

QI

Quality Improvement Report

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State of Wisconsin
Department of Employment Relations

State of Wisconsin

Tommy G. Thompson
Governor

Constance P. Beck
Secretary



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DEPARTMENT OF EMPLOYMENT RELATIONS

June 21, 1990

The Honorable Tommy G. Thompson
Governor of Wisconsin

Members of the Legislature
State Capitol

Dear Governor Thompson and Members of the Legislature:

It is with pleasure that I submit this summary report of State Government Quality Improvement (QI) efforts. As you will see in Section III of the report, the state's effort included a number of state agencies. The Department of Employment Relations has taken a coordinative role and has provided training opportunities at all levels. The impact of Quality Improvement in state government will pay significant and measurable dividends in the future.

Your support for the sound management principles of QI has been instrumental to our progress to date.

Respectfully,

A handwritten signature in cursive script that reads "Constance P. Beck".

Constance P. Beck
Secretary

"...THE QUALITY APPROACH TO MANAGEMENT TAPS WISCONSIN'S MOST IMPORTANT RESOURCE, ITS PEOPLE. I ESPECIALLY LIKE THE WAY IN WHICH QUALITY MANAGEMENT STIMULATES INDIVIDUALS TO STRIVE FOR THE BEST...TO TAKE PERSONAL PRIDE IN THE OUTPUT, AND, BE REINFORCED IN THEIR SENSE OF PERSONAL WORTH.

THAT'S WHAT I WANT FOR MY ADMINISTRATION...PEOPLE SERVING WITH A SENSE OF PRIDE AND SELF-WORTH...SERVING YOU, OUR CUSTOMER, IN SUCH A WAY THAT YOU TAKE PRIDE IN BEING A PART OF WISCONSIN.."

Governor Tommy G. Thompson

July 28, 1989

Appleton, Wisconsin

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This 1989 QUALITY IMPROVEMENT (QI) SUMMARY REPORT has been compiled by the Office of Employee Development and Training (OEDT), Department of Employment Relations, State of Wisconsin, 137 E. Wilson St., P.O. Box 7855, Madison, WI. 53707-7855.

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SECTION I

NEED FOR QUALITY LEADERSHIP / CONTINUOUS IMPROVEMENT

Quality Management is reshaping the workplace in America. Worldwide competition is demanding conscious changes in the ways in which companies provide goods and services...if they are to survive. "Customer-driven quality", "employee involvement", and "team building" are becoming the language of companies who have risen to the international market challenge.

As an outgrowth of these marketplace changes, our educational institutions are being pressed to include values basic to quality thinking...values which call for either a re-awakening or a shift in cultural attitudes toward work. "Continuous Improvement" and "buy-in" are not simply trendy terms of the day, but are concepts that call for a major change in how we relate to our work.

Though buffered from the direct impact of the world-market pressures which are forcing companies to change if they wish to survive, the public sector workplace is nonetheless involved in this quality movement.

*Competition for capable employees is becoming a real concern for those involved in preparing the work force for the 1990's. Educators, personnel specialists and administrators are predicting a shortage of qualified workers in the near future.

*Public expectations are being altered significantly regarding quality in services and goods. There is a growing demand for the public service and regulatory sector to do more and to do better, for less.

*The average cost of poor quality, or "rework" (the cost of *not* doing things right the first time) is estimated by the Juran Institute to be about 30% of operations for service industries. The public sector's cost of rework is estimated to be somewhat higher than 30%. Theoretically, this would suggest that, with our present annual state operational budget of 4.1 billion dollars, there is in excess of 1.23 billion dollars being spent annually on what can be classified as "rework".

*The Quality Improvement Management Process offers state administrators and employees tools and techniques aimed at the continuous reduction of this "rework". This management philosophy provides a structure for enhancing the Governor's commitment to "serve the public better".

*Quality Improvement works...Quality Improvement, or QI, has been introduced into the public sector by PUBLIC EMPLOYEES interested in improving their own workplace. While it is too early to pass judgement on the application of QI in our state work force, the results of early efforts have been rewarding. To cite just two examples, the Division of Motor Vehicles (DOT) and the Department of Revenue (DOR), have both received public recognition for specific, customer driven improvements.

HISTORICAL PERSPECTIVE

The State of Wisconsin, excluding the University System, has over 58,000 employees. These employees staff the offices of 5 elected constitutional officers, 16 departments (including the state Superintendent of Public Instruction and the Attorney General), 18 independent agencies, 3 authorities and 1 public corporation created by statute.

