Quality Matters:
Questions on Questions

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ASQ Section 0511 Chair
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Agenda

- Three (3) parts:
  - Section Business
  - Questions – Quality Matters: Questions
  - List – Quality Matters: Questions

- Same Speaker
  - Transition from Section Business to Presentation
  - Reviewing Section Business will help make sense of the Presentation

Part 1: Section Business

Section Business

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Section Volunteer Structure

- ASQ requirement – a minimum for Section's Good Standing with ASQ:
  - 3 Elected Positions:
    - Chair – Vladimir Nesterovich (since 3/10/21)
    - Secretary – Ken Rapuano
    - Treasurer – Kyu Jang
  - 3 Appointed Positions:
    - Audit Chair – Charlotte Wild
    - Membership Chair – Bill Eastham
    - Nominating Chair – Barbara McCullough

- The rest of committees and positions are at the Section's discretion:
  - Elected Positions
  - Appointed Positions
  - Other Volunteer opportunities

Learning Process

- Chair – learning process
  - Have not been a Chair-Elect

- Learned the key meetings of the Section Board:
  - Monthly – Board meeting, preceding this Section Meeting, 1 hour
 - Quarterly – Vision and Strategy (V&S) Meeting, 3-4 hours

Vision and Strategy Meeting – April 25, 2021

- Conducted a V&S Meeting on Sun 4/25/21
  - Lasted 3.5 hours
  - My hope for V&S meetings: more regular, less long

- Preparation: Read the previous vision meeting minutes
  - Great volunteers with interesting ideas

- My objectives at the 4/25/21 – Tell the Section Volunteers:
  - What I learned while in Chair Position
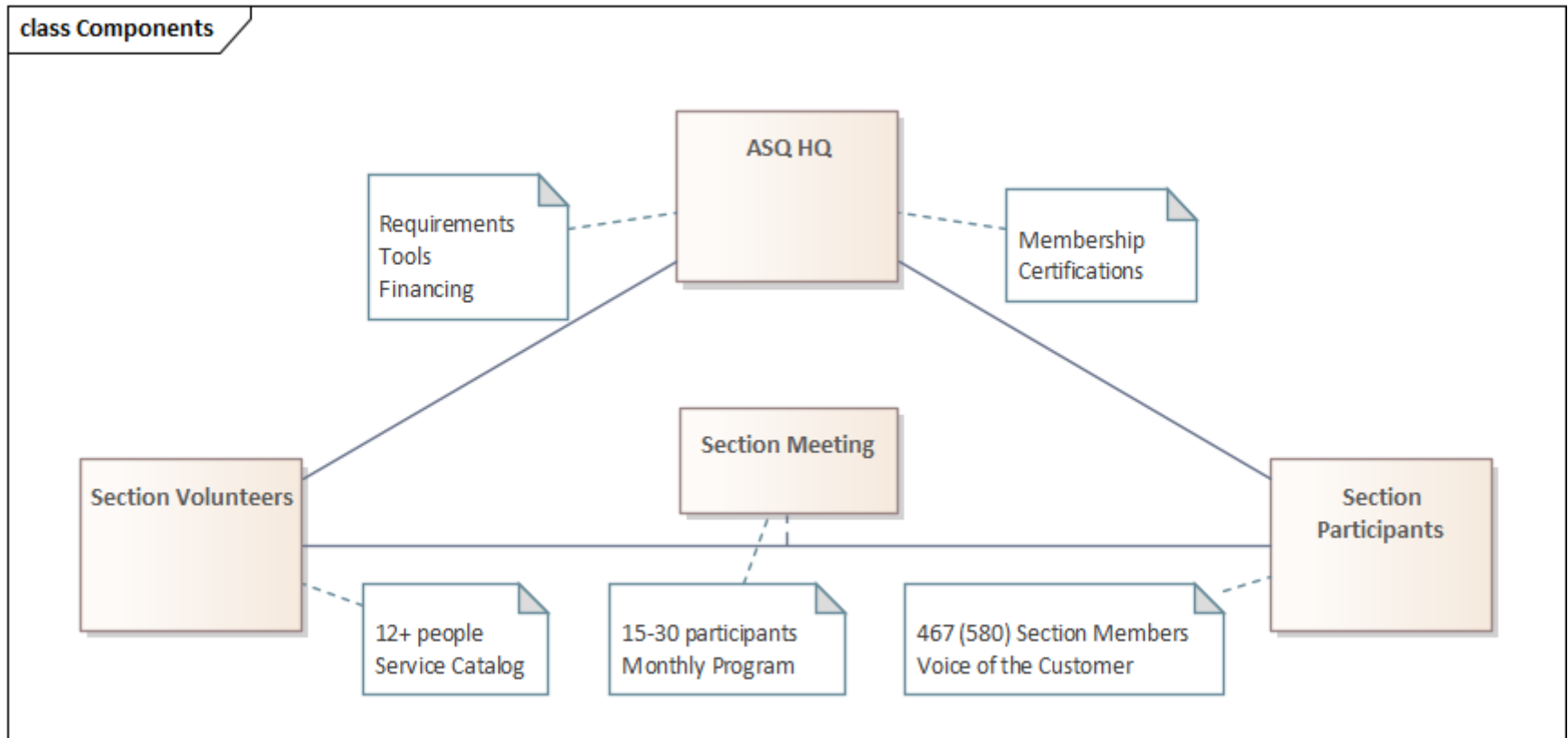 - How I see what we do in terms of Vision and Strategy

Section 0511 –High-Level Structure

- How I see the high-level structure:
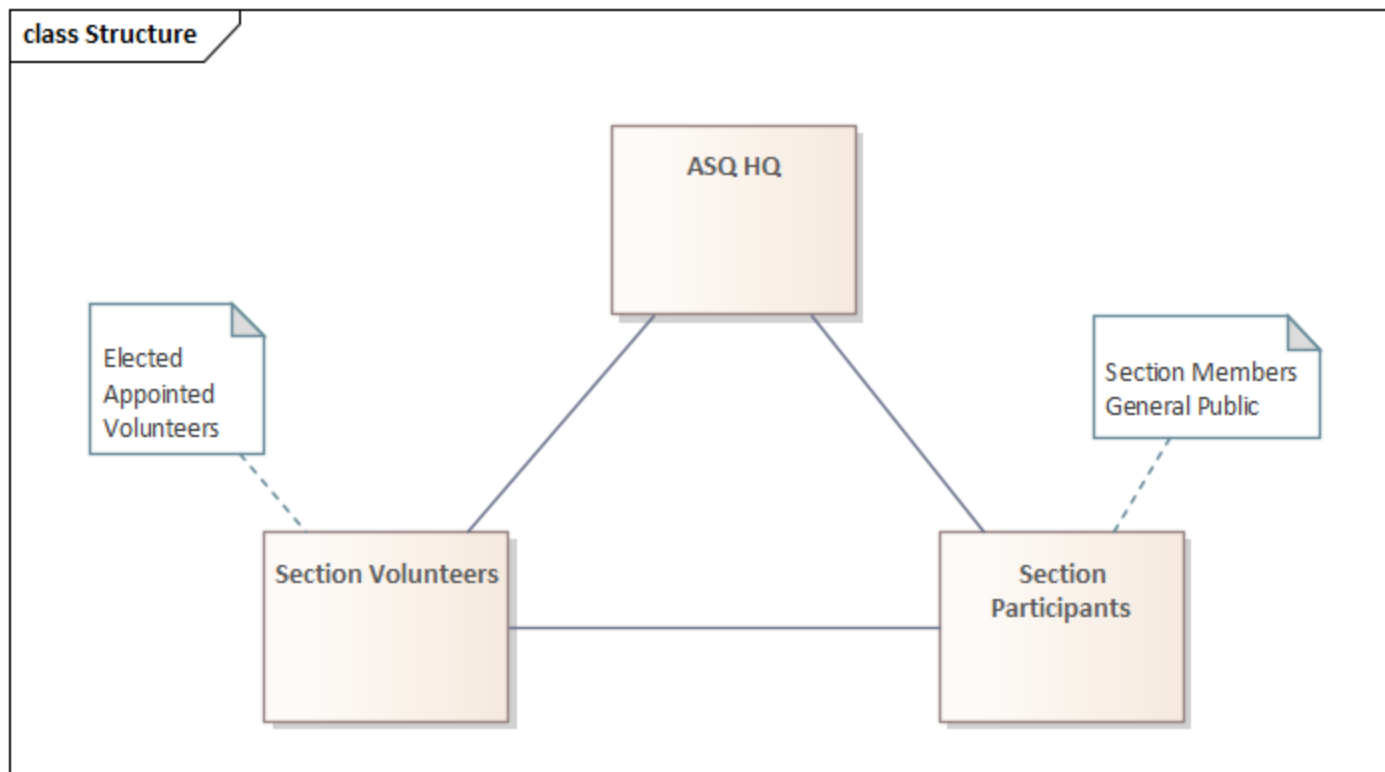
Section 0511 – Key Interactions

