process

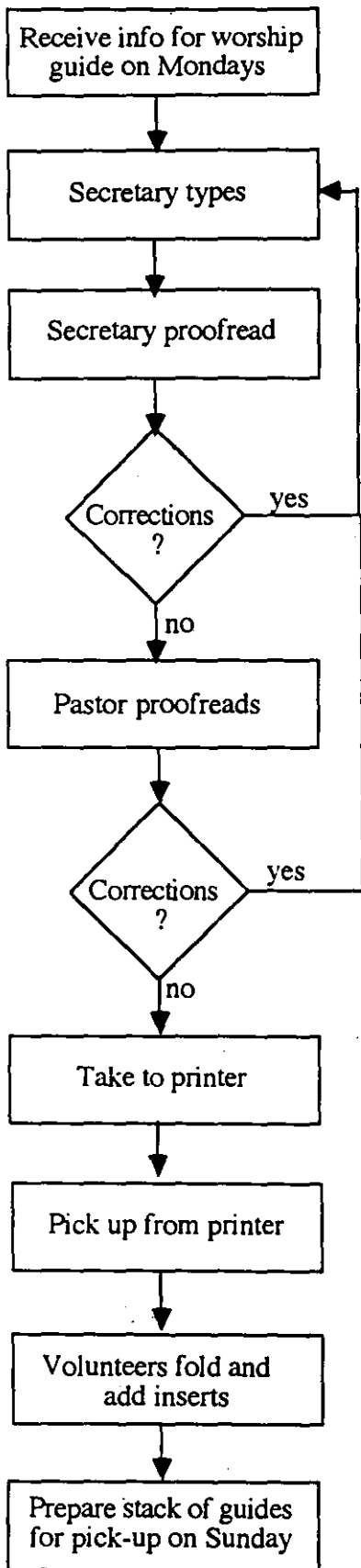


Open

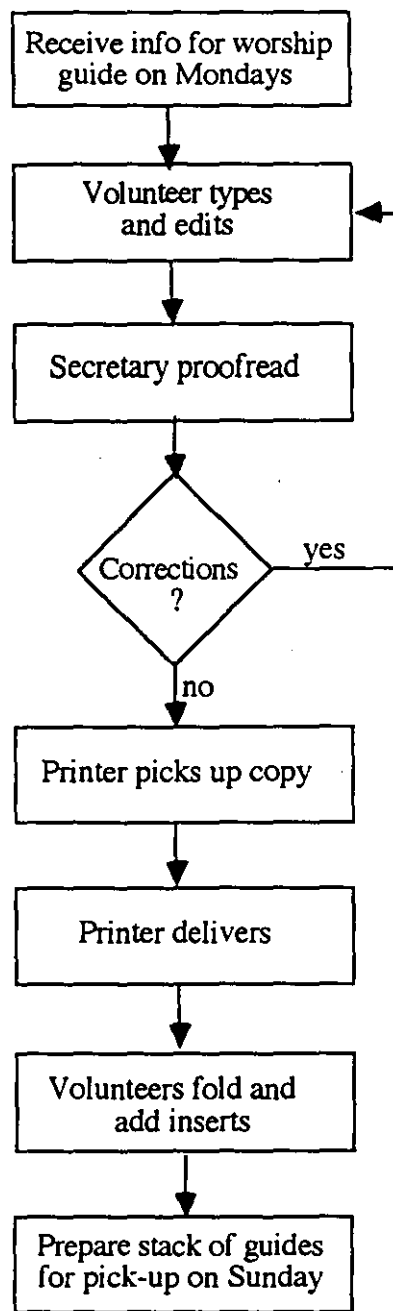
Narrow

Close

Current Process



Improved Process



Brainstorming

Reasons to use Brainstorming

- To open up the group for creative thinking.
- To generate as many ideas as possible.
- To energize the group.

How to effectively use Brainstorming

1. Write the topic that you are brainstorming about in front of the group.
2. Review the rules of brainstorming (see below).
3. Announce who will be participating.
4. Begin brainstorming, enforcing the rules.
5. Use questions (pre-planned, if possible) to generate more and more ideas.
6. Clean up the list. Clarify and combine like items on the list.
7. Get agreement from the group on the results.

Rules for Brainstorming

- Quantity not quality. The more the better.
- Piggyback on other's ideas.
- No evaluation of ideas, yet.
- Short time frame. Set a timer.

Different types of Brainstorming

- "Popcorn-style" - Everyone shout out ideas while meeting leader captures them on a flipchart.
- "Carousel" - Meeting leader goes around the room taking ideas from each group member in order. If someone has no idea they pass.
- "Throw it in the pile" - Group members write ideas on paper and toss into a pile in the middle of the table. They continuously pick up someone else's card and add to it and throw it back.
- "Stand up and deliver" - The group members stand around the flipchart and give ideas.
- "Brainwriting" - At a flipchart, group members can silently write their ideas, or pass a piece of paper around the table to write ideas, or through electronic mail send ideas, or capture ideas Post-Its and put on wall.

Ranking

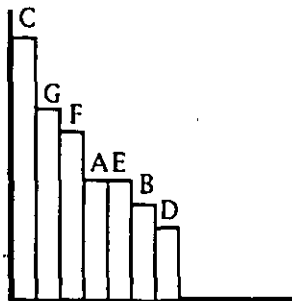
Reasons to use Ranking

- To narrow a list of items.
- To prioritize the narrowed items.