Major steps were taken in 1989 to advance Quality Improvement in Wisconsin state government. The Governor publicly endorsed QI, encouraging administrators to incorporate the concept of "continuous improvement" in their management. Coordination of statewide QI integration was established within the Department of Employment Relations, Office of Employee Development and Training (OEDT).

Administrative recognition of the management concepts of QUALITY did not appear overnight however:

- *The City of Madison's pioneering efforts in applying the process of Quality Improvement to the public sector served as a testing and training ground for key personnel in the state.

- *The assistance of numerous individuals within one of the nation's foremost quality management consultant offices, the Madison-based Brian Joiner Associates, Inc., served as an invaluable guide as we planned our approach.

- *The presence of active QI networks in the state, especially the Madison Area Quality Improvement Network (MAQIN), also served as an ongoing valuable resource.

- *While many individuals participated in "piloting" QI efforts within the state over the past several years, Lee Cheaney of the Department of Revenue was key to pioneering the application of this management philosophy to state administration.

- *A cabinet-level steering committee was established to spearhead the statewide coordination of Quality Improvement. Five Department Secretaries have met periodically to orchestrate top management training and lend support to the integration of QI principles. The five are: Constance P. Beck, Secretary, Department of Employment Relations; Charles H. Thompson, Chairperson, Public Service Commission; Ronald R. Fiedler, Secretary, Department of Transportation; Mark D. Bugher, Secretary, Department of Revenue, and Dwight A. York, Director, The Wisconsin Board of Vocational, Technical and Adult Education

Department of Employment Relations' Secretary Beck chaired the steering committee, with Anne Conzemius and Jim Wright of the Office of Employee Development and Training providing staff support.

PHILOSOPHY OF APPROACH

The Department of Employment Relations (DER) is moving aggressively to integrate QI into state management. Section II of this report summarizes the QI support services DER is providing to all state agencies.

In exploring quality management, several of our Departments and Commissions have shown that much can be done to change the climate of the workplace at the various administrative levels. Teaching managers to enable rather than demand, to seek participation from all staff, to make data-based rather than intuitive decisions and to foster an attitude of continuous improvement, can all be addressed within the relatively autonomous levels. Therefore, agencies are being encouraged to begin their QI implementation efforts in the administrative units where the strongest, top level, managerial support exists.

Section III is a sampling of QI efforts underway within individual agencies.

While no single approach is being required for each agency, this past year's intensive efforts have brought forth some logical progressions. We now strongly urge all Departments and Divisions undertaking QI transformation to:

1. Map out a deployment plan that allows for a "top-down" management approach;
2. Avoid jumping into total personnel QI training and/or projects until Step 1 has been accomplished and the organization has achieved management buy-in, and;
3. Record the progress as you go, anticipating a three-to-five year minimum lapse time for real organizational change to occur.

SECTION II

DER QUALITY IMPROVEMENT SUPPORT SERVICES FOR STATE AGENCIES

In January of 1989, the position of Director of Management Development Programs was created within the Office of Employee Development and Training, Department of Employment Relations, for the purpose of integrating the principles of Quality Improvement into state management.

Networking and *inter-agency cooperation* have been the primary means to overcome the lack of program funding in our start-up period.

Inter-agency contracting of specific services is emerging as the practical means by which future QI training and consulting needs may best be met.

Below are highlights of the year's activities provided by the Office of Employee Development and Training (OEDT), Department of Employment Relations.

II-A TRAINING

A-1. 1989 Policy and Program Developments:

In 1988, and early 1989 the Governor encouraged cabinet members to explore the principles of QI management within their respective Departments.

Department of Revenue employee Lee Cheaney was made available by his Department to provide QI assistance to all other state agencies.

In January of '89, the Office of Employee Development and Training was directed to develop a QI management strategy for the state and to coordinate inter-agency QI activities. This statewide QI coordination was enabled by the loan of a Department of Industry, Labor and Human Relations (DILHR) employee to DER.

The Governor submitted language in his 1989-90 budget bill to the legislature which would require all basic supervisory development training for state managers to include Quality Improvement orientation training. Legislative approval was given and QI is now required training for incoming supervisors.

In July of '89, a Governor's reception was sponsored by the Northeast Wisconsin Quality Improvement Network. At this reception the Governor called for a public-private partnership to be formed to further our mutual interests in improving the workplace in Wisconsin.