- How I see the key interactions:

Section High-Level Strategic Priorities

- Priorities:
    - Survival
    - Compliance with ASQ Requirements
    - Section Meetings
    - Activities Outside Section Meetings

- ASQ Requirement on meetings:
    - "The Section will provide <u>at least four professional development events each year</u>. Examples include speakers, panel discussions, workshops, seminars, conferences, networking events, etc."

- Some of the "optional" volunteer opportunities are "must-have" for Survival
    - For example, we must organize and deliver Section Meetings

Constraints

- Constraint – things change:
  - Fewer people
  - Limited time budget (ASQ: 3-6 hours per month)

- What volunteers do:
  - Do the volunteer work
  - Participate in board meetings

- It is possible that not all volunteers want to participate in meetings
  - Some people volunteer to do specific things
    - but do not want to sit in Board meetings

Dealing with Constraint

- How to work with the constraint of limited volunteer availability:
    - Reduce the amount of work
    - Increase value provided by volunteers
    - May or may not succeed

- Path: Structure + Focus:
    - Define <u>what</u> and <u>why</u> needs to be done
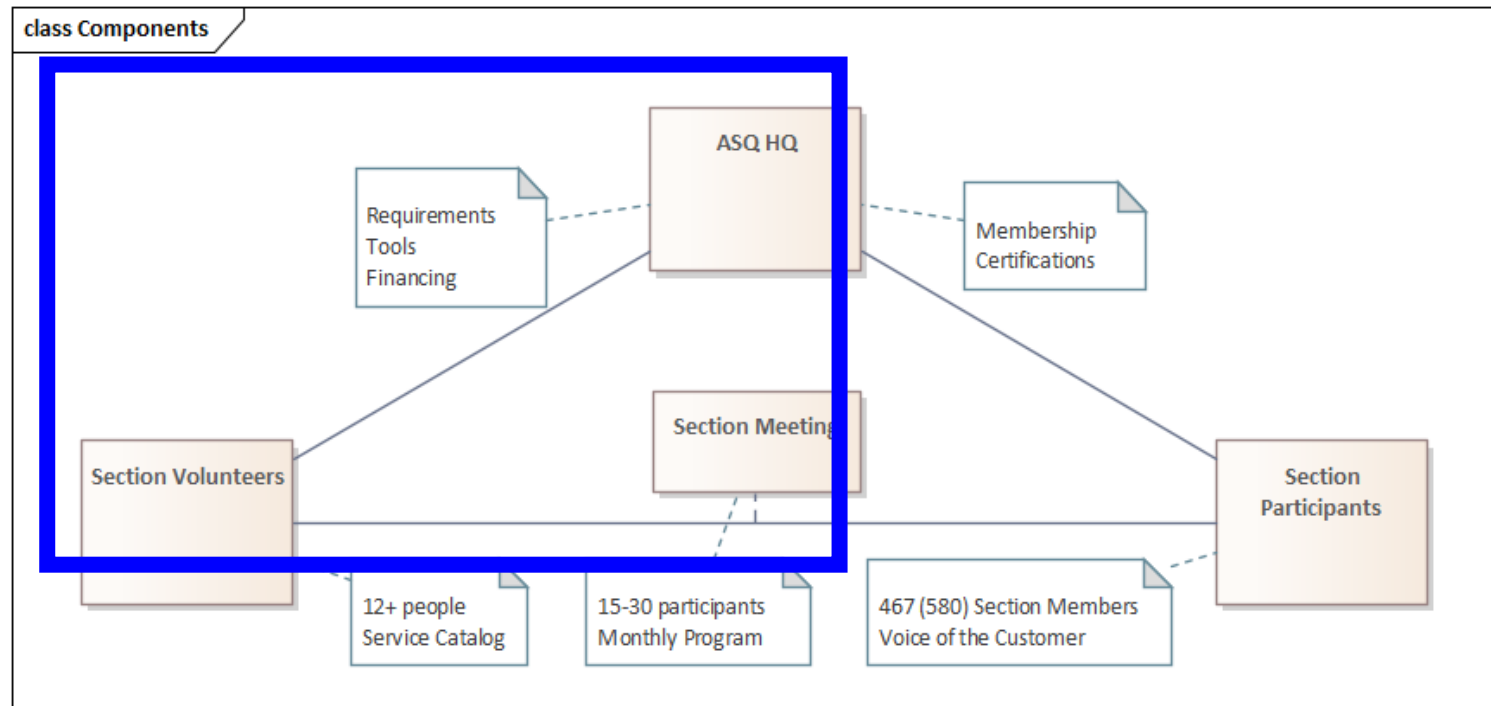   - Assure there are volunteers who do it

Structure + Focus: Compliance Officer

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Interaction: ASQ Requirements

- ASQ – source of requirements, procedures, directives, emails, tools
  - Good: Can help the Section
  - Bad: Can unduly drain its resources