How to effectively use Ranking

1. Begin with a clean, well-defined list.
2. Determine criteria for ranking:
 - the item requiring the shortest time
 - the item giving us the 'biggest bang for our buck'
 - the item that will be most acceptable to all
 - etc.
3. Explain the Ranking procedure.
 - a. choose your top __#s__ out of the list.
or
 - b. choose your top __#s__ and write them down. Rank those top __#s__ with 5 being your top choice and 1 being your last choice (if you chose 5 items, for example).
4. Go down the list one item at a time and ask participants to raise the number of fingers for the value they assigned the item.
5. Add up numbers for each item. The one with the largest number is the top choice. Be sure to check with the group to see if they can live with that top choice.

A sample bar graph of ranked items:



Process Questions

Reasons to use Process Questions

- To get a group unstuck in the process.
- To ask for clarification.
- To gain agreement, consensus.
- To avoid either/or decisions.
- To check where the group is in the process.

How to use Process Questions

- Combine ideas: take some of solution A and solution B to make solution C.

"Could we take part of your solution, and combine it with her solution?"

- Check where the group is in the process. Take a quick poll of the group by having them raise their hands.

"Let take a quick poll to see if we already have agreement."

- If one or two participants hold out, ask them what it would take for them to agree to the proposal.

"We are close to consensus. What would it take for you to live with this solution?"

- Ask what is going on in the process to see where they are or if there are hidden issues.

"It seems to have gotten quiet. Is there an issue we need to discuss?"

- When narrowing a list, sometimes it is easier to ask:

"What should we eliminate from the list?"

STRATEGIES FOR IMPLEMENTING TQM:

- Step 1** *Make the Commitment.*
- Step 2** *Seek the understanding and support of top management.*
- Step 3** *Identify a work process for improvement.*
- Step 4** *Put together a team.*
- Step 5** *Ask the basic questions.*
- *Who are the internal and external customers for this work process?*
 - *What do they want from us?*
 - *What do we want from them?*
 - *How will we know if our mutual expectations are being met?*
 - *What quantitative measure can we apply to this process?*
 - *What is the best way to collect the data we need?*
- Step 6** *Collect the data.*
- Step 7** *Analyze the data and make decisions.*
- Step 8** *Test possible improvements.*
- Step 9** *Continue th cycle of improvement.*

Resources on TQM in Service Organizations

(see your local library or video resource center for information on these products)

Books

Block, Peter. Stewardship. Berrett-Koehler Publishers, Inc., San Francisco, 1993.

Brassard, Michael. The Memory Jogger. and The Memory Jogger Plus. GOAL/QPC, Methuen, Massachusetts, 1989.

Carlzon, Jan. Moments of Truth. Harper & Row, Publishers, New York, 1989.

Drewes, W.F. 1991. Quality Dynamics for the Service Industry. Milwaukee, WI: ASQC Quality Press.

Drucker, Peter F. Management: Tasks, Responsibilities, Practices. Harper & Row, Publishers, New York, 1973.

Katzenbach, Jon R. and Smith, Douglas K. The Wisdom of Teams. HarperBusiness. New York, 1993.

Kennedy, Larry W. 1991. Quality Management in the Nonprofit World. San Francisco, CA: Jossey-Bass, Inc., Publishers.

Mastenbroedk, Willem F.G. Editor. 1991. Managing for Quality in the Service Sector. Cambridge, MA: Basil Blackwell Ltd.

Rosander, A.C. 1991. Deming's 14 Points Applied to Services. Milwaukee, WI: ASQC Quality Press.

Senge, Peter. The Fifth Discipline. Doubleday. New York, 1990.

Shellenberger, Steve and Waechter, Susan. FlipArt: A Guide to Graphically Improving Your Flipchart Presentations. It Depends Publishing, Midland, Michigan, 1994.

Articles

Bedwell, Raymond T. Jr. "How to Adopt Total Quality Management: Laying a Sound Foundation". NONPROFIT WORLD, Vol. 11, No. 4 July/August 1993.

Katz, Ray and Greco, JoAnn. "Total Quality Management: Adopting a Customer-Oriented Philosophy". NONPROFIT WORLD, Vol. 11, No.2 March/April 1993.

Videos

"Empowering Yourself". Color 25 Min. 1991 Films Inc

This presentation helps you discover the value of your own potential and how to make time for your own productive work.

"Empowering Others". Color 25 Min. 1991 Films Inc

This program provides you with the "power tools" that can increase employee success.

"The Leadership Alliance". Color 64 Min. 1988 Video Pub

Tom Peters discusses management strategies with four successful leaders. Their insights will put your organization on the road to revitalized leadership.

"Your Place in Total Quality". Color 26 Min. 1991 CRM Films

Taken inside a faltering organization, we find that everyone, from top management down, must be responsible for and play an important role in achieving and maintaining total quality.

Satellite Broadcast Evaluation

"TOTAL QUALITY MANAGEMENT"

December 1, 1994

1. Did this broadcast meet the established purpose? Why or why not?

2. Was the medium useful for this particular topic? Why or why not?

3. Were the presenters knowledgeable and current in the information provided?

4. Were the handouts provided useful?

5. Were the graphics on screen useful to you?

6. Would you consider attending another program via satellite? If so, what topics would interest you?

7. If you have further comments that would help us improve the quality of future broadcasts, please share them with us on the opposite side of this page.

THANK YOU FOR GIVING US YOUR FEEDBACK ON THIS BROADCAST !!!