A-2. Statewide Quality Improvement Training:

Top Management Leadership Training:

Governor's Spring Retreat. On April 15, 1989, the Governor held a full day retreat for his top executives in which an orientation to the leadership principles embodied in Quality Improvement was provided. Outside speakers included Jack Blank, President of the Falk Corporation, Milwaukee, Peter Scholtes of Brian Joiner Associates, Madison, and Keith Smith of the Motor Vehicle Department, State of California,

Cabinet Level QI Steering Committee. As a result of the Governor's Retreat, a Cabinet Level Steering Committee comprised of five Department Secretaries was formed. This committee, in conjunction with DER, has initiated top-level ongoing leadership training. Two sessions have followed in the course of the past eight months:

September QI Training for Department Secretaries and Deputy Secretaries. Approximately 30 of the Governor's top executives took part in a half-day leadership training session. Keynote Bill Koontz of the Falk Corporation spoke on "principles of leadership," and workshops were held to exchange information and experiences related to QI.

January 1990 QI Training for Top Administration (Including Division Administrators). Approximately 110 administrators participated in this full day of QI training, where Erroll Davis, President of Wisconsin Power and Light, started the day by addressing the manager's role in Quality Improvement transformation. Afternoon workshops were provided covering a range of topics from "Financial Considerations Surrounding Quality", and "Team Building", to "Innovation in the Workplace". As a follow-up to the September program, Bill Koontz of the Falk Corporation was invited back to facilitate two workshops and then wrap the day up with a general session presentation on the "principles of leadership".

QI Facilitator Training:

Spring of 89 QI Facilitator/Change Agent/Train-The-Trainer course.

Under the guidance of Lee Cheaney, an inter-agency training team of six provided ten intensive days of QI orientation, team building and facilitator training. Seventy-two people from 14 different state agencies, including the University, participated in this team-oriented training.

DER served as the sponsoring agency for the ten-day training, with the trainers being loaned from four different agencies. Funding for materials and related costs was obtained through participant fees charged to the respective agencies.

Participants in this first wave of statewide QI training became instrumental in spreading word of the merits of QI throughout state government. Increased awareness of QI in turn brought about an increased demand for orientation and advanced QI training.

Fall of 89 QI Facilitator Training.

During the months of October-December, a repeat of the Spring training was provided for 104 individuals from the various state (and City) agencies. As in the spring, the training ran the course of one day per week for ten weeks.

Training coordination was a massive effort, as the course was offered to 35 participants per day, three days per week, for the ten weeks. Three teams of three trainers each were put together from seven different agencies to provide the Fall training. Supplementing the training teams, guest presenters, facilitators and trainers were brought in as needed to present learning modules.

A comprehensive collection of course materials provided in the spring training was modified slightly for the Fall session and will serve as the basis for future facilitator training.

A-3. Customized QI Training:

At the request of various agencies, the Office of Employee Development and Training has provided speakers or developed customized QI training in the areas of: QI Orientation, Conflict Resolution, The Manager's Role in QI, Facilitator Training, and Meeting Management.

As agencies progress in deployment of Quality Improvement, we welcome the opportunity to work with each in the design and delivery of needed management training and related services.

A-4. DER Course Catalog Offers Smorgasbord of QI Courses:

Through the existing request for proposal (RFP) process, the Office of Employee Development and Training received proposals from over 30 vendors wishing to provide some form of QI training for state agencies. While some of the vendors are experienced in QI consultation, many are firms experienced in providing training in the general area of management who have recently moved into the Quality Improvement arena.

More extensive information regarding these offerings can be obtained by calling the OEDT Office, telephone (608) 266-7810.

II-B MANAGEMENT DEVELOPMENT:

Consulting Service:

Quality Improvement calls for all of us to evaluate how we are doing what we are doing. After careful analysis of agency needs, it became apparent that simply providing QI training was not enough.

Quality Improvement is not just new tools and techniques to be taught in a training session. It embodies a "management philosophy" that transforms the way we do business. We thus found that proper deployment of QI calls for up-front consultation to design management programs/training which match the organization's readiness for change. Follow-up facilitation was found to be an effective means to provide the experienced guidance required in adopting the new QI principles, tools and techniques.

From the first year's experiences it was found that many agency needs may best be met by entering into a long term (phased) contract in which DER serves as a broker and/or participant in providing QI consultation and training services. Details of two of these contracts (the Public Service Commission and the Division of Vocational Rehabilitation) are covered in the agency reports later in this document.

II-C NETWORKING

A major element in helping move QI out of the "idea" stage and into the "deployment" stage, has been the active involvement of our people in the various Quality Improvement Networks listed below.

SEQUIN

Contact person: Mike Soehner # (608) 266-0844 or Jim Wright # (608) 266-7212

Taking a cue from existing regionally-based networks, the state has formed the State Employees Quality Improvement network, or SEQUIN. The objective of SEQUIN is simply to keep activists informed of QI happenings statewide. SEQUIN also serves as a sounding board and a "people resource bank" for the QI coordination efforts of the Department of Employment Relations.