Compliance Officer

- Compliance Officer
  - Identify ASQ Requirements (e.g., priority, date due)
  - Co-develop Compliance Strategy
  - Evaluate Section's compliance
- Bill Eastham, 5/8/21 – volunteered for position of Compliance Officer
  - Cf. Agile: Product Owner
- Compliance Committee
  - All Committee Chairs – on matters of ASQ directives
- Examples:
  - Understanding ASQ procedures
  - Contradictory materials on the ASQ web site
- Objective:
  - Save volunteers time by advising them on ASQ directives.
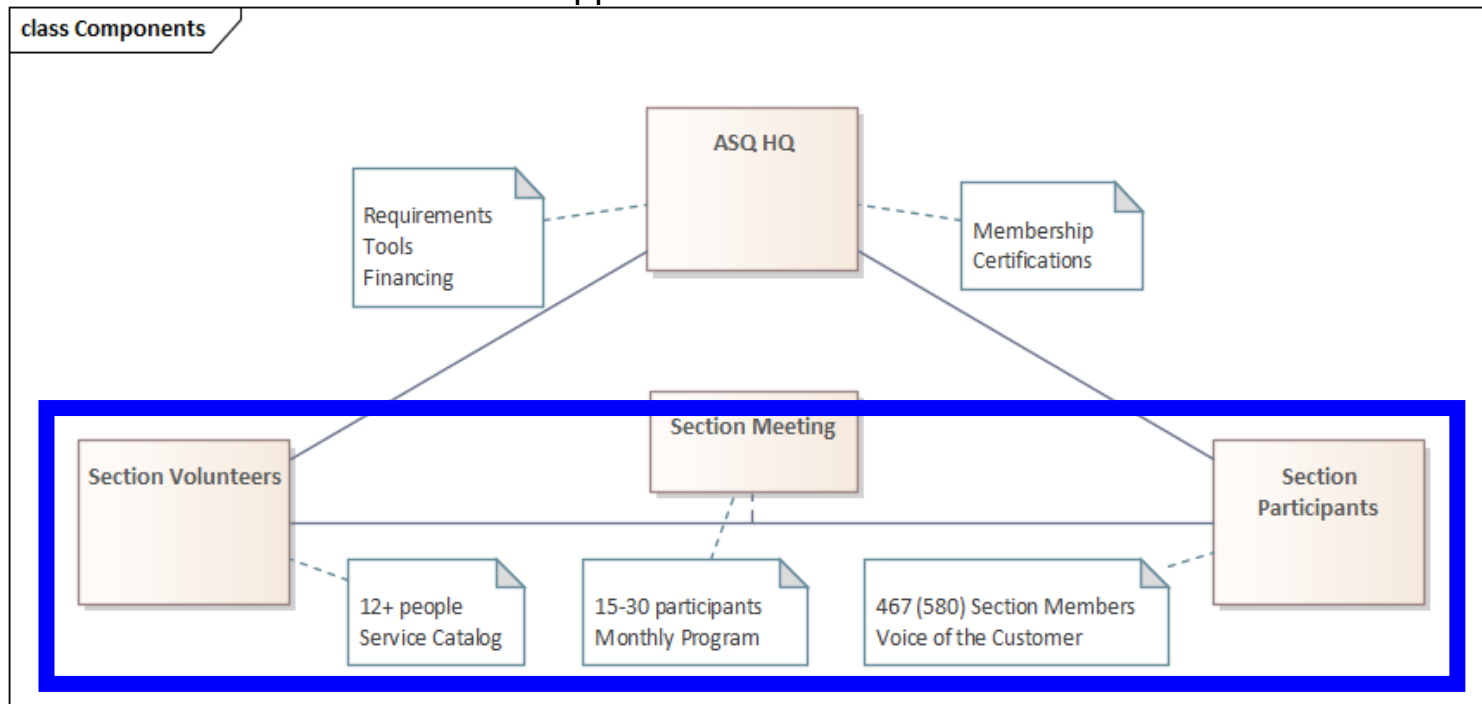 - Recommend ways of least onerous compliance.

Structure + Focus:
Service Catalog

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Interaction: Service Catalog

- Service Catalog – Work in Progress
  - Clearly define what this small group of volunteers will provide to the section members and what it will not provide.
    - Effect: Focus the volunteer opportunities

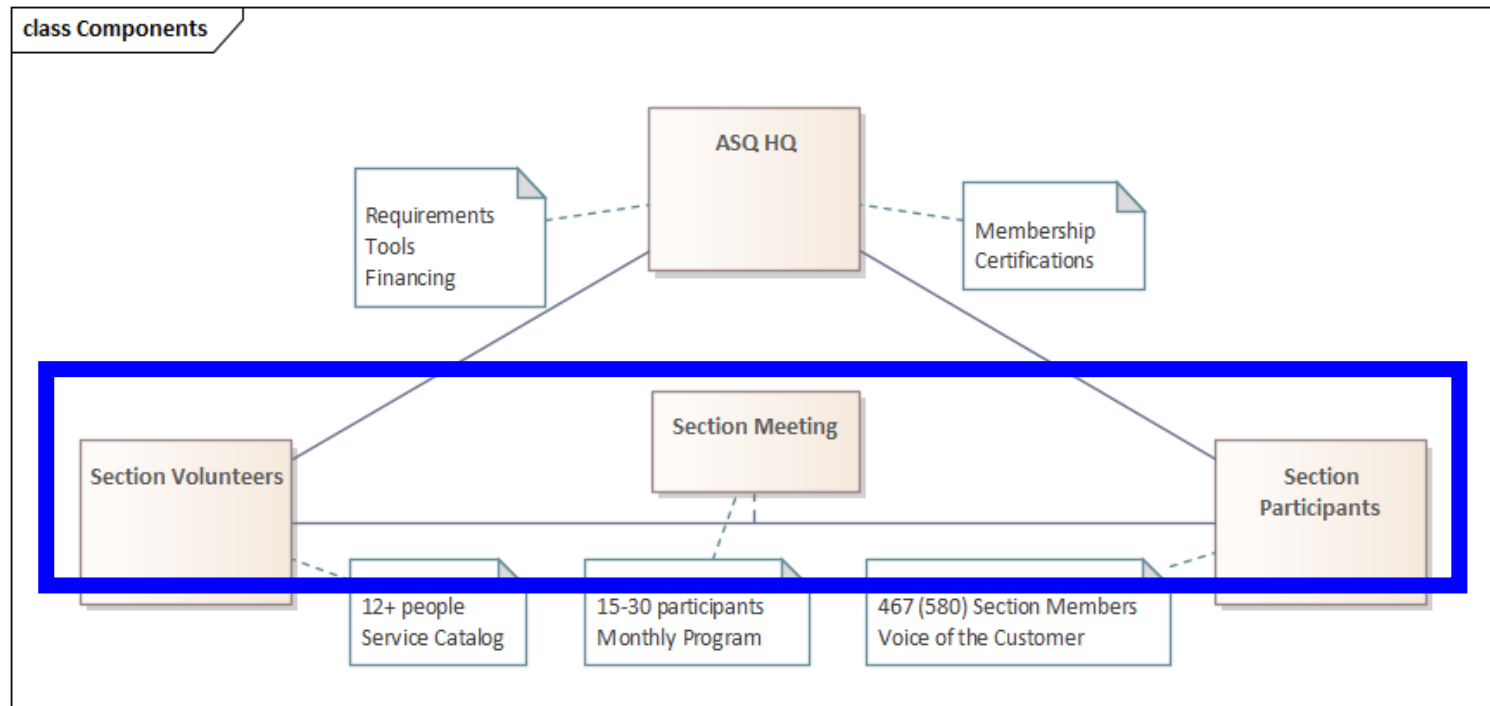**Part 2: Quality Matters: Questions – The Questions**

Structure + Focus:
Section Meeting Focus

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Interaction: Section Meetings

- Section Meetings:
  - Educational events required by ASQ, providing RUs
  - Let us review what happens at such meetings

