The New School of Quality Assurance

Keeping Customers Happy!

February 2015
Keeping customers happy – why bother?

Value of the quality program to you and your customer

➤ Better understanding of your customer’s value perception
➤ Customer-focused changes
➤ Remain competitive
➤ Secure new business
➤ Ensure successful delivery of quality products and services
➤ Reduce risks
➤ Increase customer satisfaction
➤ Increase employee satisfaction

Be passionate: if you don’t care – nobody else will!
Keeping customers happy – what’s involved?

➡️ Develop the team
   • Subject Matter Experts
   • Mentorship approach
   • Trainers
   • Treat it like a project

➡️ Focus on delivery excellence and continual improvement
   • Operations
   • Back office infrastructure

➡️ Develop the customer satisfaction program

➡️ Proactive customer/program support

➡️ Implement standardized processes and procedures
   • Full process asset library
   • Continual improvement
   • Library of best practices

➡️ Develop the employee satisfaction program

➡️ Develop a metrics program
Develop the Right Team; run it like a project
Team no longer limited to “QA”

Team has real life implementation experience in all aspects of the organization

Order of important skill sets when hiring the right teams:
- Personality – mentorship, team work, outgoing, and positive
- Real life experience - service or software development lifecycle experience
- Model experience – CMMI, ISO, etc.

Focus on mentorship, roll up your sleeves team-based approach to resolving problems and finding solutions

Continually re-positioned roles based on capabilities, passions, strengths, and weaknesses

Identify team strengths and weaknesses, fit them together like a puzzle, and work together to find solutions

Supplement with external team members (consultants)
It’s a program – run it like one and practice what you preach

- MS Project Schedule
- Resource Allocations
- SharePoint Collaboration
  - Process Asset Library
  - Internal team site
  - Track corrective actions, action items, risks, issues, process improvements
- Bi-weekly status meetings; formal meeting minutes
- Metrics and reporting
- GET CERTIFIED!
Delivery Center of Excellence

Metrics – utilize Six Sigma to continually improve

Six Sigma Tools and Techniques

1. Define
2. Measure
3. Analyze
4. Improve
5. Control

PDCA Cycle

Control Chart

Process Capability Report for PM Salaries / Pricing

YTD Turnover

Reasons Given at Exit Interview

Reasons for Voluntary Turnover
Establish a Customer Satisfaction Program
Customer satisfaction is the state of mind that customers have about a company when their expectations have been met or exceeded over the lifetime of the product or service.
Customer Satisfaction Program

Old School

- Surveys inconsistently sent
- External customers only
- Frequency typically annually, or with every help desk ticket
- No metrics (collection, analysis, trending, nor reporting)
- No follow through
- Online survey link only
- Phone surveys from random external party
- Snail mail
- Impersonal
- Little to no response
- Industry standard response = 10%
Customer Satisfaction Program

New school!

➤ Internal customers and employees need to be satisfied too!
➤ Initial face-to-face customer meeting; set the expectations
  • You care about them; you want their feedback
  • Focus is on high quality and high customer satisfaction
➤ Perform baseline survey 2-3 months into the program
➤ Unbiased third party
  • Not the people performing the work!
  • BUT – must be within same company!
➤ Gain input from project managers/finance/contracts
  • Customer contact information
  • Buy-in
  • Introductions with customer; emphasis placed on face-to-face meetings
Customer Satisfaction Program

New school!

➤ Proactive frequency
  • Every 3-6 months or more frequently depending on customer preference
  • Increased frequency dependent on issues identified

➤ Follow up phone calls/emails
  • Monitor via internal database; remain consistent
  • Communicate
  • Make it personal; their name, reference a previous conversation, no spam
  • This alone increases response rates by 15%

➤ Keep the survey SHORT, use rated scale, and options for adding text!
  • Services/deliverables
  • People
  • Processes
Customer Satisfaction Program

- Report the findings
- Take action
- Make decisions
- Follow through
- Gain customer trust
- Average response rates: 70%

Turn Data into Wisdom

PM Response Metrics

Customer Response / Satisfaction

<table>
<thead>
<tr>
<th>Division</th>
<th>Cust Contacted</th>
<th>Cust Responses</th>
<th>% Response</th>
<th>Highly Satisfied (%)</th>
<th>Moderately Satisfied (%)</th>
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<td>N/A</td>
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<td>90</td>
<td>88%</td>
<td>74%</td>
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</table>