TOP ADMINISTRATION QI STEERING COMMITTEE

Contact person: Constance P. Beck # (608) 266-9820 or Anne Conzemius/Jim Wright # (608) 266-5603
266-7212

Key to bringing the Governor's top administrators into the QI movement has been the creation of an informal QI "Top Executive" group. This group is comprised of five members of the Governor's cabinet who are proponents of the QI process. Department of Employment Relations Secretary Beck serves as chair and the Department's QI coordination office staffs the committee.

STATEWIDE QI NETWORK

Contact person: Regional Network Directors or Jim Wright # (608) 266-7212

Newly formed, this network meets monthly for the purpose of providing ongoing communication between regional network leaders. As many of the state agencies getting involved in QI have personnel located throughout the state, these meetings can serve as a valuable communication tool.

NATIONAL PUBLIC SECTOR NETWORK

Contact person: Barb Hummel (MAQIN) # (608) 256-5300, Mike Williamson (U.W., Madison) # (608) 263-5510, Tom Mosgaller (City of Madison) # (608) 266-4615

In the early formative stage, this network is intended to help those in the public sector, be it federal, state or local, to have a ready resource for information about QI efforts taking place anywhere in the nation. The first meeting occurred in the fall of 1989, and a resource list of public sector personnel involved in QI is being compiled.

In addition to these more formal networks, much interaction is taking place between various agencies in the form of ad-hoc committees. These ad-hoc meetings are made up of QI activists willing to give their time to help in preparing for the "next steps" in our QI efforts. Much of the design and material development for our QI training courses has come from such "extra" efforts. Currently, there is a group working on the development of a QI management track. Such groups will come and go according to need.

In addition to the networks directly involving the state public employees, public/private QI Networks are also available. In fact, the two networks listed below have played a key role in the state's start-up efforts.

MAQIN Contact person: Barb Hummel # (608) 256-5300

Instrumental in providing a "jumping off point" for Quality Improvement into state services has been the Madison Area Quality Improvement Network, MAQIN. Many state QI activists are members of this local network. Because of the high-calibre programs offered through MAQIN a ready-made source for advanced QI training is available.

NEWQIN Contact person: Paul Michaels # (414) 437-7601

The North East Wisconsin Quality Improvement Network, NEWQIN, has been a very aggressive, predominantly private sector network. NEWQIN's initiatives to forward mutual QI interests via public and private partnerships have been significant to the state's efforts.

Within the state other QI Networks exist which contribute to this "climate for change." The cross-pollination of ideas and experiences is a major contributor to the state's growing momentum for QI in both the public and private sectors. As such, networking activities will continue to be given high priority.

SECTION III

AGENCY REPORTS

Highlights from a variety of State of Wisconsin agencies are provided. This is not an all-inclusive listing of Quality Improvement activity in the state, but it is a fair representation of the nature of efforts underway.

In-depth information on the various programs in process may best be obtained by calling the contact person for the respective agencies (where listed), or by contacting the Department of Employment Relations' QI coordination office and talking with either Anne Conzemius (266-5603) or Jim Wright (266-7212).

**STATE AGENCY: DEPARTMENT OF ADMINISTRATION
JAMES KLAUSER, SECRETARY**

APPROACH TO QI DEPLOYMENT: Top Administration in this Department is encouraging team development through "pilot" projects.

QI STATUS REPORT: Two teams of seven members each went through the 1989 DER ten-Day QI Facilitator training. In addition, QI orientation training has been provided by consultants from The University Group, Ltd., to approximately 30 Department of Administration (DOA) personnel. A QI Steering Committee has been created, with representation from all levels of management, and Management Support Teams are established to interact with each team project undertaken. Just-In-Time QI training is provided to team members as they come on board, including those on the Management Support Teams.

EARLY-ON RESULTS: There are six projects in process at this time, with some interesting "early-on" results reported from two teams nearing completion:

1. "Prompt-Payment" Project. After flow charting the existing process, doing a "cause and effect" diagram and identifying root causes for inefficiencies in the system, this team was able to redesign the work process for prompt-payments reducing the rework (duplicate handling) by 20%. Approximately 100 people required training in the new procedures. An important part of this project has been bringing the vendors into the study as a part of the team.
2. "Wastepaper Recycling" Project. The initial goal of the DOA team was to recycle 50% of the office wastepaper. The team had to analyze current wastepaper handling procedures and associated costs, design the recycling process and test the new process. At this stage they are implementing the recycling process in all state office buildings.