Approaches to ASQ Section Meetings' Main Event

- ASQ Section Meetings – Main Event:
  - Featured Speaker
    - Outside ASQ Section
    - One of the Regular attendees
  - Round Table Discussion
    - Given topic
    - Rarely
  - Section Business
    - Appeals to volunteer
  - Social Meetings
    - November every year
  - Outings (brewery, winery)
    - Have not taken place in a long time
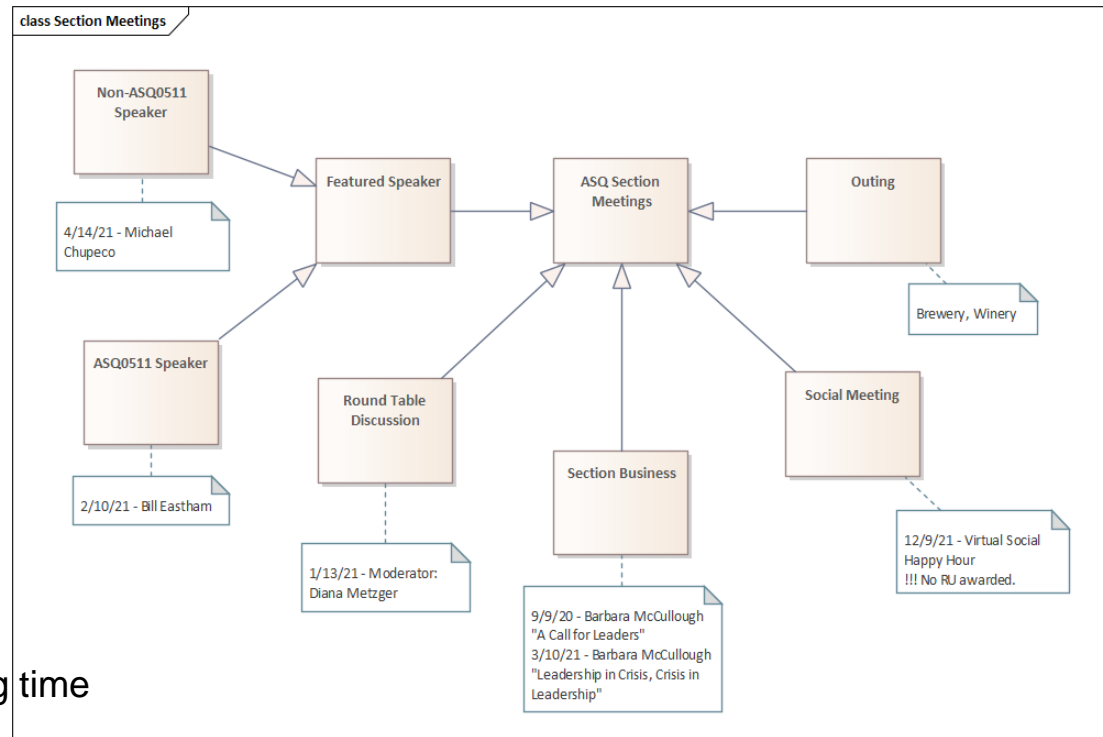
Networking

- With the <u>focus on Featured Speakers</u>:
    - Little opportunity is left for networking
    - Opportunities are limited:
        - To ask questions
        - To exchange experience

- Sidelines: Networking
    - Once a year: Social – No RUs!
    - If have questions, then find from specific people on the side
    - During the dinner preceding the presentation
    - Difficult for introverts (especially the first 2)

Quality Professionals as Source of Experience

- ASQ Section 0511 is a community of quality professionals
  - with tremendous cumulative experience
  - across multiple industries, companies, and government agencies.

- Anyone in Section 0511 is a formidable source of takes, opinions, and lessons on a number of Quality Matters.
  - A Quality Matter is an aspect, focus, slice, segment of the quality landscape that one deals with in a particular situation.

- We all have:
  - Experience to share
  - Questions to ask

Who Gets the Floor?

- Main balance in Main Event:

  - Shall we give floor to one (1) speaker for the night
    - who is <u>often not even an ASQ Member</u>
    - and listen to what the Featured Speaker wants to say
    - on the topic of <u>his choosing</u>?

  - Shall we take the floor to discuss Quality Matters
    - among the <u>Section 0511 Members</u>
    - and share with each other our opinions and experience
    - on the topic of <u>our choosing</u>?

- This is 2021, not 2001.
  - In 2001, an ASQ meeting was your chance to listen to someone!
  - In 2021, we need to adapt.

Quality Matter Round Table Discussions

- I would like to conduct a series of Round Table Discussions
    - <u>on the topics</u> of your choosing
    - <u>asking questions</u> of your choosing

- "<u>Quality Matters</u>" – Discussion Topics
    - In my current draft – 26 topics (quality matters)
    - One topic per one ASQ Section Meeting
        - 26 topics > 2 years of discussions

- "Quality Matters: <u>Questions</u>"
    - Each topic would have a small set of pre-announced questions

- Let's look at examples of "Quality Matters: Questions"

The Nature of "Questions"

- Caveat before we look at examples:

- The "Questions" on "Quality Matters" do not necessarily expect an "Answer".

- Usually, it is best if – instead of an answer – you give your:
  - Opinion
  - Experience

Quality Matters: Questions – Example #1

- Quality Matter: ASQ Certifications.

- Questions:
    - Do quality professionals in the United States need ASQ professional certifications?
    - Are ASQ certifications used in proposals and promotions?
    - How do you use the fact that you have an ASQ professional certification?
    - Are they worth attaining and maintaining?
    - Have you considered letting your certifications expire?
    - How many certifications do you have and how many should one have?
    - What training, if any, should quality professionals pursue as part of recertification?
    - What role should the certification Bodies of Knowledge (BOKs) play?

Quality Matters: Questions – Example #2

- Quality Matter: Inspections and Peer Reviews.

- Questions:
  - Are inspections and peer reviews the same thing?
    - If different, is it worth insisting on the difference?
  - Are inspections and peer reviews any good for assuring quality
    - and how should they be implemented to succeed in that assurance?
  - How do they differ across industries?
  - What if the team perpetually has no time for an inspection or peer review?
  - What roles and training should inspectors and peers have?
  - Should checklists be used in inspections and peer reviews?
  - How should participants prepare for the inspection meeting?
  - What is the inspection meeting needed for?
    - Reviewing the pre-submitted findings?
    - Giving floor to those who did not prepare so that they could contribute after all?

Curious People Want to Know

- I have Questions about your experience in those specific Quality Matters
  - because I desperately need to know how to do some things
  - and, more importantly, whether it actually works.
- I have Questions on each of the Quality Matters of interest to me.
  - And you have Questions about the Quality Matters
    - that did not even occur to me to think of.

- Yet I don't know your experience,
  - And you don't know mine,
  - And we don't know the experiences of the rest of us in this meeting, either.

- And if only you knew,
  - you would do some things differently.
- Or, because it worked for someone else,
  - you might even attempt something that you have not touched with a 10-foot pole.

Questions on "Quality Matters: Questions"

- We have seen examples of "Quality Matters: Questions"

- "Quality Matters: Questions on Questions"
    - I have questions about "Quality Matters: Questions"

- My questions:
    - List of Topics – Which additional topics do you want to discuss?
        - Note: My draft already has 26 topics!
    - Order – In which order should we discuss them?
        - High priority – will be discussed in 2021.
        - Lower priority – will get pushed back into 2022, 2023, or (gasp!) even later.
    - List of Questions – Which questions would you like to ask?
        - There is room for more questions about each topic!

Quality Matters: Questions – Known in Advance

- We will announce in advance:
  - Topic that will be discussed
  - List of questions that will be asked

- You will have time before the next meeting to think
  - Other than thinking, no preparation is requested

- You should speak up what you think:
  - Be opinionated.
  - Describe your experience that differs from the experience of others.
  - Express a controversial position.

- Stick with the topic!
  - Else the topic will not get its deserved attention.