Note: The % responses for Commercial is red due to the high number of surveys sent in March and April, yet no customer responses have been received as of the date of this report. QCoE has reached out to Commercial division for an updated list of customers and project managers.
Internal Audits vs. Gap Analyses
The Dreaded Audit

Old School – “Internal Audit”

- Utilizes a standard (i.e., ISO) and determines non-conformances
- Is scary!
- Them vs. us mentality
- Focus is typically on what is WRONG; punishment!
- No clear guidance is provided
- No understanding for the program on how to resolve non-conformances
- It’s all about the standard; no understanding of program practices or customer needs
- Checking the box
Perform a Gap Analysis

**Assess**

- Consistent standard utilized to show improvement over time
- Determine the gaps
- Identify compliance
  - Non-conformances
  - Opportunities for improvement
  - Best Practices
- Identify targets and create roadmap; planned “to-be” state
- Used to determine level of process maturity
Perform a Gap Analysis

New School – AIMM Higher™

**Implement**
- Expand the plan
- Execute the plan
- Report Progress

**Measure**
- Improvements made
- Track and trend against targets
- Verification of “to-be” state achievement
- Report Progress

**Momentum**
- Lessons Learned
- Continual Improvement
The Quality Assessment
Quality Assessment

New School - Understanding the effectiveness and efficiencies

- Performed parallel to the gap analysis
- Understand program strengths, weaknesses, and recommendations for improvement
  - Interviews
  - Artifact reviews
  - Tools/technology reviews
  - Onsite with team and customer
- Provided recommendations for improvement that can be:
  - Considered
  - Prioritized and scheduled
  - Implemented and verified
- Focused on incremental improvements over time
- Facilitate and monitor corrective/preventive actions
Quality Assessment

Deliverables and Outputs
Facilitate Process Improvements
Facilitate Improvements

It isn’t just operations

- Focus on back office supporting infrastructure too
  - HR
  - Recruiting
  - Finance
  - Contracts
  - Business Development
  - Security
  - IT
- Whiteboard sessions
- Develop processes/SOPs
- Train
- Measure
- Communicate
- Share and collaborate
Facilitate Delivery Excellence

Tips and Tricks

» Set targets and incorporate into performance reviews
» Provide consistent engagement delivery standards and expectations
» Support successful project execution and delivery excellence
» Expedite the discovery of potential and perceived issues, and ensure action is taken to avoid, recover from, or minimize their impact
» Monitor client satisfaction and enhance client relationships
» Ensure sufficient attention is given to critical and at risk projects
Utilize Review Boards Wisely

Tips and Tricks

Use the right mix and number of review boards that include: defined agendas, frequent meetings, and top executive support

- **Management Review Board** – acts as the Change Control Board, highest level management commitment, manages risks, reviews performance levels and customer satisfaction, provides financial support, and gives a voice to users

- **Engineering Process Group** – primarily focused on process improvements, organizational metrics, and lessons learned

- **Technical Review Board** – facilitates changes prior to submission to the MRB and focuses on requirements, design, and readiness of changes

Participation from both the implementers and the customers is key for encouraging buy-in and facilitating and prioritizing decisions
Involve top management

Tips and Tricks

- Work with top management to ensure financial, labor, and training resources are in place.
- Be realistic and push back when needed.
- Be creative in identifying solutions to aggressive timelines. Demonstrate smaller (multiple) successes with management to build trust for future endeavors.
- Raise the flag when risks and issues arise and request support for continued success. Build trust with executive management.
- Communicate, communicate, communicate!!
Develop the Metrics Program

Tips and Tricks

➤ Don’t overwhelm yourself—don’t collect for the sake of collecting.
➤ Choose metrics that make sense for your organization.
➤ If it doesn’t work, change or retire it.
➤ Archive disapproved or retired metrics for future consideration.
➤ “Number of” is not a valuable metric—trending is better.
➤ A valuable metric should cause your organization to take action.
➤ Ensure your ability to collect accurate data.
➤ Graphs, tables, and charts can be misinterpreted—always include a written analysis portion.
Final thought

Think outside the box – but WAIT....

Don't just think outside the box...

Think like there is no box....
Want to learn more about how Attain is different?

Please contact us. We’re eager to work with you.

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