To date, 1,004 tons of paper has gone into the recycling process, resulting in:

- *50,000 cubic feet of landfill space being saved;
- *The equivalence of 17,065 trees being saved;
- *Energy savings of approximately 100,400 gallons of gasoline; and
- *Generated revenues of \$12,550.00 from sale of wastepaper.

QI CONTACT PERSON: ROLLIE BOEDING, QI COORDINATOR (608) 266-7394

**STATE AGENCY: DEPARTMENT OF AGRICULTURE, TRADE & CONSUMER
PROTECTION
HOWARD C. RICHARDS, SECRETARY**

APPROACH TO QI DEPLOYMENT: The Department of Agriculture, Trade & Consumer Protection (DATCP) has taken a very aggressive, total-organizational approach to QI. In late Spring of 1989, DATCP developed an action plan with this stated purpose:

"...to guide the Department in its efforts toward improving the quality of service and products to our customers, reducing internal costs and increasing staff involvement in the decision making process. These efforts will be an ongoing process involving all levels of staff in the Department, with an emphasis on continually striving for improvement in the work that we do."

The Action Plan included an OVERALL STRATEGY which stated:

"The overall strategy of the action plan is based on the principles of Quality Improvement and consists of the following four components:

- * Creation of QI Roles and Responsibilities
- * Implementation of a QI Orientation and training Program
- * Establishment of a QI Information and Resource Center
- * Initiation of QI Projects

Each of these components will be initiated according to the schedule identified in the action plan component section."(Copies of the complete action plan can be obtained by calling the QI coordinator listed below)

QI STATUS REPORT: In year one of QI implementation in DATCP a steering committee representing all staff levels was formed with responsibility to; 1. Monitor and implement the "Action Plan"; 2. Recommend to the Executive Staff budget and staff resources necessary to carry out QI initiatives; and 3. Review all project proposals, and track and document QI activities.

A QI Coordinator has been identified, with support from a "QI Technical Team" comprised of Departmental staff trained in QI principles and techniques.

Top Management Orientation training was offered in August and "team building" training was offered to mid-management supervisors in September. In the fall of 1989, regional conferences afforded the opportunity to provide two hour QI orientation and "meeting management" sessions to all department staff.

A QI Information and Resource Center has been started and five "pilot" projects were initiated in 1989.

QI CONTACT PERSON: Maury Cotter, QI COODINATOR (608) 266-7113

**STATE AGENCY: DEPARTMENT OF HEALTH AND SOCIAL SERVICES,
DIVISION OF COMMUNITY SERVICES
ELOISE ANDERSON, DIVISION ADMINISTRATOR**

APPROACH TO QI DEPLOYMENT: In October of 1988, a three-day QI orientation seminar was held at the request of Human Service Directors at the county level. This was followed by a six-day management training session provided by consultant Marsha Monroe. In the spring of 1989 the Division of Community Services (DCS) sent a seven member team through the DER QI ten-day training course. Early in 1989 Division Administrator Anderson committed to all-out support for training and project implementation. Between May and October of 1989, parallel thrusts were made at the creation of a DCS Steering Committee, initiation of projects, facilitator and team member training, and the commitment of the Division's annual two-day "Management Institute" to provide advanced project team training.

QI STATUS REPORT: Of the Division's 400 plus employees, approximately 120 have now received a minimum of twelve hours of QI training. Eighteen people have received the state's intensive ten-day QI facilitator training and 90 staff participated in the two-day "teamwork" training workshop put forth by the DCS Management Institute in September of 1989. Presenters in this institute training included Lee Cheaney, Wisconsin, Keith Smith (DMV) State of California, and a representative of Florida Power and Light. The next thrust for the Division's QI training is to be targeted at the role of middle management.

Wisconsin is one of just eight states where much of the Human Services are administered at the county level. Therefore, in addition to the 400 state employees, there are approximately 10,000 county employees that figure into the delivery of services to Wisconsin residents. Much of the QI interest, training and team project activities are taking place at this county level, with twelve projects currently underway. Approximately 80 county level staff have received QI training and are participating in ongoing projects.

EARLY-ON RESULTS: One of the projects initiated early in 1989 was to improve present word processing operations. Because word processing was already undergoing massive revisions, the team refined its scope, focusing in on the "log-in" system. The team invested 187 working hours in team meetings between April and October of last year. The result of the team study was the development of a new form with projected savings of 500 work hours per year...a payback time of just 4.7 months for the hours invested in improving the system!