Round Table Moderated

- Each Quality Matter Round Table will be moderated
  - I will gladly moderate all 26 discussions
  - I will also gladly hand over the Moderator Role to you

- Requirements to a Moderator:
  - Section 0511 Member who is not brand new
  - Willingness to lead the full-length meeting of questions and opinions
  - Curious to ask follow-up questions

- Advantages of Being a Moderator:
  - You can ask questions that you like!
    - Remember: It's the Moderator who will ask questions!
  - You will have a tribune to offer your own opinions and experiences as you choose.
  - Topic of interest to you will be discussed earlier if you are willing to moderate it.

Sequence of Quality Matter Round Tables

- I will moderate the June 2021 discussion.
  - Topic: ASQ Certifications

- The rest of the discussions will be scheduled depending on:
  - Priorities for topics expressed by you
  - Your desire to moderate instead of me

Results of the Quality Matter Round Table Discussions

- This has not yet been decided…
    - But this is my wish!

- Taking notes of the Quality Matter Discussions

- Preparing the Digest of the discussion
    - => to show what Section 0511 thinks on the given Quality Matter
    - "ASQ Section 0511 Quality Matter Opinion"
    - Note: Written materials will be anonymous for privacy
        - No names mentioned associated with the expressed opinions.

- Note: We will proceed with the Quality Matter Round Tables
    - even if we do not have volunteer power to prepare written "ASQ Section 0511 Quality Matter Opinions"

Summary of Advantages

- Advantages:
  - People will drive what is discussed and what questions are asked
    - Instead of depending on the Featured Speaker
  - No advance preparation is required
    - A Featured Speaker has to prepare in advance
  - People are engaged
    - People will speak up who have not gotten floor before
  - We can exchange opinions and experience
    - This would be difficult under the Featured Speaker approach
  - We are out of perpetual crisis of looking for speakers
    - We will not have to accept speakers simply because we desperately need one
  - We can publish our Quality Matter Opinions
    - This is optional but possible.
- We will still have Featured Speakers, Annual Social, and Outings!
  - Just not as often…

Part 3: Quality Matters: Questions – The List

Quality Matters: Questions

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Quality Matters: Questions – A List

- This section is a walk-through:

  - Quality Matters
    - A draft list
    - This list represents areas that I am interested in
    - Offer additional "Quality Matters"
    - Prioritize the "Quality Matters"

  - Questions
    - A draft list
    - Each list of questions is probably shorter that the final list to be discussed
    - Offer additional questions

Quality Matters: Questions – A Walk-through

- Take a pen and take notes

- Think of and submit the following:
  - Additional Quality Matters
  - Additional questions to a specific Quality Matter
  - Your recommendation on priority
  - Which Quality Matter you want to moderate

- Your priority recommendation for a given Quality Matter
  - will have more weight (i.e., we will discuss it sooner rather than later)
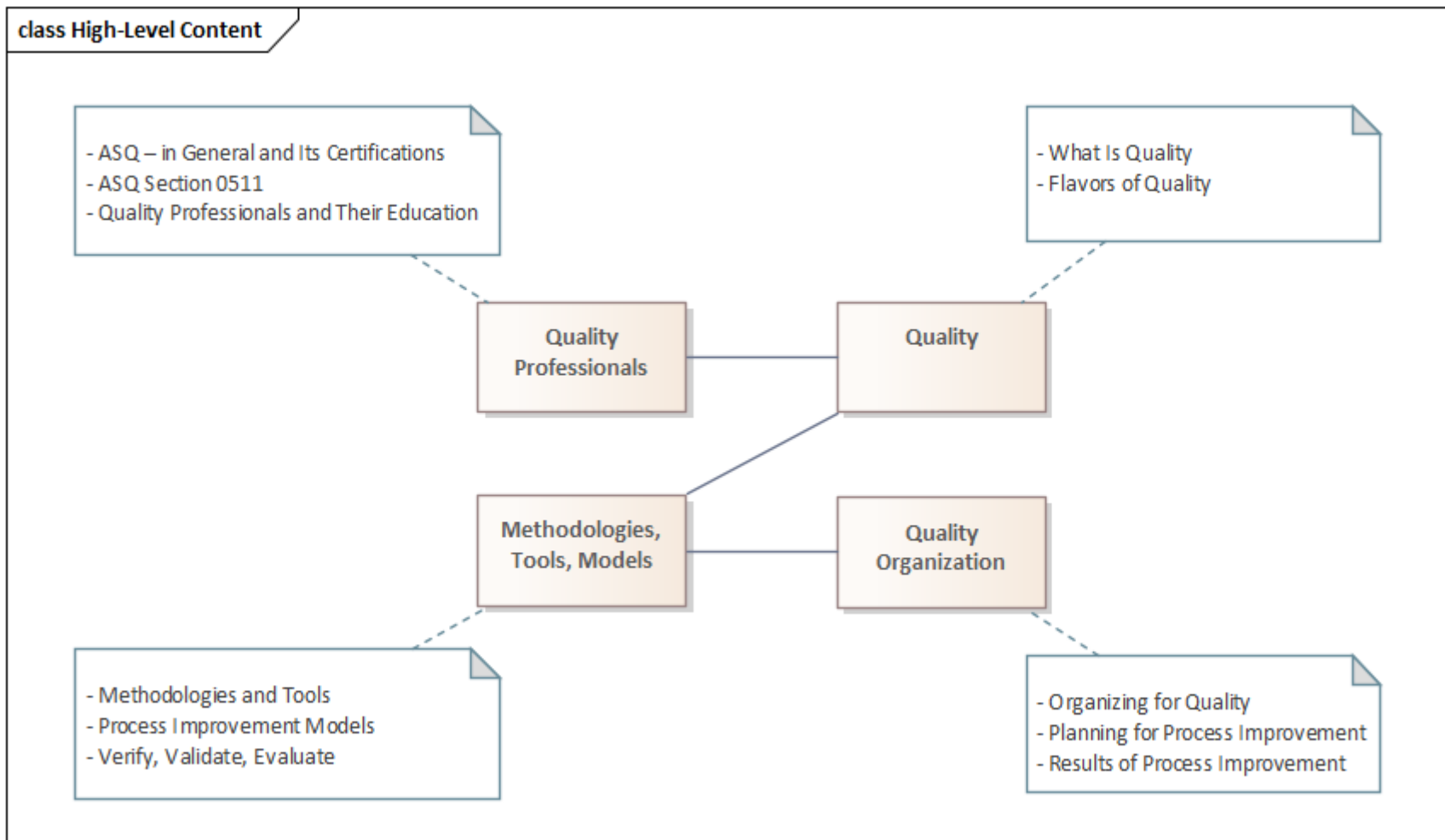   - if you want to moderate that Quality Matter!