QI CONTACT PERSON: SHARON ZAHRADKA, TRAINING OFFICE, 266-0579

**STATE AGENCY: DEPARTMENT OF HEALTH AND SOCIAL SERVICES,
DIVISION OF VOCATIONAL REHABILITATION
JUDY NORMAN NUNNERY, DIVISION ADMINISTRATOR**

APPROACH TO QI DEPLOYMENT: A very structured "top-down" approach to QI defines the effort underway in the Division of Vocational Rehabilitation (DVR). The Division has contracted with a three-party consortium (Lakeshore and Fox Valley Technical Colleges and the Office of Employee Development and Training, DER) to guide them through a THREE-PHASED quality deployment plan:

PHASE ONE...PERIOD OF ENLIGHTENMENT: The objective of this four-month phase is to have the entire DVR management team receive QI orientation training and have input into the conceptualization of a management plan-of-action. Importantly, completion of PHASE ONE does not constitute a "decision point" about whether to proceed; it is an introductory period only. No "buy-in" is requested or required at this time.

PHASE TWO...SHARED VISION BY THE MANAGEMENT: "Shared vision" calls for individual "buy-in." Buy-in is greatly enhanced when those being asked to buy-in have been involved in the development of that which they are being asked to endorse. A minimum of nine months is projected for PHASE TWO, which allows for a process of "learn-do-learn" for managers to put to practice concepts encountered in PHASE ONE.

The anticipated outcome of PHASE TWO will be molding the basic QI concepts into DVR's management. This will be a testing period for members of the management team to determine their personal and collective desire to pursue application of QI principles.

PHASE THREE...ALL ONE TEAM: All one team means just that...ALL! DVR is comprised of over 600 individuals...All 600 individuals need to share in a common vision of how they relate to one another in the workplace. PHASE THREE will take a minimum of three to five years, with a commitment of time and dollars for continuous improvement thereafter. Management will be looked to for mentoring the process throughout the organization.

QI STATUS REPORT: PHASE ONE is approximately 80% complete, and experiencing high level support from the top management team to continue on the course they have set. At this point, the approach appears to have opened doors for both top and middle management to welcome, rather than resist, the QI management philosophy.

QI CONTACT PERSON: JUDY NORMAN NUNNERY (608) 266-5466 or PAUL MONZEL (414) 929-3374

**STATE AGENCY: PUBLIC SERVICE COMMISSION
CHARLES H THOMPSON, CHAIRPERSON**

APPROACH TO QI DEPLOYMENT: More than two years into QI deployment, the Public Service Commission (PSC) has called a "time-out" to review where they are with their program. Through a contract with DER in 1989, it became apparent that the management team had not yet reached a consensus regarding the concept of what "QI Management" entails, nor how to advance the concept. As recommended by the DER Consulting Consortium, the PSC staff is realigning its efforts to employ a more defined "top-down" approach to QI deployment.

QI STATUS REPORT: Top Management of the PSC was among the early leaders in Wisconsin state government to embrace the QI method of management. After management seminars held in 1987 and 1988, the PSC started looking at who their customers are and identifying barriers to improvement. A Quality Leadership Council (QLC) comprised of members of all staff levels in the PSC was created in 1987 and has served to guide QI efforts, including screening and providing oversight for "pilot" projects undertaken.

QI awareness is exceptionally high in this agency of 190 employees. Approximately 90% of all staff have received a minimum of eight hours of QI basics, seven staff have received the ten-day facilitator training and several of the top managers have attended Brian Joiner Associate's "Statistical Thinking For Managers" training. Conflict resolution training was provided to middle managers in August of 1989 and is to be repeated for top managers in the spring. Key QLC members have participated in a number of training opportunities offered through the MAQIN, while Chairperson Thompson is one of five members on the informal "cabinet level" steering committee.

Next steps being undertaken are to provide management with;

1. Team building training through facilitated workshops,
2. The same training in conflict resolution received by mid-management, and
3. Advanced training in the role of management in the QI transformation process.

QI CONTACT PERSON: CHERYL POFAHL (608) 267-7897, or ANITA SPRINGER (608) 267-3590

**STATE AGENCY: DEPARTMENT OF REVENUE
MARK BUGHER, SECRETARY**

APPROACH TO QI DEPLOYMENT: Incorporating QI into Revenue has been a continually evolving process, starting in 1985 with an intensive THREE DAY top management training session. Two "pilot" projects led by outside, trained facilitators followed and in 1987 top management developed a written QI plan for the Department. Division Administrators choosing to participate developed the division-level plan of implementation, with much of the past two years' QI activities being focused at this level.