High-Level Groups

- The Four (4) Large Areas to group discussion topics
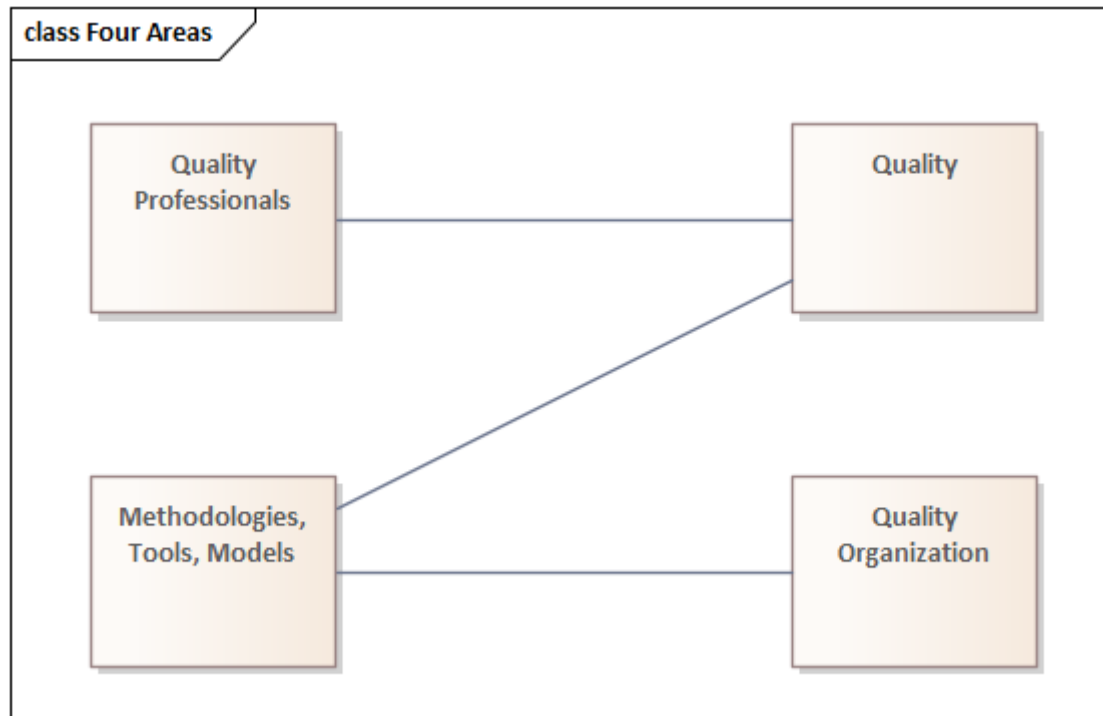
High-Level Content of the Four (4) Areas

class High-Level Content

- ASQ – in General and Its Certifications
- ASQ Section 0511
- Quality Professionals and Their Education

- What Is Quality
- Flavors of Quality

Quality Professionals

Quality

Methodologies, Tools, Models

Quality Organization

- Methodologies and Tools
- Process Improvement Models
- Verify, Validate, Evaluate

- Organizing for Quality
- Planning for Process Improvement
- Results of Process Improvement

Quality Professionals

ASQ – in General and Its Certifications

- **1. American Society for Quality**
  - What should be the role of the American Society for Quality (ASQ) in the quality profession in the United States going forward
    - and how should ASQ adjust to play this role?
  - What do quality professionals want of ASQ?
  - What can ASQ do to make the quality professionals join and stay with ASQ, and what can it do that they leave ASQ?

- **2. ASQ Certifications**
  - Do quality professionals in the United States need ASQ professional certifications?
  - Are ASQ certifications used in proposals and promotions?
  - Are they worth attaining and maintaining?
  - What training should quality professionals pursue as part of recertification?
  - What role should the certification Bodies of Knowledge (BOKs) play?

ASQ Section 0511

- **3. ASQ Sections**
  - What should be the role of the ASQ sections for the ASQ members, for the holders of ASQ professional certifications, and for other quality professionals
    - and how should the ASQ sections adjust to play that role?
  - What do quality professionals want of their ASQ sections?
  - How should the ASQ members, the holders of ASQ professional certifications, and other quality professionals participate in the section work?

- **4. A Quality Professional's Experience**
  - Is the professional life experience of an individual quality professional of interest to other quality professionals?
  - What and how much should such a quality professional communicate to others?
  - What should the audience do with this information?
  - Are quality professionals constrained by their companies what experience they can reveal to their peers?

# Quality Professionals and Their Education

- 5. Quality Professional
  - What should be the role of a quality professional?
    - To lead process improvement?
    - To conduct QA audits?
    - To assure appraisal credentials?
  - Why does a project or an organization need quality professionals?
  - How big should the team of quality professionals be?

- 6. Professional Education
  - How much if at all should quality professionals come from the schools that educate them as such the way that doctors come from medical schools, lawyers from law schools, etc.?
  - Should quality certifications be required?
  - Should licenses be required?
  - Or should anyone be able to be a quality professional, with education unrelated?

Quality Professionals and Their Education (cont'd)

- 7. Continuing Education
  - What continuing education do quality professionals need
    - and how should that education be provided and obtained?
  - Do those continuing education needs and means change if the quality professionals are ASQ members or holders of ASQ professional certifications?
  - Do activities that quality for ASQ RUs suffice to provide continuing education for quality professionals?
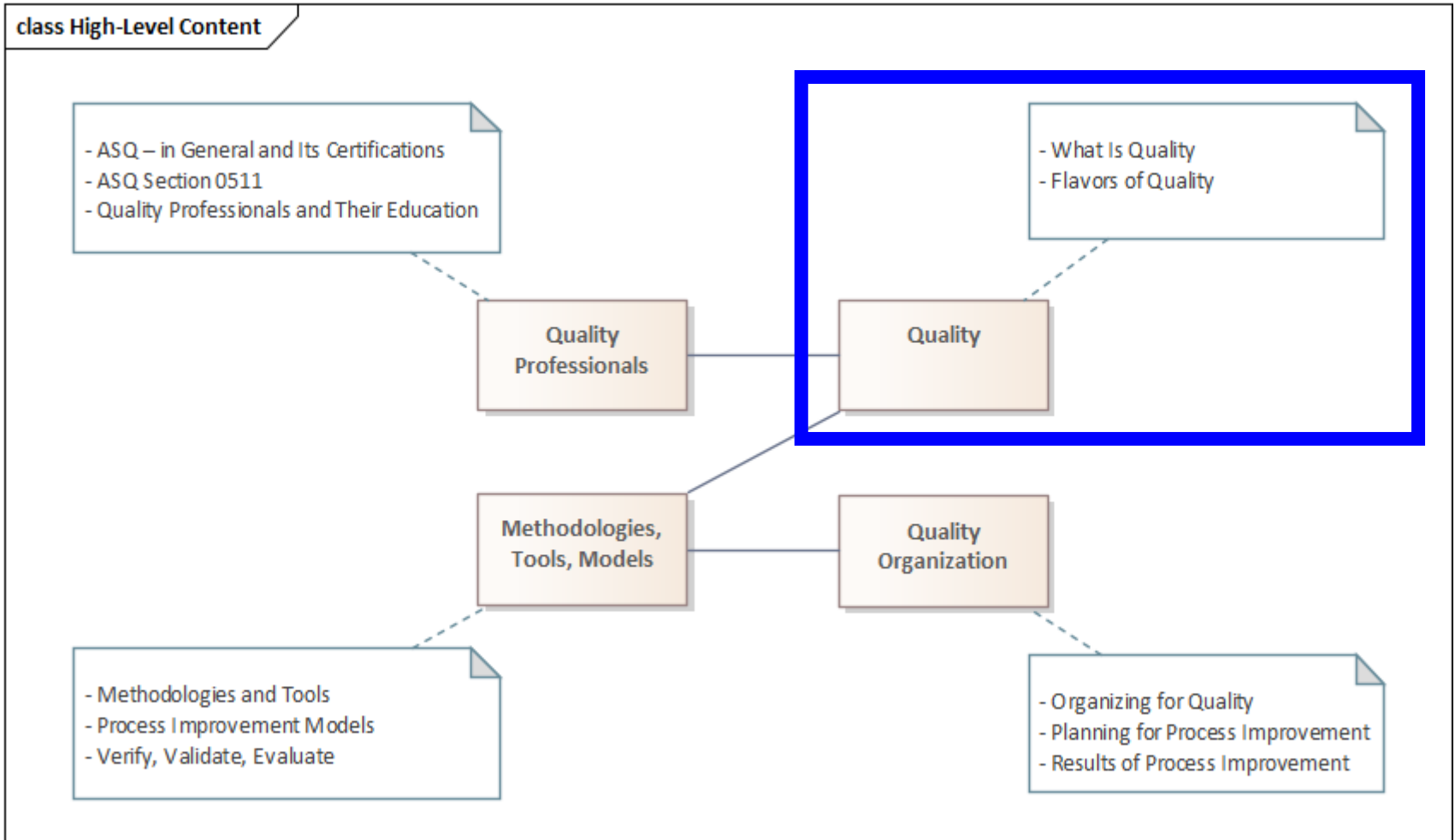
Quality

What Is Quality

- 8. Quality vs. Process
  - Are quality professionals and process professionals the same people?
  - How are product and service quality related to process quality?
  - Should process improvement be pursued when the real objective is to improve the product or service quality?