QI STATUS REPORT: Revenue has been a major testing ground for QI in state service. The Department has provided QI training for 90-95% of their 1200 personnel, with over 40 staff now trained as facilitators and more than 50 QI teams currently operating. QI Department coordinator Lee Cheaney left Revenue in September 1989, and a new QI coordinator, Tom Birrenkott has recently been named.

EARLY-ON RESULTS: Measurable results from team efforts have been achieved in a number of the undertakings, with many yet requiring documentation. Two such "results" attributed to QI team projects have been:

1. The breaking down of communication barriers between field and central staff within the Division of Income, Sales, Inheritance & Excise Taxes (ISI&E). The basic process of bringing all parties together and getting them to talk to each other was a major "early-on" achievement of implementing QI.
2. The development of a "Quick Refund" plan for individual taxpayers, reducing the turn-around time from an average six to eight weeks to an anticipated two week period. As the project team studied the many steps that a tax return goes through once it reaches the Department, they found that many returns claiming refunds could be diverted from the normal tax processing system for faster handling. They devised a means for screening out these returns using automated procedures and now estimate that 1.2 million of the 1.7 million tax filers can receive their refunds in one third the time that it took last year. The new process was implemented in early 1989 for taxpayers paying 1989 taxes.

QI CONTACT PERSON: TOM BIRRENKOTT, QI COORDINATOR (608) 266 0306

**STATE AGENCY: DEPARTMENT OF TRANSPORTATION
RONALD R. FIEDLER, SECRETARY**

APPROACH TO QI DEPLOYMENT: The Department of Transportation's (DOT) Human Resources Department (HRD) describes their approach to Quality Improvement as one of a "coordinated decentralized" program. Department Secretary Fiedler has had quality improvement as one of his nine emphasis areas for the department this past year. While this management support has called attention to the principles of QI across the Department, the primary thrust for deployment of QI has been delegated to Division Administrators. In this manner, the program has allowed for the diversity and multi-textured richness of each Division to be built upon.

QI STATUS REPORT: At the Department level, a four course QI training package is offered through its Human Resources Department. The four courses include:

1. **Quality Improvement and Participative Management Concepts (one day):** Provides QI overview.
2. **Basic Statistics for Quality Improvement (one day):** Overview of the basic analytical tools used in QI and ways to gather, analyze and display the data.
3. **Team Building for Quality Improvement (two days):** An introduction to team building techniques used in QI project teams.
4. **Facilitation Workshop: For Quality Improvement Projects (two days):** An introduction to the techniques and methods used to facilitate QI teams.

QI CONTACT PERSON: DAVID LANPHEAR (608) 266-9271

DIVISION STATUS REPORTS:

DIVISION OF MOTOR VEHICLES (DMV): For 11 years DMV has been doing extensive "culture development" and "leadership" training and now has numerous active project teams functioning. A newsletter has been started to keep their 1100-plus employees informed of ongoing QI activities. They have trained in the areas of leadership and self development, team building, analytical skills, data gathering, data presentation, etc. they have recognized the importance for each bureau to implement QI at a pace that meets the individual bureau needs. Some examples of projects include:

1. Decreasing the letter/phone contact rate in title processing.
2. Decreasing the number of double scheduled driver's license exams by centralizing the procedure for scheduling.
3. Streamlining the process of facility design and construction.
4. Streamlining the Oversize/Overweight permit issuing process.

EARLY-ON RESULTS: Department Secretary Fiedler credits the extensive team building and leadership training in DMV with reducing the time needed for total automation of the Photo Driver Licensing System from three years to just one year.

QI CONTACT PERSON: DEBRA TRAKEL, QI COORDINATOR (608) 267-5121

DIVISION OF HIGHWAYS AND TRANSPORTATION SERVICES (DHTS): Spurred on by QI active private sector companies with whom they work, DHTS has invested heavily in management development training in the past two years . This training included: coaching and motivating; leadership skills; conflict management; communication skills and planning. DHTS is now in the process of developing a QI plan. Projects underway this past year included:

1. Improving the process of materials samples going through the lab. (team building in process).
2. Streamlining the payment process for payments made to consultants under contract (process being applied).
3. Elimination of barriers in the plans review process (top management training underway).
4. Gathering data to look at ways to improve maintenance function.