- 9. Agile vs. Quality
  - Is Agile in conflict with quality engineering, quality assurance, and model-based process improvement
    - and how should such conflict be resolved?
  - What quality procedures could be skipped if the organization is Agile?
  - How do quality professionals deal with teams that say:
    - "We don't do that anymore because we are Agile now."?

Flavors of Quality

- 10. Development vs. Service
  - CMMI distinguishes two (2) significant categories:
    - (a) Development of products and services (b) Service.
    - For example:
      - (a) Development of a new medicine;
      - (b) A service of running a store chain and selling through them.
  - Is quality in development and in service the same or different? If different:
    - What can be unified?
    - What must be held different?
  - What can quality approaches in Development and in Services learn from each other?

Flavors of Quality (cont'd)

- 11. Industry-specific Quality
  - Is quality in different industries the same or different?
  - How should methods and achievements of quality professionals in one industry be communicated to and reused by quality professionals in other industries?
    - For example, what do quality approaches in development of new medicines and in development of software have in common?
    - Aren't they too industry-specific?
  - Is there something in quality that is not portable across the industry boundaries?

Methodologies, Tools, Models
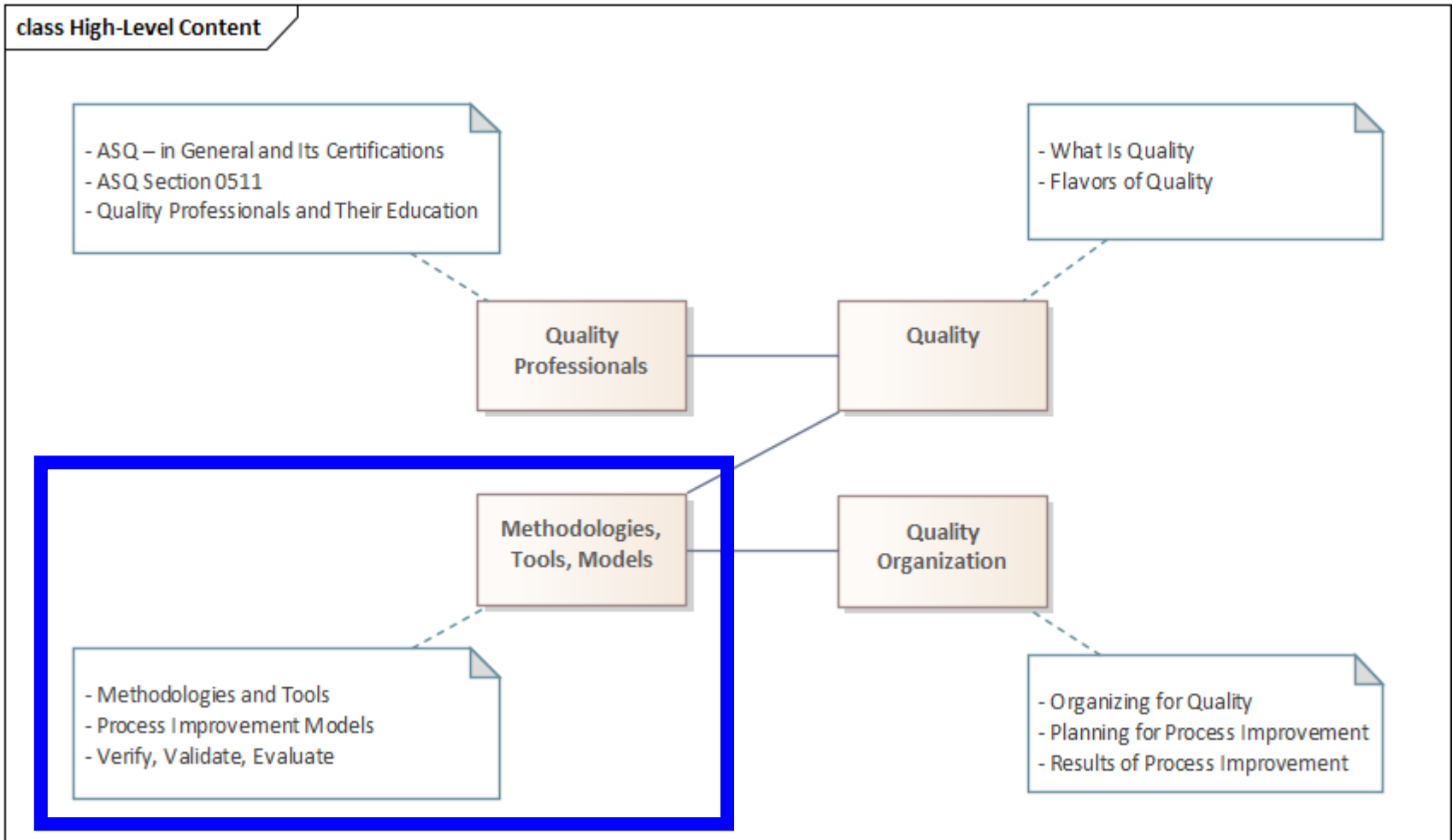
Methodologies and Tools

- ## 12. Methodologies
  - Are methodologies such as Six Sigma, Lean, Quality Circles, TQM, and others still needed for quality professionals?
  - What should the quality professionals do with those methodologies in their real work?
  - Should the quality professional learn and stick to specific methods (tools) as described in Six Sigma and similar (e.g., as listed in The Quality Toolbox book)?

- ## 13. Software Tools
  - What place do software tools have for quality professionals?
    - Are they just a word processor and a spreadsheet?
    - Do quality professionals need more than that?
  - Should quality professionals be limited to GUI tools, or should they learn languages (such as R)?
  - What is the place of modeling tools in the quality professionals' repertoire?

Methodologies and Tools

- 14. Internet
    - How has the internet affected the quality profession?
    - What information do quality professionals find on the internet?
    - How has access to tools changed with the advent of the internet?
    - Are books on quality still needed as we now have the internet?
    - How should the quality profession adjust to the internet?

Process Improvement Models

- ## 15. Model-based Process Improvement
  - Are models such as CMMI, ISO, and others any good for use by the quality professionals
    - and how should the quality professionals use them?
  - Does it matter which of those models they use?

- ## 16. Appraisal Credentials
  - Are appraisal credentials (such as CMMI) needed?
  - Who and why should pursue such credentials?
  - Do they assure the quality of product or service?
    - If not, then are they worth the effort?
  - Are appraisal credentials still needed for Agile teams?