QI CONTACT PERSON: JIM ZEGERS, QI COORDINATOR (608) 267-7354

DIVISION OF STATE PATROL (DSP): The State Patrol Division recently sent its top managers through QI basic training, and initiated intensive management development training. Top management plans to move methodically and consistently in its pursuit of QI. A large portion of the division staff have now undergone the five-day QI training sponsored by the Department. QI teams underway include:

1. Streamlining the process of receiving general public phone calls to enable a faster response time at the headquarters office.
2. Improving the communication process between State Patrol Troopers and the radio rooms in the district offices.
3. Streamlining State Patrol district policies to better serve the public.

DIVISION OF BUSINESS MANAGEMENT (DBM): The Division of Business Management has sent all professional staff through two days of analytical skills training and has hosted a one-day team building and strategic planning session. The Bureau of Accounting and Auditing sent staff through the five day Department-sponsored QI training and has a QI team project underway dealing with streamlining the leave accounting process.

**STATE AGENCY: DEPARTMENT OF INDUSTRY, LABOR AND HUMAN
RELATIONS
GERALD WHITBURN, SECRETARY**

APPROACH TO QI DEPLOYMENT: The Department of Industry, Labor and Human Relations (DILHR) has a two-tiered approach to QI implementation. First, the strategy is decentralized. Each of the seven divisions is developing an implementation plan based on size, current program priorities, budget, history, and culture. The second tier is provided by the Department-wide QI Steering Committee, which will begin meeting in July, 1990. The Steering Committee, chaired by the Deputy Secretary, will capture the learning gained from division implementation efforts, provide support and coordination for formal project teams, address resource allocation issues, and promote QI successes.

QI STATUS REPORT: DILHR is in its first year of implementation. Initial efforts have been directed toward planning, management team building and training.

Planning

Early in 1990, the Secretary's Office (S.O.) asked Division Administrators to draft QI plans for the next 12 months. Shortly thereafter, the S.O. sponsored a one-day QI Planning Workshop at which the Administrators reviewed the plan with their management teams, made revisions to the plans based on the feedback, and generally pushed the plans one notch closer to action. The QI Coordinator meets weekly with each Division to assess progress on the plans and offer support and guidance. The S.O. formally reviews progress against the plans twice yearly.

Leadership & Management Team Building

Two division administrators (Employment & Training Policy and Safety & Buildings) are taking an active role in management team building, primarily by devoting entire meetings to QI issues, and enlisting the assistance of experienced facilitators as they work through the issues.

Training Highlights

Four of 7 division management teams have attended a one-day QI orientation. Fourteen employees, from all 7 divisions, have attended the ten-day DER facilitator training. Fourteen additional employees, from 2 divisions, have attended QUEST's six day mini-facilitator training. Two groups of trained employees are now meeting as teams to design and deliver a 2 to 4 hour QI Orientation to their fellow employees. As part of the orientation design, they have video-taped a half-hour skit contrasting a un-facilitated and a facilitated meeting.

Project Teams

DILHR's first official QI project team had its first meeting in June of 1990. Secretary Whitburn has asked for all divisions to have one project team well underway by January of 1991. To the extent possible, we are involving the management teams in the project selection process.

Steering Committee

The Department Steering Committee is representative, having a union representative, the deputy secretary, 2 division administrators, a bureau director, a supervisor, a non-supervisory employee, and the QI Coordinator as technical support. Four divisions have, or are now setting up, their own internal steering committees.

QI CONTACT PERSON: PATTY SONNTAG, QI COORDINATOR (608) 266-8332

**STATE AGENCY: WISCONSIN BOARD OF VOCATIONAL, TECHNICAL AND
ADULT EDUCATION (WBVTAE)
DWIGHT YORK, DIRECTOR**

APPROACH TO QI DEPLOYMENT: The WBVTAE is experiencing two forms of QI involvement:

1. Internal application for their 93 member State Board employees.
2. The development of the capability to provide QI training/consultation through the 16 technical colleges located around the state. WBVTAE has initiated QI internalization with the development of a "top-down" management plan.

QI STATUS REPORT: Of the total staff of 93, over 60 have received a minimum of 24 hours (management 24 hours, and 32 hours for staff) of QI orientation training through Lakeshore and Madison Area Technical Colleges.

1. Chippewa Valley is currently providing a 24 hour training block for incoming WBVTAE managers.
2. Four Division Administrators have been serving as a QI steering committee during this exploratory stage and a QI coordinator has recently been appointed.
3. An advisory committee, made up of staff from all levels has been created to assist the coordinator.
4. A QI newsletter has been started .
5. A strategic planning workshop facilitated by DER staff was held in early 1990 to assist the WBVTAE in developing a strategic plan to implement QI.

At present, all 16 of the state's technical colleges provide some form of QI training and a three year plan is underway to internalize QI for the Technical colleges.

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