Process Improvement Models (cont'd)

- **17. High Maturity**
  - What should the role of quantitative and statistical methods known as high maturity in CMMI be in quality and process improvement?
    - Aren't they an overkill?
    - How to make them lean?
    - Are they worth the effort?
  - Does anyone need CMMI level 4/5 credentials,
    - for example, they helped you improve performance or win proposals?
  - Do models other than CMMI have "high maturity"?
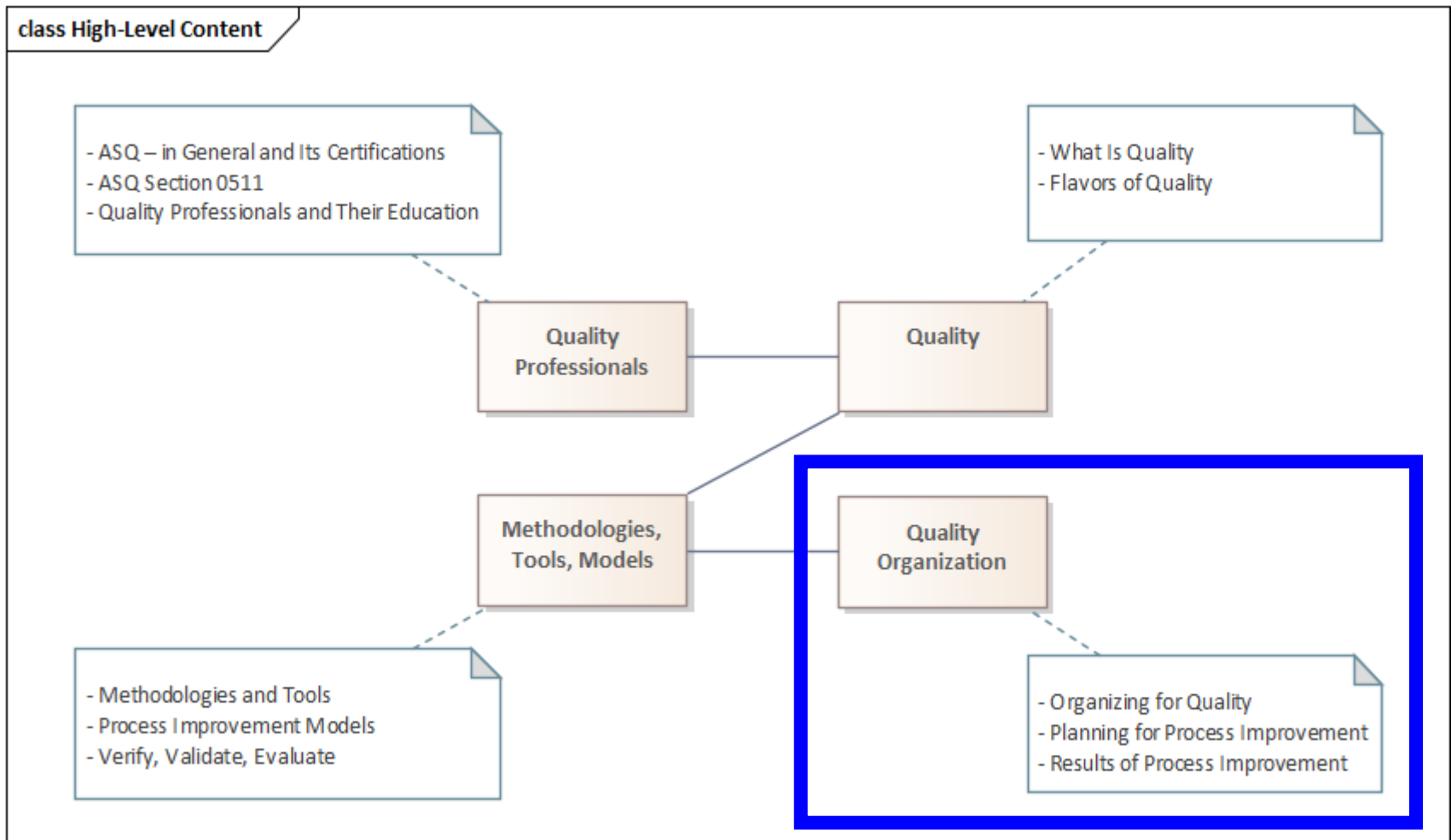
Verify, Validate, Evaluate

- 18. Inspections and Peer Reviews
  - Are inspections and peer reviews the same thing?
  - Are inspections and peer reviews any good for assuring quality
    - and how should they be implemented to succeed in that assurance?
  - What roles and training should inspectors and peers have?
  - How should they prepare for the inspection meeting?
  - What is the inspection meeting needed for?

- 19. Test
  - What is the role of test in assuring quality?
  - How should it be implemented so that it would not be too late and too little?
  - How proactive should the testers be?
  - Should test be reduced or eliminated when the product is already great?

Verify, Validate, Evaluate (cont'd)

- 20. Quality Audits
  - Is quality assurance a synonym for test?
  - Are the quality audits and quality assurance the same thing?
  - What should be the role of quality assurance audits?
  - Are process audits and product audits the same thing,
    - and which of them should be done?
  - Who is the Auditor's Client?
  - Are quality assurance audits worth the effort?

Quality Organization

class **High-Level Content**

- ASQ – in General and Its Certifications
- ASQ Section 0511
- Quality Professionals and Their Education

- What Is Quality
- Flavors of Quality

Quality Professionals

Quality

Methodologies, Tools, Models

Quality Organization

- Methodologies and Tools
- Process Improvement Models
- Verify, Validate, Evaluate

- Organizing for Quality
- Planning for Process Improvement
- Results of Process Improvement

Organizing for Quality

- 21. Process Organizations
  - What should be the realistic role of the Organization in relation to its member projects (as, for example, envisioned by CMMI)?
    - How big should such an organization be?
    - Should it concern itself only with process or also with quality and performance?
    - Should it provide organizational processes and training to its member projects?
  - Isn't such an Organization just a nuisance for the projects needed only to pass an appraisal?

- 22. Enterprise Size
  - Organizations vary dramatically in size, from a business that consists of one (1) person to an organization of many thousands.
    - We know that an organization of one (1) person could be CMMI level 5.
  - How should quality be addressed depending on the organization size?
  - Should there be one (1) quality professional or a team of them, and what would such a team do?
  - To whom should the quality professional report?

Planning for Process Improvement

- ## 23. Process Improvement Initiatives
    - Do organizations need process improvement initiatives?
        - Who should lead them and how?
        - Who should participate in them?
    - What if people in the organization do not have time to participate in process improvement?

- ## 24. Plans and Process Descriptions
    - What is the role of the plan and process documentation?
        - Aren't they just shelfware?
    - Are plans and process descriptions the same thing?
        - How much of them should be written?
        - Who should write them?

Results of Process Improvement

- ## 25. Effectiveness
  - Should process effectiveness and process improvement effectiveness be distinguished and evaluated?
  - How do I know whether my process any good,
    - i.e., how should I evaluate process effectiveness?
  - How do I know whether my process change has made the process any better,
    - i.e., how should I evaluate process improvement effectiveness?

- ## 26. Lessons Learned
  - Are lessons learned and Agile retrospectives the same thing?
  - What role in process improvement should lessons learned play?
  - How should process improvement based on lessons learned be organized?
  - Is it worth the effort?

Next Steps

- Communicate:
    - Priorities of Topics
    - Additional Questions on Topics
    - Additional Topics
    - Topics that you would like to moderate

- See you in at the June 2021 Quality Matter Round Table on:
    - "ASQ Certifications"

Summary

- Discussed:
  - See Agenda